

**(Abstract)**

Revised Regulation, Scheme and Syllabus of the M.B.A. Programme (CBCSS) - implemented w.e.f. 2020 Admission in Department of Management Studies- Orders issued

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**ACADEMIC C SECTION**

Acad/C1/14197/2020

Dated: 18.02.2021

- Read:-1. The Minutes of the meeting of the Syndicate held on 26.10.2019, vide item No. 2019.676
2. U.O.No.ACAD C3/22373/2019. dated 08.10.2020
  3. U.O.No.Acad/C3/22373/2019, dated 12.11.2020
  4. Department Council Minutes, Dept. of Management Studies
  5. Letter from the HoD, Dept. of Management Studies forwarding revised Syllabus of M.B.A. Programme, Dated.05.02.2021

**ORDER**

1. The meeting of the Syndicate held on 26.10.2019 resolved vide paper read (1), to revise the Scheme and Syllabus of all Post Graduate programmes under Choice Based Credit Semester System (CBCSS) in the Schools/Departments of University with effect from 2020 admission.
2. Subsequently, the Curriculum Committee was reconstituted as per paper read (2) above to monitor and co-ordinate the working of the Choice based Credit Semester System.
3. Accordingly, the revised Regulation for P.G. Programmes under Choice Based Credit Semester System (CBCSS) at Department of Management Studies was implemented with effect from 2020 admission vide paper read (3).
4. Further, the Department Council, vide paper read (4) above, approved the revised Regulations, Scheme and Syllabus of the M.B.A. Programme under Choice Based Credit Semester System, prepared in line with the revised Regulations for Choice Based Credit Semester System, for implementation in the Department of Management Studies, Dr.Janaki Ammal Campus, Palayad, Thalassery, w.e.f 2020 admission.
5. Subsequently, the revised Scheme and Syllabus of M.B.A. Programme, prepared in line with the Regulations for Choice Based Credit Semester System, was duly scrutinized by a Subject Expert, and he recommended the Syllabus for implementation.
6. Thereafter, the revised Regulation, Scheme and Syllabus of the M.B.A. Programme was forwarded by the Head, Department of Management Studies, as per paper read (5), for implementation with effect from 2020 admission.
7. The Vice Chancellor after considering the matter in detail and in exercise of the powers of the Academic Council conferred under section 11 (1), Chapter III of Kannur University Act 1996, accorded sanction to implement the revised Regulations, Scheme and Syllabus of the M.B.A. Programme under Choice Based Credit Semester System, in the Department of Management Studies, Dr.Janaki Ammal Campus, Palayad,Thalassery of the University with effect from 2020 admission, subject to reporting to the Academic Council.

8. The revised Regulation, Scheme and Syllabus of the M.B.A. Programme (CBCSS), implemented w.e.f. 2020 admission, are uploaded in the University website.([www.kannuruniversity.ac.in](http://www.kannuruniversity.ac.in)).

Orders are issued accordingly.

Sd/-

**BALACHANDRAN V K**  
**DEPUTY REGISTRAR (ACAD)**  
For REGISTRAR

To: The Head  
Dept.of Management Studies  
Dr.Janaki Ammal Campus  
Palayad,Thalassery

Copy To: 1. The Examination Branch (through PA to CE).  
2. PS to VC / PA to PVC / PA to R / PA to CE  
3. DR / AR 1 (Acad).  
4. The Computer Programmer (for uploading in the Website)  
5. SF / DF / FC /.



Forwarded / By Order

*[Signature]*  
SECTION OFFICER

*[Signature]*



**KANNUR UNIVERSITY**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**Dr. JANAKIAMMAL CAMPUS, PALAYAD**  
**KANNUR UNIVERSITY**

**PROGRAMME REGULATION**

The Regulation of MBA (CBCSS) of Department of Management Studies, Kannur University.

**1. Title of the Programme**

This Degree shall be called **MASTER OF BUSINESS ADMINISTRATION (MBA)**.

**2. Duration of the Programme**

The duration of MBA Programme shall be a minimum of two years consisting of four semesters.

**3. Admission Eligibility**

A pass in any bachelor's degree examination (10+2+3 pattern) of Kannur University or any other Indian or Foreign University duly recognized by the Kannur University as equivalent thereto. Candidates to be eligible to apply for admission to the programme are required to have scored not less than 50 % marks in aggregate or letter grade B under the grading system in the qualifying examination. However, candidates belonging to the other backward communities are eligible for a concession of 5 percent marks (or equivalent grade) in the qualifying examination. Those belonging to scheduled caste/ scheduled tribes having secured a pass (or equivalent grade) in the degree examination are eligible to apply for admission to the programme.

**4. Admission Procedure**

Admission to MBA Degree programme of the Department is based on the score obtained in CMAT/CAT/KMAT, Group Discussion, and Personal Interview in the ratio 80:10:10. Based on the performance on the Entrance Test, Group Discussion and Interview, the Rank List for MBA admission will be prepared. While preparing the rank list, if there is same index marks for more than one candidate, he/she will be ranked on the basis of marks obtained in the entrance exam. Even after this, if there is a tie; they will be ranked on the basis of date of birth that is the elder person is to be ranked higher.

Reservation rules approved by Kannur University from time to time shall be followed strictly in the admission to the Programme.

## 5. MBA Programme Focus

### 5.1 Graduate Attributes (GAs):

At the end of the MBA programme the learner shall exhibit:

1. Proficiency in Communication, Collaboration, Teamwork and Leadership
2. Research Aptitude, Scholarship & Enquiry
3. Proficiency in ICT, Digital Literacy and Life-Long Learning Orientation
4. Entrepreneurship & Intrapreneurship Orientation
5. Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

### 5.2. Programme Objectives (POs):

The MBA course of the department is designed with the following objectives

1. Develop and improve the awareness and knowledge about functioning of local and global business environment and society.
2. Competencies in quantitative and qualitative techniques.
3. Developing responsiveness to contextual social issues problems and exploring solutions, understanding business ethics and resolving ethical dilemmas.
4. Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas.
5. Understanding leadership roles at various levels of the organization and leading teams.

## 6. Programme Structure

**6.1 Duration:** The MBA Programme shall be completed within a period of minimum of four and maximum of eight consecutive semesters. If a student does not pass a course within the regular schedule, he/she shall reappear for the course examination along with the subsequent batch. Each semester shall consist of 15 instructional weeks of five days each of six hours per day. Every semester will be adjusted to have at least 90 working days including end semester examinations

**6.2. Credits:** One credit of the course is defined as one hour lecture per week for 15 weeks in a Semester. The total minimum credits required to complete MBA programme is 116. The details of number of courses (core and elective), total credits in different semesters are as follows.

Semester	Total Credits
I	30
II	30
III	26
IV	30
Total	116

### **6.3. Scheme of the Programme:**

*Courses:* The MBA Programme shall include three types of Courses, namely, Core Courses (C), Elective Courses (E) and Open Elective Courses (O). The Department shall offer the Core Courses and appropriate Elective and Open Elective Courses for the programme as decided by the Department Council.

(a). *Core Courses:*The Core Courses are compulsory for all students and cannot be substituted by any other course, these courses will be offered by the department.

(b). *Elective Courses:*Elective course is an optional course to be selected by a student out of such courses offered by the department or any other department approved by the Department Council.

(c). *Open Elective:*Open Elective courses means an elective course which can be selected from a pool of courses offered by the department or other departments or from Massive Open Online Courses (MOOCs) recognised by the Department Council at the beginning of the semester. Students can opt these Open Courses subject to prior approval from the Department Council at the beginning of the semester. Students of other Departments can opt for courses offered by this department subject to fulfilling eligibility criteria as laid down by the Department Council.

The group of electives offered and the elective courses for the next semester will be announced within 10 days of the end of the previous semester, depending upon the availability of faculty and the demand for the courses. The student within a maximum of 10 working days after the commencement of the classes can change the elective course with the consent of Head of the Department.

*MOOC Courses:* The department Council shall publish the list of approved MOOC courses from SWAYAM or similar platforms for each semester. Students will be permitted to opt any of these courses for Open Elective. Such students will have to intimate and obtain permission from the Head of the Department within stipulated time at the beginning of the semester regarding the MOOC course which has to be considered towards the Open Elective Course. The certificate and mark-list with marks/ grade obtained in the MOOC course should be submitted to the department before the commencement of University examinations so that credit transfer and inclusion in semester mark-list can be done smoothly by the university.

*Semester I and Semester II:*The first and second semesters shall have 7 full courses each of 4 credits. These semesters will also have one Computer Skill Lab course of 2 credit each.

*Semester III:*The third semester will have 6 courses of 4 credits each, and an Organization/ Industry centered study having 2 credits. Out of the 6 theory courses one is a core course, three are electives elective courses and the remaining two are open elective courses. The students shall select three electives

from the list of electives offered by the Department Council at the beginning of the semester. Similarly, the student can select two open elective course from the list of courses approved by the Department Council at the beginning of the semester. These courses can be from the same department or other departments or approved online MOOC courses like SWAYAM. The Department Council will decide on the list of such courses to be offered during the semester and the students have to get approval from the Department Council at the beginning of the semester for pursuing a specific open course. During the third semester every student has to undergo one-month duration Organizational Study (OS) in a nationally or internationally reputed organization. The objective of OS is to provide an exposure to the students to the real life business situations. This study is not intended to be a problem centered study, but a study expected to understand all the activities performed by the organization. The organizations selected for this purpose should have more than one functional department like production/operations, marketing, finance, human resources, information systems etc. For this study, the student should have a mentor from the organization for guidance. This study will be treated as course carrying 2 credits. The students should prepare a brief organizational study report about the organization and submit it on or before the date fixed by the department council.

*Semester IV:* Fourth semester will have 5 theory courses having 4 credits each, of which one course is core course, two courses are elective courses and remaining two are open elective courses. The students shall select two elective courses from the list of elective courses offered by the Department Council at the beginning of the semester. Similar to third semester, the student can select two open elective course from the list of open elective courses approved by the Department Council. These open elective courses can be from the same department or other departments or approved online MOOC courses like SWAYAM approved by the Department Council. The Department Council will decide on the list of such courses to be offered during the semester and the students have to get approval from the Department Council at the beginning of the semester for pursuing a specific open course. This semester will also have one Computer Skill Lab of 2 credits. In addition, the students are required to do their Project Work, which will be a problem centered based on a management/ business related domain. The Project work shall be carried out under the supervision of a faculty in the department for a period not less than 45 days. The report of problem centered project work is to be submitted on or before the date fixed by the Department Council. This Project work will be treated as core course carrying six credits. Further, at the end of fourth semester a comprehensive viva-voce having two credit will be conducted along with the project report evaluation as part of the end semester examinations. During this viva voce examination, students shall be assessed in terms of their knowledge and understanding of all the courses learned by them during the four semesters of the MBA programme and also about the project work undertaken by them.

*6.4. Specialisation:* During the MBA Programme, each student shall opt for three

elective courses in third semester and two elective course in fourth semester from one of the group of electives offered to them. The group of electives offered and the courses offered within that group will be decided by the Department Council at the beginning of the respective semester depending upon the availability of faculty and the demand for the courses.

**7.Attendance:**The minimum attendance required for the Course shall be 60% of the total number of classes conducted for that semester. Those who secure the minimum attendance in a semester alone will be allowed to register for the End Semester Examination. Condonation of attendance to a maximum of 10 days in a Semester subject to a maximum of two spells within the programme will be granted by the Vice-Chancellor. Benefit of Condonation of attendance will be granted to the students on health grounds, for participating in University Union activities, meetings of the University Bodies and participation in extra-curricular activities on production of genuine supporting documents with the recommendation of the Head of the Department concerned. A student who is not eligible for Condonation shall repeat the Course along with the subsequent batch.

### **8. Evaluation:**

Evaluation of a student shall be conducted through Continuous Assessment (CA) and an End Semester Examination (ESE). Evaluation for all theory courses will be conducted both externally and internally. The performance of a student in each course is evaluated in terms of percentage of marks with a provision for conversion to grade points. For all theory, the internal evaluation and external evaluation will be in the ratio 40:60 (40 marks for CA and 60 marks for ESE for a course with 100 marks).

*Continuous Assessment (CA)* shall be based on a predetermined transparent system involving periodic written tests, assignments, seminars and class participation. The percentage of marks assigned to various components for internal evaluation is as follows:

Sl.No.	Component	Internal marks
1.	Two test papers	16
2.	Assignments/Book review/G.D	16
3.	Seminars/Presentation of case study	8
	Total	40

In the case of lab courses carrying a credit of 2 each during first, second and fourth semester, evaluation will be based on CA done internally by the concerned faculty member in the department.

In the case of Organization Study to be conducted during third semester, the evaluation will be conducted by external examiners. The ESE will consist of double evaluation of report (50%) and Viva Voce (50%) to be conducted by two external examiners.

In the case of Project Work to be conducted in fourth semester, the evaluation will consist of both CA(40%) by the faculty guide and ESE(60%). The ESE for this Project Work will be double valuation to be conducted by two external examiners. The comprehensive Viva Voce during fourth semester will be conducted by two external examiners.

## COURSE STRUCTURE

### FIRST SEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
				CA	ESA	TOTAL
MBMBA01C01	Principles& Practices of Management	C	4	40	60	100
MBMBA01C02	Managerial Economics	C	4	40	60	100
MBMBA01C03	Accounting for Managers	C	4	40	60	100
MBMBA01C04	Data Analysis for Decision Making	C	4	40	60	100
MBMBA01C05	Business Environment	C	4	40	60	100
MBMBA01C06	Managerial Communication	C	4	40	60	100
MBMBA01C07	Business Ethics and Corporate Governance	C	4	40	60	100
MBMBA01C08	Computer Skill Lab I	C	2	50	-	50
Total			30			

(C– Core course, E – Electives course, CA-Continuous Assessment ,ESA-End Semester Assessment)

### SECOND SEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
				CA	ESA	TOTAL
MBMBA02C09	Operations Research	C	4	40	60	100
MBMBA02C10	Organisational Behaviour	C	4	40	60	100
MBMBA02C11	Human Resource Management	C	4	40	60	100
MBMBA02C12	Marketing Management	C	4	40	60	100
MBMBA02C13	Financial Management	C	4	40	60	100
MBMBA02C14	Research Methodology	C	4	40	60	100
MBMBA02C15	Production and Operations Management	C	4	40	60	100
MBMBA02C16	Computer Skill Lab II	C	2	50	-	50
Total			30			

(C– Core course, E – Electives course, CA-Continuous Assessment ,ESA-End Semester Assessment)



THIRD SEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
				CA	ESA	TOTAL
MBMBA03C17	Management Information System	C	4	40	60	100
	Open Elective Course - 1	E	4	40	60	100
	Open Elective Course - 2	E	4	40	60	100
	Elective I	E	4	40	60	100
	Elective II	E	4	40	60	100
	Elective III	E	4	40	60	100
MBMBA03C18	Organisational Study	C	2	40	60	100
Total			26			

(C– Core course, E – Electives course, CA-Continuous Assessment, ESA-End Semester Assessment)

FOURTH SEMESTER

CODE	SUBJECT	C/E	Credits	Marks		
				CA	ESA	TOTAL
MBMBA04C19	Strategic Management	C	4	40	60	100
	Open Elective Course - 3	E	4	40	60	100
	Open Elective Course - 4	E	4	40	60	100
	Elective IV	E	4	40	60	100
	Elective V	E	4	40	60	100
MBMBA04C20	Computer Skill Lab III	C	2	50	-	50
MBMBA04C21	Project Report	C	6	40	60	100
MBMBA04C22	Comprehensive Viva Voce	C	2	-	50	50
Total			30			
Total credits for the course			116			

(C– Core course, E – Electives course, CA-Continuous Assessment, ESA-End Semester Assessment)

<b>OPEN ELECTIVE COURSES</b>	
Code	Course
MBMBA03O01	Business Law
MBMBA03O02	Business Fundamentals
MBMBA03O03	E-Commerce
MBMBA04O04	Project Management
MBMBA04O05	Basic Business Analytics using R
MBMBA04O06	Entrepreneurship Development

### **ELECTIVE GROUPS**

<b>GROUP I: MARKETING – Elective Courses</b>		
Sl. No.	Code	Course
1	MBMKT03E01	Consumer Behaviour
2	MBMKT03E02	Sales Management
3	MBMKT03E03	Product and Brand Management
4	MBMKT03E04	Marketing Research
5	MBMKT03E05	Global Marketing
6	MBMKT04E06	Retail Management
7	MBMKT04E07	Services Marketing
8	MBMKT04E08	Integrated Marketing Communication
9	MBMKT04E09	Rural Marketing
10	MBMKT04E10	Digital Marketing

<b>GROUP II: HUMAN RESOURCES – Elective Courses</b>		
Sl. No.	Code	Course
1	MBHRM03E01	Counseling Skills for Managers
2	MBHRM03E02	Training and Development
3	MBHRM03E03	Talent Management

4	MBHRM03E04	Leadership for Managerial Performance
5	MBHRM04E05	Managing Group Processes
6	MBHRM04E06	Industrial Relations
7	MBHRM04E07	HR Metrics and Analytics
8	MBHRM04E08	Strategic Human Resource Management

GROUP III: FINANCE – Elective Courses		
Sl. No.	Code	Course
1	MBFIN03E01	Security Analysis and Portfolio Management
2	MBFIN03E02	Financial Services
3	MBFIN03E03	Corporate Taxation
4	MBFIN03E04	Financial Derivatives
5	MBFIN03E05	Behavioural Finance
6	MBFIN04E06	International Financial Management
7	MBFIN04E07	Advanced Financial Management
8	MBFIN04E08	Management Accounting
9	MBFIN04E09	Management Control Systems
10	MBFIN04E10	Financial Modelling

GROUP IV: OPERATIONS MANAGEMENT – Elective Courses		
Sl. No.	Code	Course
1	MBOPM03E01	Total Quality Management
2	MBOPM03E02	Production Planning and Control
3	MBOPM03E03	Advanced Operation Research
4	MBOPM03E04	Materials and Purchase Management
5	MBOPM04E05	Service Operations Management
6	MBOPM04E06	Technology and Innovation Management
7	MBOPM04E07	World Class Manufacturing
8	MBOPM04E08	Supply Chain Management

**DEPARTMENT OF MANAGEMENT STUDIES  
KANNUR UNIVERSITY**

**MBA - DETAILED SYLLABUS - 2020**

**SEMESTER I**

**MBMBA01C01: PRINCIPLES AND PRACTICES OF MANAGEMENT**

Credits: 4

**Course Objectives:**

This course enables the students to develop the essential knowledge of the fundamental management concepts, tools and techniques that aid in problem solving and decisionmaking. It helps to develop the managerial skills required to create a productive work environment.

**Course Learning Outcomes:**

1. Describe the management principles and identify the key competencies needed to be an effective manager.
2. Explain how the managerial tasks of planning, organizing, staffing, directing and controlling can be executed in a variety of circumstances.
3. Illustrate the importance of planning and prepare a course of action for achieving the objectives.
4. Develop an ability to focus on organizational structure and on the allocation of human resources.
5. Appraise the sources of influence to inspire the actions of other organizational members and evaluate the best control methods.

**Course Contents:**

**Module I**

Introduction to Management: Management Concepts - Management versus Administration - Functions of management - Management Roles - Management Skills - Levels of Management - Management as an Art, Science and Profession - Evolution of Management - Classical Approach - Behavioral Approach - Quantitative Approach - Contemporary Approach.

**Module II**

Planning: Nature and Principles of Planning - Types of Plans - Planning Process - Concept of Planning Premises - Management by Objectives - Decision making - Types of decisions and decision making conditions - Decision making Process - Techniques of Decision making.

**Module III**

Organizing and Staffing: Nature and Principles of Organizing - Organization Structure - Factors affecting Organization Structure - Types of Organization Structure - Formal and Informal Organization - Span of Control - Delegation - Elements of Delegation - Centralization and Decentralization - Departmentation - Meaning of Staffing - Importance of the staffing function - Manpower Planning - Job Analysis - Recruitment - Sources of recruitment - Selection - Training and Development - Performance appraisal.

#### **Module IV**

Directing and Controlling: Nature and elements of Directing - Importance of Motivation - Theories of Motivation - Early theories of Motivation - Maslow's Hierarchy of Needs Theory - McGregor's Theory X and Theory Y - Herzberg's Two-Factor Theory - Contemporary Theories of Motivation - Goal-Setting Theory - Reinforcement Theory - Equity Theory - Leadership Qualities and Styles - Purpose of Communication - Methods of Communication - Barriers to Communication - Nature of Control - Control Process - Control Techniques.

#### **Suggested Readings:**

1. Drucker, P. F. The Essential Drucker: The Best of Sixty Years of Peter Drucker's Essential Writings on Management. New York: Harper Business.
2. DuBrin, A.J. Management Essentials. New Delhi: Cengage Learning India Private Limited.
3. Griffin, R.W. Management Principles and Practices. New Delhi: Cengage Learning India Private Limited.
4. Koontz, H., & Weihrich, H. Essentials of Management: An International, Innovation and Leadership Perspective. New Delhi: McGraw-Hill Education (India) Private Limited.
5. Robbins, S.P., & Coulter, M. Management. New York: Pearson Education.

### **MBMBA01C02: MANAGERIAL ECONOMICS**

Credits: 4

#### **Course Objectives:**

The objective of this course is to familiarize the students with the concepts and techniques used in Micro-Economic Theory and to develop managerial capabilities for effective decision making in a variety of different business situations and market conditions. Managerial Economics provides the student with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment.

#### **Course Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Familiarize with the demand side of market and decisions related to it
3. Learn the production problems and analyze how managers make input purchase decisions
4. Explore the various market structure and how supply is determined in each structure.
5. Analyze the business cycle and familiarizing indicators of economic activity.

#### **Course Contents:**

### **Module I**

Introducing Management Students to Microeconomic – Decision making and Fundamental Concepts affecting Business Decisions – The incremental concepts - Marginalism - Equi-marginal Concept – The time perspective - discounting principle – opportunity cost principle.

### **Module II**

Utility analysis and the demand curve – Equilibrium of the consumer – Indifference curve analysis – Price effect – income effect and substitution effect – Elasticity of Demand - Demand forecasting – The production function – Production with one variable input – Law of variable proportions – Production with two variable inputs – Isocost lines - Cost concepts and Break Even Analysis.

### **Module III**

Market Structure – Perfect and Imperfect competition - Monopoly – Duopoly – Monopolistic Competition – Oligopoly Models - Bertrand duopoly, Cournot duopoly, Stackelberg model - Introduction to Game Theory- Pricing Methods.

### **Module IV**

National Income – Concepts – Gross Domestic Product – Gross National Product – Net National Product – Measurement of National Income – Business Cycles and Contra cyclical Policies.

### **Suggested Readings:**

1. Allen, W. B., Doherty N. A., Weigelt, K & Mansfield E, Managerial Economics: Theory, Applications and Cases , W. W. Norton & Company.
2. Bernheim, B. D., Winston, M., & Sen, A. Microeconomics. McGraw Hill Education.
3. D.M. Mithanil, Money and Banking – International Trade and Public Finance, Himalaya Publishing House, Mumbai.
4. Joseph E. Stiglitz & Carl E Walsh Economics , W. W. Norton & Company
5. Geetika, Ghosh P., & Roy Chowdhury, P, Managerial Economics, McGraw Hill Education.
6. Hirschey, M, Managerial Economics: An Integrative Approach, Cengage Learning.
7. Koutsoyiannis, A, Modern Microeconomics , Palgrave, McMillan.
8. Mark, H, Fundamentals of Managerial Economics , Cengage Learning.
9. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S, Managerial Economics , Pearson.

## **MBMBA01C03: ACCOUNTING FOR MANAGERS**

Credit: 4

### **Course Objectives:**

The Objective of the course is to develop an insight in to the postulates, principles and tools of financial accounting from the managerial perspective. The course also aims to develop a strategic and policy perspective with respect to the principles of accounting and utilization of accounting information for general purpose decision making in an organization. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

## **Course Learning Outcomes:**

1. Explore how accounting decisions affect real company practices.
2. Learn the concepts of Depreciation, and the accounting practices employed by Indian Companies.
3. Strengthening the foundations of the analytical approach to Managerial decision-making.
4. Practice financial statement analysis and evaluation of company performance.

## **Course Contents:**

### **Module I**

Accounting – Branches of accounting – Financial Accounting–Importance and Functions – Book Keeping–Systems of Book Keeping - Double Entry Book Keeping - Journal–Ledger – Cash Book – Bank Reconciliation Statement - Trial Balance - Generally Accepted Accounting Principles (GAAP) - Accounting concepts and conventions.

### **Module II**

Capital and Revenue – Depreciation– Methods of charging depreciation– Final Accounts- Trading and Profit and Loss Account- Balance sheet.

### **Module III**

Management Accounting- Meaning - Definition – Nature – Objectives – Scope – Importance - Distinction between financial, cost and management accounting - systems - Financial statement analysis – tools – comparative financial statements – common size financial statements – trend analysis – Ratio Analysis– Du Pont analysis.

### **Module IV**

Funds Flow Analysis – Schedule of Changes in Working Capital – Funds Flow Statement- Cash Flow Analysis – Cash Flow Statement – Responsibility Accounting–International Accounting Standards–IFRS.

## **Suggested Readings:**

1. Shukla, M.C :Advanced Accountancy, S. Chand & Co , New Delhi.
2. Jain, S.P and NarangK.L :Advanced Accountancy, Kalyani Publishers, Lucknow.
3. PandeyI.M :Financial Management, Vikas Publishing House, New Delhi.
4. Maheswari,S.N :Financial Management, Sultan Chand &Sons, New Delhi.
5. Gupta, R.L &Gupta, V.K: Principles and Practice of Accountancy, Sultan Chand & Sons, New Delhi.
6. Iyenkar, S.P: Cost accounting, Sultan Chand & Sons, New Delhi.
7. Anthony, R.N., Hawkins, F.D & Merchant, K.A, Accounting: Text and Cases Tata McGraw Hill.
8. Needles B.E., Powers, M &Crosson S.V, Principles of Financial Accounting South-Western College/West.
9. Hilton, R.W & Platt, D.E, Managerial Accounting, Tata McGraw Hill.

## **MBMBA01C04: DATA ANALYSIS FOR DECISION MAKING**

Credit: 4

### **Course Objectives:**

Organizations today handle huge amount of data. Hence Data collection, presentation and analysis are becoming very crucial for important decision making. Managers should possess the skills to extract useful information from data and apply them in the business and industrial scenario. This introductory course will develop participants with such skills.

### **Course Learning Outcomes:**

1. Understand different sources of data
2. Ability to summarize and present data.
3. Understand the scope of Sampling and Inferential statistics.
4. Identify areas for application of Statistical Techniques in Business and industry.
5. Understand how to use the appropriate tools during data analysis.
6. Ability to forecast using regression tools.

### **Course Contents:**

#### **Module I**

Data analysis and its importance for managers, role of Statistics in Data Analysis –Data collection, Quality of data, Charts and Diagrams, Descriptive Statistics., Measures of Central Tendency and Dispersion.

Probability, Basic Concepts, Theorems: Addition, Multiplication, Conditional Probability, Baye's Theorem, Business Applications. Random Variable, Probability distributions. Binomial, Poisson, Uniform, Normal and Exponential distributions.

#### **Module II**

Statistical Inference: Population, Sample, Sampling Distribution. Hypothesis Testing, Type I and Type II Errors, t-test, z-test, Analysis of Variance (One-way & Two-way).

#### **Module III**

Chi-square test, Sign test, Mann-Whitney U-test, Wilcoxon signed-rank test, Kruskal Wallis test, Kolmogorov-Smirnov test. (Applications)

#### **Module IV**

Correlation Analysis: Understanding and applications of Simple, Partial and Multiple Correlation. Introduction to Regression: Linear regression, fitting of the linear model, using Regression for prediction. Application.

### **Suggested Readings:**

1. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012). Complete Business Statistics (7th ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S. C., & Winston, W. L. (2015). Business Analytics: Data Analysis and Decision Making (5th ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). Statistics for Business & Economics (12th ed.). India: Cengage Learning.
4. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). Managerial decision modeling. Upper Saddle River, Pearson Education.
5. Beri, G. C., Business Statistics, Tata Mc.Graw Hill Education, New Delhi.
6. Vora, N. D., Quantitative Techniques in Management, Tata Mc.Graw Hill Education, New Delhi.



## **MBMBA01C05: BUSINESS ENVIRONMENT**

Credit: 4

### **Course Objectives:**

This course seeks to sensitize the students to the various micro and macro environmental factors within which they will operate as managers. The course also helps in sensitising the students about ecology, its different aspects and how it plays an important role in business.

### **Course Learning Outcomes:**

1. It provides the students to acquaint an understanding of economic rules of government in the Indian context.
2. It provides the interface between economic growth, poverty and inequality
3. It helps to understand the success and failure of private and public partnership in the Indian context.
4. It also helps to assess the forces for and against globalization.

### **Course Content:**

#### **Module I**

Business Environment- Concept- significance-environmental factors- relationship between business and environment – Inclusive growth - rural development implications of economic environment to business

Economic Environment- Goods and Services Tax (GST) concepts and features – Customs duty- Patterns of Indian economy- characteristics of Mixed economy – Sectors of economy and their relative importance - Post liberalization

#### **Module II**

Social and Cultural Environment - Indian social structure- caste and family systems-religions customs-culture- transitions – demographic changes- savings and consumption habits-Business implications- Technological Environment - R & D in India- implications to business – National Knowledge Commission – Concept of BPO, KPO and LPO – technology transfer – technology obsolescence.

#### **Module III**

Political Environment – Industrial policy - Five year planning – NITI AYOJ - Liberalization-Privatization and Globalization – Industrial sickness –Environment Impact Assessment Report (EIA) – National Green Tribunal (NGT).

#### **Module IV**

Investment Environment - Capital market institutions - SEBI & its functions – Foreign investment in India – portfolio investments - NBFC's institutional structure and Finance-Insurance- Types of Insurance -Role and Functions of IRDA – Functions of FICCI and CII.

### **Suggested Readings:**

1. Business Environment, Shaik Saleem, Pearson Education.
2. Business Environment, Vivek Mittal, Excel Books.
3. Indian Economy, R. Datt & KPM. Sundaram S. Chand & Sons.
4. Cherunilam Francis, Business Environment -Text and Cases, New Delhi: Himalaya Publishing House Pvt Ltd.
5. Justin Paul, Business Environment -Text and Cases, Tata McGraw Hill Education, New Delhi.

## **MBMBA01C06: MANAGERIAL COMMUNICATION**

Credit: 4

### **Course Objectives:**

The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, oral and social medium. This course will make students conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. Sensitivity towards cross-cultural communication will be developed with familiarity with global business etiquette and protocols.

### **Course Learning Outcomes:**

1. Explore the role of communication in the organizational and Global Context
2. Learn the basics of effective written and verbal communication
3. Analyzing cross cultural communication and familiarize its usage in International Business.
4. Building a perspective on career communication tools.

### **Course Content:**

#### **Module I**

Principles of Business Communication- Types of Business Communication-Methods and media of Communication- Process of Business Communication- Basics of Communication (7Cs) - Corporate Communication- Barriers to poor Organizational Communication - Listening Skills - Legal issues in Communication.

#### **Module II**

Written communication- Structures and methods of written communication-Letter for different kinds of situations– Enquiries - Customers' complaints - Collection letters - Sales promotion letters – E-mail etiquettes - Memoranda –Directives and instructions – Notices – Reports – Memo –Agenda – Proposals - Business plans – Minutes - Professional papers - Agreement documents -Press releases - Improving personal writing skills - Report writing - Structure of reports - Long &short reports - Formal & Informal reports – Technical Reports - Norms for including Exhibits &Appendices.

#### **Module III**

Verbal and nonverbal Communication in business - Public Speaking Skills - Business presentations – Role of audio visual aids and computers in oral presentations - Interviewing-Mentoring and Appraisals - Art of negotiation – Mannerisms - Body language - Interpersonal Communication Communicating in teams - Communication skills during a conflict.

#### **Module IV**

Types of Organizational Communication- Communication for interpersonal influences - Effective Leadership Communication - Cross Culture - Theoretical Framework of Cross - Cultural Communication - Communication across cultures through different mediums - Business Etiquettes across cultures - Career management and communication - Resume writing and cover letters - Group Discussions and Interviews - Conducting meetings – Procedure – Preparing agenda - minutes and resolutions Communication during Exit Interviews - Ethics and Communication.

**Suggested Readings:**

1. Bovee, C., & Thill, J.V., & Raina, R.L, Business Communication Today, Pearson
2. Lehman, C. M., Dufrene D. D., & Sinha, M. BCOM : The South Asian Perspective on Business Communication, New Delhi: Cengage Learning.
3. Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P, Effective Business , Boston: McGraw-Hill Companies.
4. Mukerjee, H. S, Business Communication, New-Delhi: Oxford University Press
5. Philip S Atkinson, Helen Reynolds, Business Writing and Procedures, American Book Company
6. Post Emily, The Etiquette Advantage in Business, New York: Collins.
7. Rhoda and Aspi, Principle and Practice of Business Communication, Sheth Publisher Pvt Ltd.
8. Sandra, M. O, Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. Routledge.

**MBMBA01C07: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

Credit: 4

**Course Objectives:**

The course seeks to bridge the gap between the ethical behavior of the individual and the ethical challenges posed by organized business activity in the global marketplace. The course introduces the concept and importance of business ethics, corporate governance and aims to sensitize participants towards consequences of their decisions involving ethics. The course does not provide solutions to critical dilemmas, but encourages critical ethical thinking and decision-making that is aligned with law of the land, sustainability and morality.

**Course Learning Outcomes:**

1. The course seeks to develop an understanding of philosophical frameworks that shape sense of morality while doing business in a cross-cultural global business environment.
2. It sensitizes participants towards negative outcomes of unethical practices at the level of organization, community, environment and self.
3. Facilitates the development of critical thinking to solve ethical dilemmas in work life.
4. Learning to build an ethical work culture in an organization through an ethical policy, its implementation.

**Course Content:****Module I**

Business ethics - Meaning – Definition – Scope – Objectives- Ground Rules – Classification- The Utilitarian view – The separatist view – The integration view - Myths – Ethics Vs Morality- Ethical considerations in business and the costs of being unethical– Arguments against business ethics- Business Ethics: Cross-Country Perspectives - Corporate social responsibility

**Module II**

Ethical Dilemma – Ethical Decision Making – Philosophical frameworks for ethical decisions: Western Teleological, Deontological and Modern theories- Ethical Reasoning – Ethical issues – Ethics Management Programs – Benefits of Managing Ethics in Work Place

– Organisation Ethics Development System (OEDS) – Code of ethics – Guidelines for developing Comprehensive Ethics program –Value based leadership.

### **Module III**

Ethical Values – Characteristics – Types - Importance - Basic principles of management as per ancient Indian wisdom and insight – work life in Indian philosophy – Indian ethos for the work life – Indian values for the work place – Respect for elders – Respect for hierarchy and status – Rights and duties – Quality of work life in Indian philosophy - Work Ethics – Work Culture – Ethical Theories – Ethical Values- Professional Ethics- Environmental Ethics – Challenges of Cyber Age - Intellectual Property rights - Discrimination related to gender - caste and class - Sexual harassment at work place.

### **Module IV**

CORPORATE GOVERNANCE: Meaning – Mechanism - Principles - Code of Corporate Governance – Audit Committee – Role of Independent Directors – Protection of Stakeholders – Corporate Social Responsibility – Changing Roles of Corporate Boards with changing times – Whistle blowing concept and implementation of ethical policy in the organization - Issues in Corporate Governance - Emerging Trends - Cases in Business ethics and Corporate Governance.

### **Suggested Readings:**

1. Bhatia, S.K., Business Ethics and Corporate Governance, Deep & Deep Publication.
2. B.N Ghosh, Business Ethics and Corporate Governance, Mc Graw Hill.
3. Daniel Albuquerque, Business Ethics, Oxford Univ. Press
4. Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.
5. Chakraborty, S.K., Management by Values, Oxford Univ. Press
6. C., Fernando, Business Ethics and Corporate Governance. New Delhi: Pearson.
7. Sanjay Mohapatra , Case Studies in Business Ethics and Corporate Governance. New Delhi: Pearson.
8. Griseri, P., &Seppala N, Business Ethics and Corporate Social Responsibility. South-Western Cengage Learning. 1
9. Sims., R.R, Ethics and Corporate Social Responsibility, Why Giants Fall. Greenwood Publishing.

## **MBMBA01C08– COMPUTER SKILL LAB I**

Office Productivity Software for Managers

Credit: 2

### **Course Objectives:**

The Potential managers are supposed to understand and become familiar with all the tools such as word processors, spreadsheets and presentation software. They are to have an overview of the interface and learn the various methods for entering and editing data. In addition, they are to understand various ways to write simple formulas using these softwares.

### **Learning Outcomes:**

1. Understand the basic menus of these software.

2. Demonstrate the use of various functionalities in these software.
3. Create and compile a professional report using templates, Tables, Table of contents, referencing, headers, footers and page numbers.
4. Create and analyze data for routine business management and analysis activities
5. Create a professional presentation using templates, tables, images, hyperlinks, animation, templates, headers, footers and slide numbers, etc...

**Course Contents:**

- I. Word Processor:* Introduction, the screen and its elements, various buttons, creating new document, writing, formatting etc... Inserting a Picture, table, symbols, graph etc... Edit a citation, create a bibliography, foot note, end note, mail merge etc... Understand and apply other functionalities available in MS Word. Introduction to other document editing software.
  
- II. Spreadsheet:* Work with Cells and Worksheets- Calculations with Data - Format your Workbook- Add Charts and Graphics - Learn to use functions and formulas.-Create and edit charts and graphics.-Filter and sort table data-Work with pivot tables and charts. Import and export data. Collaborate with Others. Analyse your Data Prepare a project. Work with Macros and the Web.
  
- III. Presentation Software:* Understanding the menus and functionalities of PowerPoint, create and manage presentations, insert text, tables, figures and animation in slides, create custom presentation elements, custom themes, customize slide masters and layouts, print presentations and handouts, adapt presentations for different audiences, set slide timings, etc...

**Suggested Readings:**

1. Microsoft Word 2016 Step by Step, Joan Preppernau
2. Excel 2016 Bible, John Walkenbach, John Wiley & Sons
3. Microsoft PowerPoint 2016 Step by Step, Joan Lambert.

## **SEMESTER II**

### **MBMBA02C09: OPERATIONS RESEARCH**

Credit: 4

**Course Objectives:**

Managers are to be trained to use various Optimization tools for solving realistic but complex problems in business and industry. They should be able to formulate the scenario and use appropriate tools for finding the optimal solutions.

**Course Learning Outcomes:**

1. Understand different types of models.
2. Develop the ability to formulate as models
3. Learn various Operations Research tools
4. Develop the skills to use appropriate tools for real life problems.
5. Analyze and compare different decision making tools.
6. Implement the O.R tools in real life scenario.

**Course Contents:**

**Module I**

Introduction to Operations Research: Objectives and Business Applications of Operations Research, Models in O.R.: Introduction, Linear Programming Problem(LPP) Formulation, Graphical Method, Simplex Method, Duality, Basic Concepts of Sensitivity Analysis.

**Module II**

Transportation Models: North-west Corner Method (NWC), Least Cost Method (LCM), Vogel's Approximation Method, Assignment Model, Hungarian Method, Minimisation of cost.

**Module III**

Network Models: Critical Path Method (CPM), Program Evaluation Review Technique (PERT), Crashing, Resource Smoothing, Resource Leveling.

**Module IV**

Queueing Theory: M/M/1 Queue (System with Single Server), M/M/2 (System with Two Servers), Monte-Carlo Simulation, Applications in Queueing Models.  
Decision Theory: Decision Making under Risk and uncertainty, Game Theory, Decision Tree, OR, Application of Software for solution.

**Suggested Readings:**

1. Taha, H.A., Operations Research, (2017)- An Introduction, Pearson Education, India.
2. Sharma, J.K., Operations Research (2017)-Theory and Applications, Macmillan.
3. Hillier, F. S. and Lieberman, (2017) Introduction to Operations Research, Tata Mc.GrawHill.
4. Kanti Swarup, Gupta, P. K., Mamohan, (2015) Operations Research- Principles and Practice, (10th Ed.), Sulthan Chand & Sons, New Delhi.
5. Mital, K.V. and Mohan C., Optimization Methods in OR System Analysis, New Age (P) Ltd., (3rd Ed.),

**MBMBA02C10: ORGANIZATIONAL BEHAVIOUR**

Credit: 4

**Course Objectives:**

This course aims to help students appreciate the why and how of individual as well as group behaviour which are important for them to adapt to the changing corporate environment. It helps to develop the interpersonal abilities in the students so as to apply their understanding in the dynamics of the workplace.

**Course Learning Outcomes:**

1. Identify the challenges and opportunities managers have to consider while applying Organizational behaviour concepts.
2. Describe how personality, attitudes, emotions and perception contribute to Organizational behaviour.
3. Explain how managers use the theories of motivation to enhance the performance of the employees.
4. Develop an understanding of the groups as well as the teams in organizations.
5. Analyze the techniques for managing resistance to change and evaluate the Organizational Development Interventions required for its smooth functioning.

**Course Contents:****Module I**

Organizational Behaviour and the Individual: Introduction - Emerging challenges and opportunities for Organizational Behaviour - Contributing disciplines to the Organizational behaviour field - Organizational Behaviour Model - Basic individual differences (biographical characteristics and ability) - Attitudes - Components - Types of Attitudes - Sources of Emotions and Moods - Personality - The Myers-Briggs Type Indicator - The Big Five Personality Model - Importance of Values - Terminal versus Instrumental Values.

**Module II**

Individual Behaviour: Perception - Importance of Perception - Factors influencing Perception - Attribution theory - Shortcuts in Judging Others - Perception and Decision making - Influences on Decision making - Elements of Motivation - Theories of motivation - Maslow's Hierarchy of Needs Theory - McGregor's Theory X and Theory Y - Herzberg's Two-Factor Theory - Goal-Setting Theory - Reinforcement Theory - Equity Theory.

**Module III**

Groups in Organizations: Nature of Groups - Types - Concept of role, status, norms, size, cohesiveness and diversity - Stages of Group Development - Groupthink - Groupshift or Group Polarization - Group Decision Making Techniques - Groups versus Teams - Communication Process - Types - Barriers - Trait, Behavioural and Contingency Approaches to Leadership - Power - Bases of power - Politics - Techniques of Political Plays.

**Module IV**

Organizational System: Organizational Change - Forces of change - Kurt Lewin Model - Levels of change - Knowledge change - Attitudinal change - The Group level change - The Group as a target of change - Organization wide change - Types of Change - Steps in managing change - Resistance to change - Managing resistance to change - Organizational Development - Objectives - Interventions - Transactional Analysis - Sensitivity training - Process Consultations - Third party Interventions - Team building - Individual Counselling.

**Suggested Readings:**

1. Champoux, J.E. Organizational Behaviour- Essential Tenets for a New Millennium. Cincinnati OH: South Western College Publishing.
2. Luthans, F. Organizational Behaviour: An Evidence-Based Approach. New Delhi: McGraw-Hill Education (India) Private Limited.
3. Nelson, D L, Quick, J.C., & Khandelwal. P. ORGB: A South Asian Perspective. New Delhi: Cengage Learning India Private Limited.

4. Pareek, U., & Khanna, S. Understanding Organizational Behaviour. New Delhi: Oxford University Press.
5. Robbins, S. P., Judge, T.A., & Vohra, N. Organizational Behaviour. New Delhi: Pearson Education.

## **MBMBA02C11: HUMAN RESOURCE MANAGEMENT**

Credit: 4

### **Course Objectives:**

The course is designed to familiarize students on the strategies, policies and systems for managing people professionally in the context of the rapidly evolving aspirations of individuals and changing business scenario. It covers the basic concepts, techniques, and practices of human resource management that promotes employee motivation and performance in order to achieve the organizational objectives.

### **Course Learning Outcomes:**

1. Recognize the foundations of managing human resources in the organizations in terms of functions, roles, strategies, policies and procedures.
2. Explain how the tasks of Human Resources Planning, Job Analysis, Recruitment and Selection can be executed in the organization.
3. Analyze the tools and techniques for the training, development and performance appraisal of the employees.
4. Evaluate the various components of a compensation package, how to structure them, and how to develop a company's compensation policy.
5. Outline the various aspects of Industrial Relations in terms of its Functions, Objectives and Disputes.

### **Course Contents:**

#### **Module I**

Introduction to Human Resource Management (HRM): Concept of HRM - Evolution of HRM - Objectives - Functions - Scope - Significance - Roles - Competencies - Structure of the HRM Department - General and Specific HR Strategies - Formulating HR Policies - HR Procedures - HRIS Functions - HRM Trends and Opportunities - Challenges of HRM - Careers in HRM.

#### **Module II**

Human Resource Planning (HRP): Purpose and Process of HRP - Retention of Human Resources - Job Analysis Purpose and Methods - Recruiting Goals - Sources of Recruitment - Selection Process - Tests - Interviews - Placement - Purpose of New Employee Orientation - Promotion - Demotion - Transfer.

#### **Module III**

Training, Development and Compensation: Concept - Determining Training Needs - Methods of Training - Approaches to Management Development - Training Evaluation - Talent Management - Career Planning - Individual Centred and Organization Centred - Performance Appraisal Process - Methods of Performance Appraisal - Objectives and Types



of Compensation - Development of a basic pay system - Pay structures - Incentives - Individual Incentive - Group/Team Incentive - Organizational Incentive.

#### **Module IV**

Industrial Relations: Concept of Industrial Relations - Function – Objectives - Linkage between Human Resource Management and Industrial Relations - Industrial Disputes - Causes - Economic - Managerial - Political - Prevention of Industrial Disputes - Statutory measures - Non Statutory Measures - Settlement of Industrial Disputes - Conciliation - Adjudication - Arbitration - Mediation - Recent Trends in Industrial Relations - Future of Industrial Relations in India.

#### **Suggested Readings:**

1. Armstrong, M., & Taylor, S. Armstrong's Handbook of Human Resource Management Practice. London: KoganPage.
2. Aswathappa, K. Human Resource Management: Text and Cases. New Delhi: McGraw-Hill Education (India) Private Limited.
3. Bohlander, G.W., & Snell, S.A. Principles of Human Resource Management. New Delhi: Cengage Learning India Private Limited.
4. DeCenzo, D.A., Robbins, S.P., & Verhulst, S.L. Fundamentals of Human Resource Management. New Jersey: John Wiley & Sons.
5. Sharma, R.C. Industrial Relations and Labour Legislation. New Delhi: PHI Learning Private Limited.

### **MBMBA02C12: MARKETING MANAGEMENT**

Credit: 4

#### **Course Objectives:**

Objective of this course is to facilitate understanding of the conceptual framework, tools and techniques relevant to marketing management. The course introduces the students to the concepts, strategies and contemporary issues involved in the marketing of products and services. It may help the student to develop the skill for solving the strategic marketing problems faced by marketing managers.

#### **Course Learning Outcomes:**

1. Familiarize the nature and scope of marketing
2. Develop an understanding of various marketing philosophies
3. Explore the marketing mix and marketing environment
4. Learn segmentation, targeting and positioning

#### **Course Contents:**

##### **Module I**

Introduction to Marketing - Meaning and Scope of Marketing - Marketing Philosophies and corporate orientation towards marketplace - Marketing Management Process An Overview - Concept of Marketing Mix - Understanding Marketing Environment - Understanding the impact of Macro and Micro environment on Marketing - Marketing information system and Fundamentals of Marketing Research - Customer Value - Holistic Marketing - Global Marketing.

## **Module II**

Consumer markets and business markets- Consumer Buying Behavior - Organizational Buying Behaviour - Demand Forecasting - Market Segmentation, Targeting and Positioning- Niche & Local Marketing - Effective segmentation criteria - Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP - Market oriented strategic planning - formulation of marketing strategy and key drivers of marketing strategy - Preparation of a marketing plan - Competitor analysis - Marketing Warfare Strategies.

## **Module III**

Product and Pricing Decisions - Product Concept - Planning and Development - Types of Products - Product Levels - Major Product Decisions - Product Life Cycle - New Product Development and consumer adoption process – Branding - Packaging and labeling decisions - Pricing Decisions - Determinants of Price - Pricing Process - Policies and Strategies. Promotion decisions - Integrated Communication process - Role of Promotion in Marketing - Promotional tools - Advertising - personal selling - publicity and sales promotion.

## **Module IV**

Designing Distribution Channels - Managing Conflicts and Controls in Channels – Introduction to Inventory management – Warehousing - Transportation and insurance - Building customer satisfaction - Value and retention - Emerging trends and issues in marketing – Societal marketing - Digital marketing - Green Marketing - Introduction to Marketing analytics - Customer Relationship Management - Rural marketing – Social media marketing – Search engine optimization - Other emerging trends.

### **Suggested Readings:**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, MithileswarJha;“MarketingManagement – A South Asian Perspective”, Pearson Education India Limited, New Delhi,
2. KS Chandrasekar,“Marketing management-Text and Cases”,Vijay Nicole Publishing.
3. Etzel,M., Walker,B., Stanton,W.andPandit,Marketing Management, Tata McGraw Hill, New Delhi
4. Ramaswamy,V.S and Namakumari, S Marketing Management: Global Perspective Indian Context,Macmillan Publishers India Ltd., New Delhi
5. Saxena, Rajan, Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi.
6. Louis E. Boone and DavidL.Kurtz Principles of Marketing, Cengage Learning.
7. Pride,William,M.,andO.C.Ferrell Marketing Planning, Implementation and Control, Cengage Learning, New Delhi.
8. EtzelWalker : Fundamentals of Marketing Stanton, Tata-McGraw Hill, New Delhi
9. McCarthy E.J : Basic Marketing: A managerial approach, Irwin, New York.

## **MBMBA02C13: FINANCIAL MANAGEMENT**

**Credit: 4**

### **Course Objectives:**

The objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. It considers the main financial

decision facing a company, approaches as to how these decisions are made and introduces analytical tools that can assist in financial decision-making.

### **Course Learning Outcomes:**

1. Comprehend the role of financial manager, objectives of financial management and sources of finance.
2. Identify the problem and formulate the best alternative investments decisions.
3. Apply the quantitative financial tools in make strategic investment and financing decisions, calculating and interpreting the cost of capital for companies.
4. How do managers decide how much to reinvest and how much to return to owners as dividends?
5. Analysis of working capital management of the company

### **Course Content:**

#### **Module I**

Concept of finance- Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Finance decisions, Agency conflict and agency cost, Time Value of Money concept & problems.

Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting - Sensitivity Analysis, Certainty Equivalent Approach, Problems

#### **Module II**

Financing Decisions - Capital Structure, Theories - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure. EBIT-EPS Analysis - Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage. Capital Budgeting under constraints (Capital Rationing), Financial Distress, Problems.

Cost of Capital - Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting Cost of Capital for Risk, Problems

#### **Module III**

Dividend Decisions- Factors determining Dividend Policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice, Problems

#### **Module IV**

Working Capital Management - Overview; Working Capital needs and Estimation; Cash Management; Inventory Management; Receivables Management; Current Assets Financing; Problems.

### **Suggested Readings:**

1. I.M.Pandey, Financial Management, 11th edition, Vikas Publishing, India.
2. Prasanna Chandra, Financial Management : Theory and Practice, 8th edition, McGraw Hill, India
3. Eugene F. Bridgham, Micheal C. Ehrhardt, "Financial Management: Theory and Practise" South Western Cengage Learning.
4. M Y Khan, P K Jain, "Fianacial Management" Tata McGraw Hill Publishing Company Limited, New Delhi.

5. Lawrence J. Gitman, Roger Juchau, Jack Flanagan, "Principles of Managerial Finance" Pearson Australia (6th Edition).
6. James C. Van Horne, John Martin Wachowicz, "Fundamentals of Financial Management" Prentice Hall.

## **MBMBA02C14: RESEARCH METHODOLOGY**

**Credit: 4**

### **Course Objectives:**

This course gives a comprehensive introduction to the subject of business research methods. The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. Further, acquainting students with all modern and universally applied research concepts, tools and techniques and encouraging them to apply their acquired theoretical knowledge to real-life situations are paramount course objectives.

### **Course Learning Outcome:**

1. Learn to define research problems and formulate research hypothesis
2. Explore research design
3. Prepare questionnaire and collect data
4. Learn to present data and analyze the data and to present a research report.

### **Course Content:**

#### **Module I**

Research: Definition – Meaning and research has the application of scientific method – Importance of research in managerial decision making – The Research Process and types of Research – Defining the Research Problem – Problem Formulation and Statement of Research Problem - Formulation of Research Hypotheses - Ethics in Business Research.

#### **Module II**

Research Design - Exploratory - Descriptive - Diagnostic/Conclusive and Experimental Researches – Details and applications – Operational and administrative structure for research - The sources and collection of data – primary and secondary data sources – Sampling Designs - Probability and Non-probability Sampling Designs - sampling procedures - Types of sampling plans - Sample size determination - Common sources of error in sampling and data collection.

#### **Module III**

Methods & Techniques of Data Collection – Observational and other survey methods - personal interviewing - Telephone interviewing and self - Administered surveys – Development and designing of tools of data collection – Measurements scales – Measurement of attitudes - Validity and Reliability of the tools of data collection - Questionnaire design.

#### **Module IV**

Fieldwork in research and data processing – Classification and Tabulation – Analysis and interpretation of Data – Testing of Hypothesis – Parametric and Non-parametric tests – Introduction to Univariate [T-tests Z-Tests] / Bivariate [Correlation-Regression-Chi Square - ANOVA] / Multivariate Data analysis [Factor Analysis- Cluster Analysis-Multiple Regression - Discriminate Analysis -Conjoint Analysis] – Use of Statistical Software Packages - Reporting of Research-Types of Reports-Substance of Reports-Format of Report - Presentation of Reports - Oral Presentation - Research Follow-up.

**Suggested Readings:**

1. Wilson, Jonathan, Essentials of Business Research, Sage
2. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press
3. Kothari, C.R., Research Methodology-Methods & Techniques
4. O.R. Krishnaswami & M. Ranganatham, Methodology of Research in Social Sciences, Himalaya Publishing
5. Bennet Roger, Management Research
6. Claire & Morton, Research Methods in Social Relations
7. Neil J. Salkind, Exploring Research
8. Taro Yamane, Statistics-An Introductory Analysis
9. Levin Richard I-Statistics of Management

**MBMBA02C15: PRODUCTION AND OPERATIONS MANAGEMENT**

Credit: 4

**Course Objectives:**

This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance. It would help them understand the business problems relating to operations and equip them with the application of appropriate tools and techniques for addressing the same.

**Course Learning Outcomes:**

1. Assess the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Explore the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Learn different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts.
4. Develop a thorough understanding of a range of inventory models available as also the suitability of a particular inventory model in a particular context.

**Course Content:**

**Module I**

Production as an organization function – Importance of Production Function – Scope of Production and Operations Management – Types of Production Systems –

Strategic Operation Management – Operations Strategies - Elements of Operations Strategy - 5  
P<sup>S</sup> of Operations - Emerging trends in Operations Management

### **Module II**

Plant location & Layout : Nature-Location Theories – Steps in Location – Location Models – Plant Layout – Factors influencing layout – Principles of layout – Layout Tools and Techniques – Materials Handling – Material Handling Principles – Types – Selection and Design of Handling System.

### **Module III**

Materials Management – Vendor rating – Inventory Models – EOQ – Reorder point – EOQ with Discounts - MRP-I, MRP-II – Selective Inventory Control (SIC) – Just In Time (JIT) – Basics of Kanban - VMI and ERP - Work Study - Work Measurement.

### **Module IV**

Role of production planning & control in Operations Management – Factors determining production planning – Aggregate Planning – Master Production Schedule – Scheduling – Loading - Routing – Product Planning for Various Production Systems – Line Balancing and sequencing – EBQ – Capacity Planning – Quality Management System – Statistical Quality Control (SQC) – Total Quality Management (TQM) - Six sigma - Lean operations and Toyota Production System - SCM Basic Concepts – TPM - overview of FMS and Robotics.

### **Suggested Readings**

1. Starr. Martin K., Production Management - Systems and Synthesis
2. Senthil M, New Production Operations Management
3. Pannerselvam, Production and Operations Management
4. Elwood, S. Buffa & Rakesh K. Sarin, Modern Production/Operations Management
5. Norman Gaither, Production and Operations Management
6. Kanishka Bedi, Production and Operations Management
7. Joseph G. Monks, Operations Management
8. W. Grant Ireson & Eugene L. Grant, Handbook of Industrial Engineering and Management.
9. Everette Adam Jr., Ronald Ebert, Production and Operations Management

## **MBMBA02C16: COMPUTER SKILL LAB II**

Overview of Statistical Analysis Software

Credit: 2

### **Course Objectives:**

This course is designed to provide students an exposure to various statistical software useful for business research. The primary focus of this course will be on the use of statistical like STATCRAFT, SPSS, AMOS and similar software. This course will provide students exposure to computing tools in order to enhance their analytical skills for decision making.

### **Course Learning Outcomes:**

1. Identify the key menus of STATCRAFT and SPSS and describe their functionality.
2. Understand the main features of these software

3. Make use of various tools to manage data, describe data and display graphical output using these software.
4. Analyse data using various statistical tests and interpret and explain the outputs
5. Design, develop and test multivariate models.

**Course Contents:**

1. Introduction to various menus, Data file, Output file, frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file – Variable and data view, Value Labels.
2. Managing Data: Listing cases, replacing missing values, computing new variables, recording variables, exploring
3. data, selecting cases, sorting cases, merging files, splitting files, Visual Binning. Frequencies: Frequencies, bar charts, histograms, percentiles. Descriptive Statistics: Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses, The means Procedure.
4. Charts & Graphs: Creating and editing Charts, graphs etc.
5. Bivariate Correlation: Bivariate Correlation, Partial Correlations and the correlation matrix. The t-test, Chi Square Test,
6. ANOVA: Simple Linear Regression; Multiple regression analysis.

**Suggested Readings:**

1. Discovering Statistics Using SPSS, by Andy Field A, SAGE
2. IBM SPSS Statistics 25 Step by Step: A Simple Guide and Reference George, Darren; Mallery, Paul

## **SEMESTER III**

### **MBMBA03C17: MANAGEMENT INFORMATION SYSTEM**

Credit: 4

**Course Objectives:**

This course has been designed to develop a macro-level perspective of the Information Technology and its potential to help organizations create sustainable competitive advantage in respective industries. This should also help the participants appreciate the significance of IT investment decisions made by organizations.

**Course Learning Outcomes:**

1. Developing a macro level understanding among the students with regard to the exploitation of information technology by organizations.
2. Discuss various types of Computer Based Information Systems and their relevance for organizations.
3. Develop an understanding of the role of IT for competitive advantage.
4. Discuss the importance of system development and system lifecycle.

5. Understand the role of IT Architecture in making IT investments.

**Course Contents:**

**Module I**

Emerging Technology Issues and Data Processing in Organizations; Introduction to Information Systems; Shift in information system thinking. Decision Making and MIS. Cost and Value of Information.

**Module II**

Computer Based Information Systems: Office Automation Systems; Transaction Processing Systems; Management Information Systems; Decision Support Systems; Group Decision Support Systems; Executive Information Systems. Artificial Intelligence Based Systems such as Expert Systems. End User Computing.

**Module III**

Development of MIS: Systems analysis and design- systems analysis for new requirement- systems development models- prototype approach- classical SDLC approach- structured system design- system development process- tools and techniques of system design- data flow diagram- data structure- system implementation success and failure- quality control of information system- introduction to emerging technologies.

**Module IV**

Structured Systems Analysis; System Development; System Development Life Cycle. Discussion on ERP, CRM and SCM  
Legal Issues and National Information Infrastructure. IT Leadership & IS Strategic Planning; IS Strategy and Effects of IT on Competition. Re-engineering Work Processes for IT application. Cases on strategic use of IT in different industries.

**Suggested Readings:**

1. Davis, G., & Margrethe, O. (2017). Management Information System: Conceptual Foundations-Structure and Development (2nd ed.). McGraw Hill Education.
2. Effy, O. Z. (2013). Management information systems (6th ed.). USA: Cengage Learning.
3. Efraim, T., & Wetherbe, J. (2014). Information technology for management: Transforming organizations in the digital economy introduction to information technology (7th ed.). NY: John Wiley & Sons.
4. Kelley, G. (2008). Selected readings on information technology management: Contemporary issues. New York: Information Science
5. Rainer, R. K., & Prince, B. (2015). Management Information Systems: Moving Business Forward. John Wiley & Sons.
6. Joseph, P. T. (2013). Management Information Systems in the Knowledge Economy (2nd ed.). New Delhi: Prentice Hall of India.
7. Marakas, G. (2017). Management information systems (10th ed.). McGraw Hill Education.



# SEMESTER IV

## MBMBA04C19: STRATEGIC MANAGEMENT

Credit: 4

### Course Objectives:

The course is designed to cover fundamental issues with regard to corporate and business strategy, and the implementation and process aspects of strategic management.

### Course Learning Outcomes:

1. Understand the relationship between strategic analysis and strategic implementation
2. Comprehend the distinction between firms and markets
3. Apply strategy principles to understand the benefits and costs of diversification
4. Understand the international dimensions of strategic management
5. Study the major contemporary trends in strategic management

### Course Content:

#### Module I

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

Environment Analysis & Internal Analysis of Firm: General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.

#### Module II

Strategy Formulation: Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organizations, non-profit organizations and large multi-product and multiple market organizations.

#### Module III

Tools of Strategy: Planning and evaluation : Competitive cost dynamics - experience curve - BCG approach - cash flow implication - IA-BS matrix - A.D.Little's Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

#### Module IV

Strategy Implementation & Control : Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalisation - Future of Strategic Management.

### Suggested Readings:

1. Strategic management, AzharKazmi, Tata McGraw Hill
2. Michael Porter, Competitive strategies.
3. John A Pearce II and Richard B Robinson, “Strategic Management: Formulation, Implementation and Control”.
4. Michael Porter, Competitive Advantage of Nations.
5. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
6. Jauch.L., Rajive Gupta &William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co.
7. Fred R.David, Strategic Management Concepts & Cases, Pearson.
8. R.Srinivasan, Strategic Management, Prentice Hall of India, New Delhi.

### **MBMBA04C20: COMPUTER SKILL LAB III**

#### MS Project

Credit: 4

#### **Course Objectives:**

This course has been designed to teach how to successfully use MS Project. Microsoft Project is a project management application that gives managers the ability to track tasks, resources, reports and timelines for small and enterprise projects. Just one mistake during project management can destroy project budgets and deadlines. MS Project helps to avoid common pitfalls by giving you a complete overview of every component of a project, and this course explains each one of these components to get you started.

#### **Course Learning Outcomes:**

1. Describe what MS Project is and its capabilities
2. Demonstrate defining and creating projects
3. Demonstrate entering and scheduling tasks
4. Describe calendar and how to organize tasks
5. Demonstrate working with task duration, constraints, and deadlines
6. Define dependencies
7. Describe communication and progress updates.
8. Demonstrate printing project information,

#### **Course Contents:**

Introduction to MS Project , Getting Started in MS Project , Defining and Creating Projects , Entering and Scheduling Tasks , Project Views ,: Calendar , Organizing Tasks , Working with Task Duration, Constraints, and Deadlines , Introducing Dependencies , Working with Resources ,Resource Management , Tracking Work , Communication and Progress Updates , Using Baselines , Customizing and Formatting Project , Running Reports , Consolidating Projects and Resources , Printing Project Information

#### **Suggested Readings:**

- 1.Project Management for Non-Project Managers, Jack Ferraro,PMP,
- 2.Microsoft.Project for Dummies, Nancy Stevanson, Wiley Publications
- 3.Project Management Using Microsoft Project 2019, Gus Cicala

# OPEN ELECTIVE COURSES

## MBMBA03001: BUSINESS LAW

Credit: 4

### Course Objectives:

The objective of this course is to provide students with increased knowledge concerning important legal issues in business, so that they, as managers are able to take decisions which are in accordance with the law of the land. The course aims to bring jurisprudence to the forefront by engaging students in thoughtful and critical analysis about the law. This course resolves to provide the students with an understanding about the basic nature of law, how it works, how it is used to settle disputes and how it affects business decision making. Greater knowledge of legal issues in business will enable the students to be an active partner in legal aspects of decision making. The students will be better equipped to avoid the legal issues before they occur and control and manage legal problems which do emerge more effectively.

### Course Learning Outcomes:

1. Recognize legal issue in various business settings and transactions.
2. Enhance critical thinking and problem solving regarding legal issues by reviewing factual situations and applying sound legal reasoning to reach a conclusion.
3. Acquire knowledge of basic legal terminology.
4. Familiarize various law of the land and explore recent changes and amendments in business law.

### Course Content:

#### Module I

The Industrial Contract Act, 1872 - Nature and Classification of contracts - Essential elements of a valid contract – Offer and Acceptance – Consideration – Capacity of Parties - Provisions relating to free consent - Void agreements - Provisions Relating to Performance and Discharge of Contracts – Types of Contracts - Quasi contracts - Breach of Contract and its remedies.

#### Module II

Sale of goods Act, 1930 - Contract of sale of goods - Meaning - Essentials of a contract for sale - Formalities of a Contract of sale - Provisions relating to Conditions and Warranties - Doctrine of Caveat Emptor - Provisions Relating to Transfer of Property or Ownership - Provisions Relating to performance of contract of sale - Rights of unpaid Seller - Rules as to delivery of Goods.

#### Module III

The Negotiable Instruments Act, 1881 - Negotiable Instruments - Meaning – characteristics - types - parties - holder and holder in due course - Negotiation and types of endorsements - Dishonor of negotiable instruments - Noting and protest - Liability of Parties on negotiable instrument – Liabilities of a banker - Indian Partnership Act, 1932 – Important features - Formation of partnership firms - Kinds of partners - Rights and liabilities of partners - Dissolution of partnership.

#### Module IV

The Companies Act, 2013-Company definition - Meaning - Features and types of Companies. Incorporation of a Company-Memorandum of Association - Articles of Association and Prospectus – Share Capital- Management and Meetings- Directors - Managers and their remuneration – Secretary - Prevention of oppression and mismanagement - Winding up of companies - Industrial Disputes Act, 1947 - Factories Act, 1948 - The Trade Union Act, 1926 - The Minimum Wages Act, 1948 - Workmen's Compensation Act, 1923 - The Co-operative Societies Act, 1912 - The Multi-State Co-operative Societies Act, 1984 - The Foreign Exchange Management Act, 1999 - The MRTP Act, 1969 - The Information Technology Act, 2000.

### **Suggested Readings**

1. Gulshan S. S. & Kapoor G. K, Business Law Including Company Law, New Age International (P) Ltd.
2. Kuchchal M. C, Business Law, Vikas Publishing House, New Delhi.
3. Moshal B. S, Modern Business Law, Ane Books Pvt Ltd.
4. Kapoor N.D, Elements of Mercantile Law. New Delhi: Sultan Chand & Sons.
5. Albuquerque, D, Legal Aspects of Business –Texts, Jurisprudence and Cases. Oxford Higher Education.
6. Kuchchal, M.C., & Kuchhal, V, Business Law. Vikas Publishing.
7. Kapoor N.D, Elements of Company Law. New Delhi: Sultan Chand & Sons.
8. Pathak, A, Legal Aspects of Business. Tata McGraw Hill
9. Tulsian, P.C, & Tulsian, B, Business Law. Tata McGraw Hill.

## **MBMBA03O02: BUSINESS FUNDAMENTALS**

Credit: 4

### **Course Objectives:**

This course enables the students to develop the essential knowledge of the fundamental management concepts, tools and techniques that aid in problem solving and decisionmaking. It helps to develop the managerial skills required to create a productive work environment.

### **Course Learning Outcomes:**

1. Describe the management principles and identify the key competencies needed to be an effective manager.
2. Explain how the managerial tasks of planning, organizing, staffing, directing and controlling can be executed in a variety of circumstances.
3. Illustrate the importance of planning and prepare a course of action for achieving the objectives.
4. Develop an ability to focus on organizational structure and on the allocation of human resources.
5. Appraise the sources of influence to inspire the actions of other organizational members and evaluate the best control methods.
6. Outline the important features of attitudes, personality and perception.

**Course Contents:****Module I**

Introduction to Management: Management Concepts - Management versus Administration - Functions of management - Management Roles - Management Skills - Levels of Management - Management as an Art, Science and Profession - Evolution of Management.

**Module II**

Planning: Nature and Principles of Planning - Types of Plans - Planning Process - Concept of Planning Premises - Management by Objectives - Decision making - Types of decisions and decision making conditions – Decision making Process - Techniques of Decision making.

**Module III**

Organizing and Staffing: Nature and Principles of Organizing - Organization Structure - Factors affecting Organization Structure - Types of Organization Structure - Span of Control - Delegation - Departmentation - Meaning of Staffing - Importance of the staffing function.

**Module IV**

Directing and Controlling: Nature and elements of Directing - Importance of Motivation - Theories of Motivation - Leadership - Leadership Styles - Communication - Methods of Communication - Barriers to Communication - Control Process - Control Techniques - Introduction to Attitude, Personality and Perception.

**Suggested Readings:**

1. Drucker, P. F. The Essential Drucker: The Best of Sixty Years of Peter Drucker's Essential Writings on Management. New York: Harper Business.
2. DuBrin, A.J. Management Essentials. New Delhi: Cengage Learning India Private Limited.
3. Griffin, R.W. Management Principles and Practices. New Delhi: Cengage Learning India Private Limited.
4. Koontz, H and Weihrich, H. Essentials of Management: An International, Innovation and Leadership Perspective. New Delhi: McGraw-Hill Education (India) Private Limited.
5. Robbins, S.P and Coulter, M. Management. New York: Pearson Education.
6. Robbins, S. P., Judge, T.A., & Vohra, N. Organizational Behaviour. New Delhi: Pearson Education.

**MBMBA03O03: E- COMMERCE**

Credit: 4

**Course Objective:**

This course aims to introduce the concepts of Electronic Commerce. The course helps the students to understand the concepts of Electronic Commerce, its implementation, payment systems and its advantages to common people. The course also focuses on the various technologies associated with electronic commerce and its platforms.

**Course Learning Outcomes:**

1. Developing an understanding of transacting electronically and emerging technology for the same.
2. Familiarizing the students with the concepts of e - Commerce.
3. Discuss the significance of electronic payments.
4. Explore the possibilities of e- business

**Course Content:**

**Module I**

E- Commerce – Definition – Difference between E- commerce and E- business – Types of E-Commerce – Evolution of E- commerce – Key elements of E- commerce business models – Role of EDI in e-Commerce - Emerging paradigms of e-commerce - Knowledge management in the e-Commerce Era.

**Module II**

E- Commerce and marketing communications – Cost and benefits of online marketing communication – Social and ethical issues in E- commerce – Privacy and information rights – Intellectual property rights – Public safety and welfare – E- governance - Role of websites and Internet in E-commerce - Emerging technologies for E-commerce.

**Module III**

E- Commerce security environment – Security threats – Technology solutions – Encryption – E- Commerce payment systems - Electronic Payments, (Payment – Gateway Example), Securities in e-banking (SSL, Digital Signatures – Examples) - Services Provided: ATM, Smart Card, ECS (Electronic Clearing System), Telephone, Electricity Bills.

**Module IV**

Implementing B-2-B E-Commerce - Supply-Chain Integration - Enterprise Application Integration - E-Commerce Value Chain – Social networks and online communities – Online auctions – E-commerce portals - Contemporary Issues in E-commerce and Cases.

**Suggested Readings:**

1. Milind Oka, e – Commerce, Everest Publishing House
2. C.V.S. Murty, e– Commerce, Himalaya Publishing House
3. Joshph, e-Commerce. An Indian Perspective, PHI
4. Samantha Shurely, e-Business with Net-Commerce:, PHI
5. W. Cheswick, Stevens, &AvielRubin : Fire Wall and Internet Security:, Addison- Wesley Professional
6. Bhaskar, B, Electronic commerce: Framework, technologies and applications, New Delhi: Tata McGraw Hill Education.
7. Chaffey, D, E-Business and e-commerce management, Pearson Education.
8. Erisman P, Six Billion Shoppers: The Companies Winning the Global Ecommerce Boom, Macmillan.
9. Kalakota, R., &Whinston, A. B, Electronic commerce: A manager’s guide. New Delhi: Pearson Education.

## MBMBA04004: PROJECT MANAGEMENT

Credit: 4

### Course Objectives:

The course has the objective of providing a basic understanding to the potential managers about the role projects in the development of economy of a country. It tries to teach them how projects can be formulated and executed. It also trains them to use various tools to effectively manage and to bring about drastic changes in the business and industry scenario.

### Course Learning Outcomes :

1. To understand the concept of project and steps in Project Management.
2. To enable the students to evaluate the technical feasibility, financial viability, market acceptability and social desirability of projects.
3. To enable the students to prepare Projects Reports.
4. To be effective as Project Managers and as part of project teams.

### Course Contents :

#### Module I:

Project–Meaning–classification–importance of project management–An Integrated Approach–Choosing the appropriate Project Management structure: Organizational considerations and project considerations–steps in defining the project–project Rollup–Process break down structure– Responsibility Matrices–External causes of delay and internal constraints.

#### Module II:

Feasibility studies of projects: Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study–components of project feasibility studies–Managing Project resources flow–project planning to project completion: Pre-investment phase, Investment Phase and operational phase–Project Life Cycle–Project constraints.

#### Module III:

Project Evaluation under uncertainty: Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Payback Period, ARR–Theoretical Framework for Project Evaluation under Risk and Uncertainty: Risk Adjusted Rate Method, Certainty Equivalent Method, Probability Method, Sensitivity Analysis and Decision Tree Analysis –Social Cost Benefit Analysis: Commercial or National Profitability, Social Desirability.

#### Module IV:

Developing a project plan: Developing the project network–constructing a project network (Problems)–PERT–CPM–crashing of project network–resource leveling and resource allocation–how to avoid cost and time over runs–Steps in Project Appraisal Process–Methodology for project evaluation–Project Control Process–control issues–project audits–the project audit process–project closure–team, team member and project manager evaluations. Managing versus leading a project–managing project stakeholders–social network building (Including management by wandering around)–qualities of an effective project manager–managing project teams–Five Stage Team Development Model–Situational factors affecting team development–project team pitfalls- Project failures.

**Suggested Readings:**

1. Project Management: The Managerial Process by Erik Larson and Clifford Gray(2017); Mc GrawHill Education
2. Gopalakrishnan P and Ramamoorthy, V.E., Project Management, Macmillan
3. Projects: Planning, Analysis, Selection, Financing, Implementation, and Review by Prasanna Chandra(2017); McGraw Hill Education; Eighth edition

**Web Resources:**

1. [www.pmi.org](http://www.pmi.org)
2. [www.projectmanagement.com](http://www.projectmanagement.com)
3. [www.mindtools.com](http://www.mindtools.com)
4. [www.projectscentre.com](http://www.projectscentre.com)

**MBMBA04005: BASIC BUSINESS ANALYTICS USING R**

Credit: 4

**Course Objectives:**

To give the students a basic understanding Business Analytics and its used in decision making. This course is expected to provide exposure to R language for students. It should be helpful for understanding and explaining the applications of Business Analytics in multiple business domains and scenarios.

**Course Learning Outcomes:**

1. Identify the opportunities for creating value using business analytics and
2. Describe the basic concepts in Business Analytics, DATA Science and Business Intelligence.
3. Develop a thought process to think like a data scientist/business analyst.
4. Analyse data graphically by creating a variety of plots using the appropriate

**Course Content:****Module I**

Business Analytics Basics: Definition of analytics, Evolution of analytics, Need of Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics. Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, various stages of an organization in terms of data maturity, Options for organizations in the absence of good quality data.

**Module II**

Analytical decision-making: Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, Overview of Business analytics applications in - Marketing Analytics, HR Analytics, Supply Chain Analytics, Retail Industry, Sales Analytics, Web & Social Media Analytics, Healthcare Industry, Energy Analytics, Transportation Analytics, Lending Analytics, Sports Analytics. Future of Business Analytics.



### **Module III**

Fundamentals of R: R environment, Downloading and Installing R, Using command line in R, Help, File operations in R -Reading from and Writing to a file, Writing your first code in R, Importing data from spreadsheets, text files, SAS, SPSS, Connect to RDBMS from R using ODBC, basic SQL queries in R, Exploration and transformation activities, basics of Web Scraping.

Data types & Data Structures in R: Data types in R and its appropriate uses, Program Structure in R, Flow Control: For loop, If condition, While conditions and repeat loop, Debugging tools, Concatenation of Data, Combining Vars , cbind, rbind, Sapply, apply, tapply functions, Built-in functions in R like: seq(), cbind (), rbind(), merge(), knowledge on the various subsetting methods, summarize data by using functions like: str(), class(), length(), nrow(), ncol(), use of functions like head(), tail(), for inspecting data, summarize data, SQL join in R. Introduction to Data Structure in R, Vectors, Lists, Scalars, Data Frames, Matrices, Arrays, Factors, Use of data structures in different conditions, Advantage of using a particular approach.

### **Module IV**

Data Visualization: Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis (EDA), Data Cleaning, Data Inspection, uses of the functions like grepl(), grep(), sub(), summarize(), llist(), Using graphical functions in R for data visualization, Line Plots, Bar Plots, Bar Plots for Population, Pie chart, tableplot, histogram, Plotting with base graphics, Plotting with Lattice graphics, Plotting and coloring in R. Customizing Graphical Parameters to improvise plots, understanding GUIs like Deducer and R Commander, introduction to Spatial Analysis.

#### **Suggested Readings:**

1. R for Business Analytics, A Ohri
2. Data Analytics using R, Seema Acharya, TMGH
3. Data mining and business analytics with R, Johannes Ledolter. New Jersey: John Wiley & Sons.
4. Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel, and Bruce: Wiley

## **MBMBA04O06: ENTREPRENEURSHIP DEVELOPMENT**

Credit: 4

#### **Course objectives:**

The objective of this course is to help the students to develop an entrepreneurial mind set and gain an understanding of the entire entrepreneurial process through analysis of various situations. The course aims at outlining in the opportunities and issues present in the business environment. It also explores the governmental mechanisms available to support entrepreneurs. The course also looks into facets of women entrepreneurship as well as social entrepreneurship.

#### **Course Learning Outcomes:**

1. Familiarize meaning and significance of entrepreneurship and understand the process of entrepreneurial action.

2. Explore the entrepreneurial mindset and personality.
3. Learn the concept of women & social entrepreneurship and appreciate how social entrepreneurs mobilize scarce resources to affect social change.

**Course Content:**

**Module I**

Meaning, Definitions and concept of Enterprise - Entrepreneurship and Entrepreneurship Development - Evolution of Entrepreneurship in India - Role of Entrepreneurship in Indian economy and developing economies with reference to Self-Employment - Characteristics and Skills of Entrepreneurship in India - Problems in Entrepreneurship Development - Entrepreneurial Culture - Entrepreneurial Mobility.

**Module II**

Entrepreneur: definition and functions - Characteristics of entrepreneur - Innovation and entrepreneur - Role of entrepreneur in economic development - Concepts of Intrapreneurship - Entrepreneur Vs Intrapreneur - Entrepreneur Vs. Entrepreneurship - Entrepreneur Vs. Manager - Floating of small business: features of small business - Advantages of small business - Government regulatory framework for MSME.

**Module III**

Women Entrepreneurship: Meaning - Characteristic features - Entrepreneurial Competencies - Entrepreneurial Motivation - Problems of Women Entrepreneurship in India - Developing Women Entrepreneurship in India - Entrepreneurial Failures - International Entrepreneurship opportunities - Introduction to social enterprises - Different kinds of social enterprises - Not-for profit and profit making - Social ventures - Models of social entrepreneurship - Start up and financing of social enterprises - Diversity of funding models and sources - Linkages to CSR.

**Module IV**

Role of Central Government and State Government in promoting Entrepreneurship - MSME policy in India - District Industries Centers (DIC) - Small Industries Service Institute (SISI) - Entrepreneurship Development Institute of India (EDII) - National Institute of Entrepreneurship & Small Business Development (NIESBUD) - National Entrepreneurship Development Board (NEDB) - Current Issues in Entrepreneurial Development.

**Suggested Readings:**

1. Poornima M. Charantimath: Entrepreneurship Development in Small Business Enterprises (Pearson Education)
2. Hisrich Peters shepherd: Entrepreneurship (Tata McGraw Hill)
3. Sahey and Nirjar: Entrepreneurship (Excel)
4. Vasant Desai: The Dynamics of Entrepreneurial Development and Management (Himalaya Publishing House)
5. LaPiana D, The non-profit guide to competitive strategy, Jossey-Bass
6. Nicholls, A, New models of sustainable development, Oxford University Press
7. Hisrich, R., Manimala, M.J., Peters, M.P & Shepherd, D.A, Entrepreneurship, McGraw Hill.
8. Kaplan, J. M, Patterns of Entrepreneurship, John Wiley & Sons.
9. Kuratko, D.F., & Rao, T.V, Entrepreneurship: A South-Asian Perspective. Cengage Learning.

# ELECTIVE COURSES

## GROUP I: MARKETING – Elective Courses

### MBMKT03E01: CONSUMER BEHAVIOUR

Credit: 4

#### Course Objectives

Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion. Consumers and customers subjected to these decisions with an aim to extract desired response. Marketing effectiveness can be significantly improved if these decisions based on consumer insights. Marketing success depends on a thorough understanding of why do consumers behave the way they do to marketing stimuli? This course is designed to provide insight into consumer psychology with special focus on how consumers think, feel and respond to marketing stimuli. The course aims to equip the participants to view marketing phenomena from a customer's perspective.

#### Course Learning Outcomes:

1. Develop an understanding of factors that influence consumer buying behavior
2. Appreciate mental processes that precede the act of purchase
3. Learn models that map and explain consumer buying processes
4. Learn how to base marketing decisions on consumer insights

#### Course Contents:

##### Module I

Consumer Behaviour – An overview – Scope and Relevance of Consumer Behavior Studies - Consumer behavior models - Mapping consumer's mind, deterministic and probabilistic approaches - Howard and Sheth, Nicosia and Engle and Blackwell model – Buying Decision Process – Problem Recognition, Information Search – Alternative Evaluation – Decision Rules – and Selection – Outlet Selection and Purchase – Post Purchase Behavior and Customer Satisfaction - Role of Involvement - Types of Buying Behaviour.

##### Module II

Individual Determinants of Consumer Behavior - Motivation - theories of Motivation and their applications - Process theories and content theories - Motivational Research - Attention, Perception and Consumer Imagery – Thresholds of perception – Subliminal perception - Perceptual process dynamics - Learning and Memory - Learning theories and their applications - Personality and Self Concept - Consumer Attitudes – Formation and Change – Consumer Values and Lifestyles.

##### Module III

Environmental influences on Consumer Behaviour – Cultural influences – Social class – Consumer Socialization - Semiotics - Subcultures and Cross Cultural issues in marketing - Reference group - Endorsements and reference group influence - Family influences -

Family lifecycle and decision making – Opinion leadership and the diffusion of innovations-  
Marketing implications of the above influences.

#### **Module IV**

Strategic marketing applications – Market segmentation strategies –  
Positioning strategies for existing and new products - Re-positioning – Perceptual Mapping –  
Marketing communication – Store choice and shopping behavior – In-Store stimuli –  
Store image and loyalty – Consumerism – Consumer rights and Marketers' responsibilities –  
The Global Consumer Behaviour and Online buying behavior –  
Consumer buying habits and perceptions of emerging non-store choices –  
Research and applications of consumer responses to direct marketing approaches – Issues of  
privacy and ethics.

#### **Suggested Readings:**

1. Schiffman L.G. and Kanuk L.L.,  
Consumer Behaviour, Latest Edition, Pearson Education, New Delhi.
2. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western.
3. Bennet and Kassarian, Consumer Behaviour, Prentice Hall of India, New Delhi
4. Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi,
5. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall of India, New Delhi.
6. Loudon and Della Bitta, Consumer Behaviour: Concepts and Applications, Tata McGraw Hill.  
New Delhi,
7. Berkman & Gilson, Consumer Behaviour: Concepts and Strategies, Kent Publishing Company.
8. Assael, H. (2009). Consumer Behaviour and marketing action. New Delhi: Cengage Learning.
9. Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). Consumer Behaviour. USA: Thomson-South Western.

### **MBMKT03E02: SALES MANAGEMENT**

**Credit: 4**

#### **Course Objective:**

Course objectives include enabling a student in understanding the sales process, the relationship between sales and marketing Sales force structure, customer relationship management (CRM), use of technology to improve sales force effectiveness, and issues in recruiting, selecting, training, motivating, compensating and retaining salespeople

#### **Course Learning Outcomes:**

1. Familiarize theories of sales and sales organization.
2. Explore sales planning and implementation.
3. Assess recruitment, training and performance evaluation of sales force
4. Establish ways to keep sales force happy by motivation techniques.

#### **Course Contents:**

##### **Module I**

Objectives of sales management – Sales Function and the Sales Organization –  
Concept of Personal selling – Stages in the personal selling process – Salesmanship Fundamentals –  
Theories of salesmanship – AIDA Theory – Right set of circumstances theory –  
Buying formula theory and Behavior equation theory – Qualities of salesmen – Sales  
organizations and its purposes – setting up of sales organization – Basic types of sales  
organizations.

## Module II

Sales Planning – Forecasting –  
Qualitative and Quantitative Methods (Overview of Linear Regression, Time Series Analysis, Moving Averages) – Sales Territories – Concept of Sales territory –  
Procedures for setting up Sales territories – Deciding assignment of sales personnel to territories –  
Sales Budget and Sales Quota – Sales budget – Purpose, form and content of sales budgets –  
Sales Quota – Concept – Types of quota – Quota setting procedures – Administering the quota system – Sales Information System

## Module III

Sales Force Management: Estimation of Sales Force –  
Workload, Breakdown and Incremental Analysis – Selection and Training – Sales job analysis –  
Sales job description – Recruiting Salespersons – Selection – Screening, Interviewing/Testing –  
Induction and placement – Building Sales training programs – Deciding Training Contents –  
Selecting training methods – Execution and evaluation of training programs.

## Module IV

Motivating Salesmen – Concept of motivation – Need for motivating sales persons –  
Motivation and morale of salespersons –  
Application of different motivation theories in sales management – Compensating Salesmen –  
Requirement of a good sales compensation plan – Types of compensation plans – Steps in  
devising a sales compensation plan – Performance Evaluation for Salesmen – Sales contests –  
Sales Control – sales audit.

### Suggested Readings:

1. William L. Cron, Thomas E. Decarlo, Sales Management: Concepts and Cases, Wiley.
2. Jason Jordan and Michelle Vazzana, Cracking the Sales Management Code: The Secrets to Measuring and Managing Sales Performance
3. Stanton, Buskirk and Spiro: Management of a Sales Force, Irwin Publishers.
4. Pradip Mallik, Sales Management, Oxford University Press.
5. Charles Futrell: ABC's of Selling, Irwin Publishers.
6. Anderson, Hair and Bush : Professional Sales Management, McGraw Hill International editions.
7. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. Sales Management. Pearson Education, New Delhi.
8. Jobber, David and Lancaster, Geoffery, Selling and Sales Management, Pearson

## MBMKT03E03: PRODUCT AND BRAND MANAGEMENT

Credit: 4

### Course Objective:

This course seeks to impart understanding of the role brands play in contemporary businesses. Brands have come to acquire centre stage in marketing and they are often labeled as 'the' asset of value creation. This course is designed to provide an understanding of how

brands are created and managed over time. The course build the capability to work with the appropriate theories, models and other tools to ensure better branding decisions, and to make these concepts relevant for any type of organization.

### **Course Learning Outcomes:**

1. To build an appreciation of the role of products and brands in winning competitive battles
2. Developing understanding of the key issues in creating and managing new products and brands
3. To develop a grasp of theoretical concepts and frameworks of branding
4. To provide with skills and knowledge to develop and execute strategies in managing brand

### **Course Contents:**

#### **Module I**

Product-Introduction to Product – Meaning & Classification – Product Management – Definition – Scope and Importance – level of Product hierarchy – Classification of Product – Product Management – Product Mix and Line Decisions – Managing Line Extensions – Product portfolio management.

#### **Module II**

Product Life Cycle – Strategies adopted at each stage of PLC - Customer analysis - Competitor analysis - New Product Development – Process and Challenges – New Product Launches – New Product Failure and Revitalization of New Products - Digital products - Consumer Adoption Process .

#### **Module III**

Concept of Brand – Brand functions - brand elements - Types of Brand - Objective of Branding, Brand and Life Cycle - Brand Equity – Brand Equity models – Brand Identity – Brand Identity models – Brand Loyalty – Brand Awareness – Brand Evaluation - Interbrand's brand valuation methodology – Perceived Quality – Brand Associations - Brand Personality and Brand Image - Role of Brand Ambassadors - Brand audit.

#### **Module IV**

Launching New Brands – Developing and Managing Brands – Sustaining a Brand – Handling Name Changes and Brand Transfers – Brand Extension and Strategies – Globalizing Brands – Decline – Ageing and Revitalization of Brands – Strategic brand management – Brand management in digital world – Luxury brand management – Role and challenges of Product and Brand Manager.

### **Suggested Readings:**

1. Aaker, David A: Managing Brand Equity, Free Press, New York.
2. Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi.
3. Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi.
4. Kapferer, J.N.: Strategic Brand Management, Kogan Page, New Delhi.
5. Kuller, K.L.: Strategic Brand Management, Prentice Hall, New Delhi.
6. Moorthy, Y.L.R.: Brand Management, Vikas Publication House, New Delhi.
7. Aaker, David A: Building Strong Brands, Free Press, New York.
8. Michel Chevalier, Gerald Mazzalovo, and Luxury Brand Management: A World of Privilege
9. Troy J. Strader Digital Product Management, Technology and Practice: Interdisciplinary Perspectives.

## MBMKT03E04: MARKETING RESEARCH

Credit: 4

### Course Objectives:

Upon completion of this course, a student will be able to write a management decision problem and a marketing research problem, Plan, conduct, and interpret a small survey, applying a wide range of survey, scale, and questionnaire techniques and apply basic statistical analysis on the data, and summarize the results in clear language and submit a report.

### Course Learning Outcomes:

1. Learn the essence of decision making in the context of marketing
2. Strengthening and extension of the foundation laid in marketing research
3. Understanding multivariate techniques that can be used in practising marketing
4. Learning to apply tools like discriminant analysis, conjoint analysis and cluster analysis

### Course Contents:

#### Module I

Definition – Need – Relevance and Scope of Marketing Research – Types of Market Research – Marketing Research process – Decision making in marketing and the role of MR to provide relevant information – Different phases in the development of MR – Contemporary trends in Marketing Research.

#### Module II

Research Problem Identification, Translation of Marketing Problem to Statement of research problem – Review of Literature – Identification of Research gap – Formulating Research Objectives - Identification of Variables - and Hypothesis Formulation.

#### Module III

Research Design and its classification – Heuristics for Best Research Design Measurement Scales – Concept of scales and property of scales – reliability and validity – Design of questionnaires and Schedules – Specific type of measurement instruments – Attitude scales – measures of emotion – perceptual scales – Qualitative research methods - FGDs – Depth interviews - Content analysis - Projective techniques - Observation and Physiological measures.

#### Module IV

Sampling – Fieldwork planning and control – Data analysis – Use of software – Data screening and purification – Frequency tables – Crosstabulation – Measures of central tendency and variation – Tests of hypothesis – Uni and multivariate tests Z test – T test – Chi Square test - ANOVA – Analysis of Experimental designs - Non parametric tests – Correlation and regression – Cluster analysis – Factor analysis - Multi-dimensional scaling – Conjoint analysis – Multiple Discriminant analysis - Analysis to Marketing Insights - Report writing.

### Suggested Readings:

1. G.C. Beri, Market Research, Pearson Education, New Delhi.

2. Naresh K. Malhotra, Marketing Research: An Applied Orientation, Pearson Education.
3. Cooper & Schindler, Marketing Research, Concept & Cases. Tata McGraw Hill, India
4. Tull & Hawkins, Marketing Research: Measurement and Method, PHI.
5. Luck & Rubin: Marketing Research, Prentice Hall India.
6. Dawn Iacobucci, Gilbert A. Churchill, Marketing Research: Methodological Foundations, Cengage.
7. Dawn Iacobucci, Gilbert A. Churchill, Multivariate statistics and Marketing Analytics, Cengage.

## **MBMKT03E05: GLOBAL MARKETING**

Credit: 4

### **Course Objective:**

This course exposes students to the global marketing theory and concepts. It provides an understanding of the Global Marketing Environment and its application in an in-depth industry-specific analysis for evaluating and selecting markets in other parts of the globe.

### **Course Learning Outcomes:**

1. Developing basic vocabulary and understanding of marketing in global environment
2. Learn of different markets and cultures as marketing opportunity
3. Evaluate different options of operations in international markets
4. Apply theoretical frameworks to guide decision making for marketing in global context

### **Course Contents:**

#### **Module I**

Introduction to Global business – Why corporation expand to markets in other countries? Special problems/features of global marketing vis-à-vis domestic marketing – Basis of international trade – Theories of international trade – Protectionism – Different Methods and Mechanisms used to Protect Interests of native business - Managing Protectionist threats.

#### **Module II**

Global Marketing Environment – Economic – Political - Legal - Socio-cultural and Demographic environment – Trade Groups – International regulations – Global trade bodies & organizations like IMF – World Bank & Conferences - GATT, UNCTAD, their impact on global trade - Euro-dollar & Petro Dollar Market – Exchange rate fluctuations.

#### **Module III**

Global marketing research – Market profiling, analysis and selection – International market segmentation and market coverage strategies – Differentiated marketing – Undifferentiated marketing – Concentrated marketing – Niche marketing – Product strategies – International marketing and PLC - Pricing strategies - Promotion strategies - Distribution strategies.

#### **Module IV**



Global market entry and operating strategies – Exporting – Export finance – Letter of credit – Export licensing – Export houses – Export risk and insurance – Export promotion and Export Documentation licensing – Contract manufacturing – Foreign assembly – Foreign production – Joint ventures – Production in free areas – Third country location - Countertrade - Strategic alliance - Dumping and its legal implications – Trends – Problems and prospects of globalization of Indian business.

**Suggested Readings:**

1. Keegan, Warren : Global Marketing, Pearson Education
2. Onkvisit, Sak and Shaw International Marketing-Analysis and strategy, TMH
3. Philip Cateora and John Graham and Mary Gilly: International Marketing, TMH
4. Albaum, Duer & Strandkov International Marketing and Export Management, Pearson
5. Johansson, J.K , Global Marketing: Foreign Entry, Local Marketing, and Global Management, McGraw-Hill.
6. Rakesh Mohan Joshi, International Marketing , Oxford University Press.

**MBMKT04E06: RETAIL MANAGEMENT**

Credit: 4

**Course Objectives:**

To enable the students understand the importance of retail marketing and its strategic dimensions. It aims at building the capability to design strategies for strengthening marketing in the retail sector.

**Course Learning Outcomes:**

1. Learn the nature and importance of retail management
2. Familiarize various kinds of retail formats
3. Develop an understanding of merchandise management
4. Learning about retail store operation, design and management

**Course Contents:**

**Module I**

Retailing: Nature and scope – Retailing scenario in India – Wheel of retailing – Types of retailing – Ownership-based – Store based and non-store based retailing – Vertical marketing system - Retail Mix - The Retail Life Cycle.

**Module II**

Strategic planning in retailing – Retailing environment and customers – Designing retailing information system and research – Location and Organizational decisions – Trading area analysis - Site selection - Organizational patterns in retailing - Store design and layout – Comprehensive store planning Exterior design and layout – Interior store design and layout – Interior design elements – Budgeting and resource allocation

**Module III**

Product Assortment decisions – merchandise forecasting – Buying and handling merchandise - inventory management – Merchandise pricing - Merchandise labeling and packaging - Methods for determining inventory evaluation – Assortment planning - Buying and vendor

relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

#### **Module IV**

Retail promotion - building retail store image - Role of atmosphere - Retail promotion mix strategy - Retail store sales promotion schemes - retail control - Controlling retail operations - Retail selling process - Retail database - In-store customer service.

#### **Suggested Readings:**

1. Barry Berman and Joel R. Evans: Retail management - A strategic approach:— Pearson Education.
2. Pradhan: Retail Management, Tata McGraw Hill, New Delhi.
3. Berman, Barry and Joel Evans: Retail Management, Prentice Hall, New Jersey.
4. Levy, Michael and Barton A. Weitz: Retail Management, Tata McGraw Hill, New Delhi 2003.
5. Cooper, J: Strategy Planning in Logistics and Transportation, Hogan page, London.
6. Cox, Roger and Paul Britain: Retail Management, Prentice Hall, Harlow.
7. Gupta, Ramesh Mittal & Ruchi Nayya, Retailing and E-tailing, International Book House,

### **MBMKT04E07: SERVICES MARKETING**

Credit: 4

#### **Course Objective:**

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on a national basis.

#### **Course Learning Outcomes:**

1. Appreciation of differences between goods and services marketing
2. Understanding the process by which value is created in service businesses
3. Learning and mapping of consumer response to service buying situations
4. Familiarizing quality concept, measurement and implementation processes in services

#### **Course Contents:**

##### **Module I**

Emergence of service economy - Nature and Scope of Services - Contribution of the service sector to the Economy - Unique characteristics of services - Challenges and issues in Services Marketing - Differences in goods and service marketing - Service triangle and marketing mix - Service classification - Integrated approach to service management.

##### **Module II**

Service system - Consumer and prosumer - Service consumer behavior expectation - Perception and service encounter - Meaning and Types of Service Expectations - Services

Encounters and Consumer Satisfaction – ServiceLifeCycle –New service development – Service BluePrinting– GAP model of service quality–Measuring service quality–SERVQUAL– Service Qualityfunction development.

### **Module III**

Marketing Research in services - Segmenting - Targeting customers - Relationship marketing - Positioning of services– Designing service deliverysystem – ServiceChannel – Pricing of services - Methods-Integrated Service marketing communication.

### **Module IV**

Physical evidence of Service - Service scope- Contribution of physical evidence to theservice - Service Marketing Strategies forhealth– Hospitality–Tourism– Financial servicesinIndia - Customer Feedback - Service Recovery-Customer responses toeffective Service Recovery - Principles of Effective Service RecoverySystems - Learning fromCustomer Feedback.

### **Suggested Readings:**

1. ChiristopherH.LovelockandJochenWirtz, ServicesMarketing, Pearson Education, New Delhi,
2. Hoffman, Marketingof Services, Cengage Learning.
3. NewtonM P Payne, A The Essenceof Services MarketingNew Delhi, PrenticeHalof India,
4. Zeithaml, V A and Bitner, MJ. ServicesMarketingNew York, McGraw Hill,
5. Gronroos, ServiceManagementand Marketing –WileyIndia.
6. K. RamaMohanaRao, “ServiceMarketing”, Pearson Education
7. RaviShanker, ServicesMarketing:The Indian Perspective, ExcelBooks, NewDelhi.
8. RajendraNargundkar, Services Marketing:Text&Cases, Tata McGraw-Hill, New Delhi.

## **MBMKT04E08: INTEGRATED MARKETING COMMUNICATION**

Credit: 4

### **Course Objective:**

Thecoursewillequipthestudentwithknowledgeaboutthenature,purposeanddirectionintheplanningandexecutionofaneffectiveIMCprogram.Itwillalsofamiliarizestudentwiththevarioustoolsofmarketingcommunicationandcreateawarenessabouttheimportance of integrating them.

### **Course Learning Outcomes:**

1. Learn the fundamentals of Integrated Marketing Communication
2. Explore advertising and promotion mix
3. Develop marketing communication strategies
4. Measure the impact of marketing communication.

### **Course Contents:**

#### **Module I**

IntroductiontoIMC:MeaningevaluationandrelevanceofIMC–CharacteristicsofIMCcampaign–PlanninganIMCcampaign–Processofachievingintegration–Organisationalapproachesand

barriers to integration - Determining Promotional Objectives - DAGMAR approach - Hierarchy-of-Effects Model.

## **Module II**

Elements of IMC: Advertising - The Creative concept development - The creative processes of the different forms of IMC - AIDA model Considerations for creative idea Visualization - Advertising Agencies – Their role – Functions - Organization – Remuneration - Client agency relationship - account Planning – Sales promotion - Consumer and Trade Promotions - Sales Promotion Strategies and Practices - Cross Promotions - Surrogate Selling - Bait and Switch advertising issues - Public relations and publicity - Direct marketing - Interactive marketing - Word-of-mouth marketing - Personal selling (features, pros and cons of each) - Social media marketing – Online brand communities.

## **Module III**

Strategic IMC and steps in developing effective Marcom: Strategy – Objectives – Tactics and linking strategies, objectives and tactics – Developing an effective MARCOM program – Identifying the Target Group – Setting objectives - Determining the communication objective – Designing a message – Personal and non-personal communication channels - Media Types and their characteristics - Setting Media objectives - Considering key media concepts - Media planning - Media Strategy - Media buying - Cross media concept and media research - Selecting message source – Collecting feedback – Integrating promotion mix

## **Module IV**

Objective of IMC campaign – Corporate objective – Marketing Objective – Sales Objective – Communication objective – Budgeting for MARCOM – Arriving at Marcom Budget – Allocating Marcom Budget – Measuring communication Effectiveness – Conducting research to measure communication effectiveness - Communication and Sales Effect - Opinion and Attitude Tests - Recognition and Recall Tests - Controlled Experiments - Ethics and social responsibility in IMC Campaigns - Impact of technology on MARCOM - Introduction to International marketing communications – Relevance and challenges.

## **Suggested Readings:**

1. Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi.
2. Mitchell, W. M, Advertising and IMC principles and practices, Pearson.
3. Shah, D. Advertising and Promotions - An IMC Approach, Tata Mcgraw Hill.
4. Shimp, A. Advertising, Promotion and other aspects of IMC, Cengage.
5. Sirgy, R, Integrated Marketing Communications - A Strategic Approach. Cengage.
6. Yeshin, T. Integrated Marketing Communications - The holistic approach. BH.
7. Kotler, A, Principles of Marketing - A South Asian Perspective, Pearson.

## **MBMKT04E09: RURAL MARKETING**

Credit: 4

### **Course Objectives:**

The objective of the course is to provide conceptual understanding on the Rural Marketing and to understand the opportunities and challenges in rural marketing. It should develop skills required for planning and implementation of marketing of Rural Products.

**Course Learning Outcomes:**

1. Exploring the nature and importance of rural markets
2. Sensitizing students to the needs and behavior of rural consumers
3. Learning the peculiarities of rural markets and competition in marketing decision making
4. Learning about issues and challenges of rural marketing

**Course Contents:****Module I**

Introduction of Rural marketing–Evolution of Rural Marketing in Indian and Global Context – Definition - Nature – Importance of Rural Marketing - Characteristics and potential of Rural Marketing- Rural marketing environment - Socio-cultural factors – population, occupation , literacy level , development programs, infrastructure, communication media, credit availability, local requirements - Comparative analysis of Rural Vs Urban Marketing - Role of Government and NGOs in Rural Marketing.

**Module II**

Rural Marketing Research - Profile of Rural Consumer -Behavior of rural consumers - Rural Market Mapping - Rural Market Index: Thompson index.-Classification of Rural Marketing– Regulated -Non Regulated -Marketing Mix -Segmentation- Targeting – Positioning - Rural Marketing Strategies -Integrated Marketing Communication in Rural Marketing.

**Module III**

Product Planning - New Product Development in Rural Marketing - Brand Management in Rural Marketing - Rural Distribution in channel management – Managing Physical distribution in Rural Marketing- Sales force Management in Rural Marketing - Marketing Strategies & Tactics with reference to rural markets – FMCGs – Consumer Durables - Services – Agricultural Inputs - Rural Artisans’ Products - Marketing of rural industry - Cottage industry - Methods in promoting rural products –Advertisement & Media role in rural marketing promotion methods - Cases of successful rural marketing initiatives.

**Module IV**

Source of financing and credit agencies - Co- operative rural marketing & processing societies- Micro Credit Marketing-Advancement of Technology in Rural Marketing - e-Rural Marketing-CRM & e-CRM in Rural Marketing - Advanced Practices in Rural Marketing- Social Marketing - Network Marketing-Green Marketing in Indian and Global Context – The Future of Rural Marketing - Concept and working of contract farming in India - CSR and marketing ethics in rural marketing.

**Suggested Readings:**

1. Awadhesh Kumar Singh Satyaprakash Pandey, Rural Marketing: Indian Perspective, Newage publishers
2. C G Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing— Pearson Education
3. A Sarangapani, Rural Consumer Behaviour in India: A Study of FMCGs, Laxmi Publications.
4. Rajagopal, Indian Rural Marketing Rawat Publishers
5. Pradeep Kashyap & Siddhartha Raut, Rural Marketing, Biztantra.
6. Dogra B, & Ghuman K, Rural Marketing Concepts and Practices. New Delhi: Tata McGraw-Hill.
7. Gopal Swamy, T. P, Rural Marketing , New Delhi: Vikas Publishing House.

8. Kashyap, P & Raut, S, Rural Marketing Wiley India Pvt.Ltd
9. Krishnamoorthy R, Introduction to Rural Marketing, Himalaya Publishing House.

## **MBMKT04E10: DIGITAL MARKETING**

Credit: 4

### **Course Objective**

The objective of the course is to provide the student with the basics of digital marketing and develop the capability to form digital marketing strategy and be able to use new media such as search engine optimization and social networking.

### **Course Learning Outcomes:**

1. Appreciation of difference and similarities between non-digital and digital marketing.
2. Explore consumer behavior on digital media.
3. Learning to develop digital strategy.
4. Familiarize search engine optimization.

### **Course Contents:**

#### **Module I**

Introduction – Introduction to marketing in the digital environment – Types of web presence – Website development and management issues – Common e-commerce business models – Pure play – Hybrid and multi-channel options – Media options online – Fulfilment options and strategies – Introduction to payment gateways and UPI.

#### **Module II**

Website Analytics – Audience profiling and segmentation – Internet usage patterns – Post Internet consumer behavior and understanding buyer behavior online – Pillars of direct marketing – Online research and behavior tracking methods – Introduction to behavioural targeting – Online surveys – Blog mining – Data mining – Building customer profiles using navigation and sales data – Competitor analysis online – Integrating online and offline strategies

#### **Module III**

Search Engine Marketing – Email campaign creation and management – Google Adwords – Search and display on search engines – Pricing model online – Introduction to pagerankings – Google Adwords analytics – Search Engine Optimization – Process and methodology – Long tail in SEO – Link building – Keyword analysis – Process and optimization – Search Engine Marketing – Paid versus natural Search – SEM landscape – Landing pages and their importance in conversion analysis – Google vs. Bing vs. Yahoo – Search Methodology.

#### **Module IV**

Social Media and PR – Social Media Platforms – Facebook, LinkedIn, Twitter, Youtube – Content guidelines for online communications – Social Media measuring, monitoring & reporting – Tracking & Monitoring platforms – Content seeding – How to use blogs, forums and discussion boards, communities – Viral campaigns and the social graph

- Online PR and Reputation Management - Digital B2B Marketing- Developing B2B online process - Integrated Retailing - B2B websites - Online auctions and tendering

**Suggested Readings:**

1. The Big Data- Driven Business: How to Use Big Data to Win Customers, Beat Competitors, and Boost Profits- Russell Glass, Sean Callahan, John Wiley and Sons Inc.
2. Deepak Bansal, A Complete Guide To Search Engine Optimization, B.R Publishing Corporation.
3. Grienstein and Feinman- E-commerce – Security, Risk Management and Control (TMH, The Consumer Decision Journey, McKinsey Quarterly).
4. Strauss. J and Frost. R, “E- Marketing”, Pearson Education.
5. Ramsey, Seven Guidelines for Achieving ROI from Social Media, eMarketer.
6. Godfrey Parkin, Digital Marketing: Strategies for Online Success, New Holland Publishers Ltd.
7. Jonah Berger, Contagious Why Things Catch On, Simon & Schuster.
8. Dave Chaffey and PR Smith E marketing excellence planning and optimizing your digital marketing: Butterworth-Heinemann, Elsevier
9. Alan Charles Worth, Internet Marketing a practical approach Butterworth-Heinemann Elsevier.

## **GROUP II: HUMAN RESOURCES – Elective Courses**

### **MBHRM03E01: COUNSELING SKILLS FOR MANAGERS**

Credit: 4

**Course Objectives:**

The objective of this course is to provide some insights to students into handling behavioural issues at the work place by developing counseling skills. It aims to help the budding managers to develop counseling skills and to apply them appropriately in the right situation with the expected outcomes.

**Course Learning Outcomes:**

1. Describe the nature of counseling skills in the business environment.
2. Explain the different approaches to counseling.
3. Apply the process of counseling in the context of the work environment by identifying the counseling procedures.
4. Design how behaviours can be changed by the use of counseling skills.
5. Summarize the organizational applications of counseling.

**Course Contents:**

**Module I**

Introduction to Counseling: Evolution of Counseling - Nature of Counseling - Counseling and Psychotherapy - Counseling and Guidance - Five Major Goals of Counseling - Core Conditions of Counseling - Qualities and Skills of a Counselor - Types of Counseling.

### **Module II**

Approaches and Process of Counseling: Psychoanalytic Approach - Behaviouristic Approach - Person-centred Approach - Counseling Process - Developing the Relationship - Defining the Problems - Determining Goals - Deciding the Plan of Action - Doing the Follow-up.

### **Module III**

Counseling Procedures: The Counseling Environment - Intake procedures - Initial Interview - Referral Procedures - Guidelines for Effective Counseling - Action Strategies - Dilemmas of a Manager Counselor.

### **Module IV**

Changing Behaviours through Counseling and Application: Principles - Techniques - Rewards - Providing Model - Role Playing - Desensitisation - Rational Emotive Behaviour Therapy - Organizational Applications of Counseling - Change Management - Downsizing - Equal Opportunities - Conflict Resolution - The Learning Organization - Career Counseling - Performance Counseling.

### **Suggested Readings:**

1. Carroll, M. Workplace Counseling: A Systematic Approach to Employee Care. London: Sage Publications Limited.
2. Cole, A. Counseling in the Workplace. Milton Keynes: Open University Press.
3. Feldman, R.S. Understanding Psychology. New Delhi: McGraw-Hill Education (India) Private Limited.
4. Kottler, J.A., & Shepard, D. S. Counseling Theories and Practices. New Delhi: Cengage Learning India Private Limited.
5. Singh, K. Counseling Skills for Managers. New Delhi: PHI Learning Private Limited.

## **MBHRM03E02: TRAINING AND DEVELOPMENT**

Credit: 4

### **Course Objectives:**

This course provides an in-depth understanding of the training and development process as well as helps to focus on managing the training sub-system more effectively in an organization. It helps to develop the skills necessary for designing and developing tools for managing the training function.

### **Course Learning Outcomes:**

1. Describe the strategic training and development process.
2. Identify the roles and competencies of the training professionals.
3. Explain the functions of organization analysis, person analysis and task analysis in the training needs assessment process.



4. Select the appropriate evaluation design based on the characteristics of the company as well as the importance and purpose of the training.
5. Evaluate the future trends that are likely to influence training departments and trainers.

**Course Contents:****Module I**

Introduction to Training and Development: Training, Development and Learning - Features of a Learning Organization - Strategic Training and Development Process - Organizational Factors influencing Training - Models of organizing Training Department - Faculty Model - Customer Model - Matrix Model - The Corporate University Model - Outsourcing Training - Roles and Competencies of Training Professionals.

**Module II**

Training Needs Assessment and Design: Importance - Scope - Methods of Training Need Assessment - Training Needs Assessment process - Organizational Analysis - Person Analysis - Task Analysis - Designing effective Training Programs - Training Site - Choosing Trainers - Curriculum, Course and Lesson Design.

**Module III**

Training Methods and Evaluation: Lecture - Audiovisual techniques - On the Job (OJT) training - Self directed Learning - Apprenticeship - Simulations - Case studies - Business Games - Role plays - Adventure Learning - Team Learning - Action Learning - Choosing a Training Method - Reasons for evaluating training, - Evaluation process - Training outcomes - Types of Evaluation designs - Factors that influence the type of Evaluation designs.

**Module IV**

Management Development and the Future of Training and Development: Need - Development Planning Systems - Approaches to development - Special Topics in Employee Development - Succession Planning - Onboarding - Future Trends - Training for Sustainability - Increased Use of New Technologies, Just-in-time Learning and Performance Support - Increased Emphasis on Speed in design, Content, Multiple delivery methods, Capturing and Sharing Intellectual Capital.

**Suggested Readings:**

1. Agochiya, D. Every Trainer's Handbook. New Delhi: Sage Publications Limited.
2. Biech, E. ASTD Handbook: The Definitive Reference for Training and Development. Alexandria, VA: ASTD Press.
3. Bray, T. The Training Design Manual: The Complete Practical Guide to Creating Effective and Successful Training Programmes. New Delhi: Kogan Page.
4. Lynton, R., & Pareek, U. Training for Development. New Delhi: Sage Publications Limited.
5. Noe, R. A. Employee Training & Development. New York: McGraw-Hill Education Private Limited.

## **MBHRM03E03: TALENT MANAGEMENT**

Credit: 4

### **Course Objectives:**

This course helps the students to develop insights and understanding of effective management and development of talent in teams and organizations. It aims to help students identify best practices and approaches for talent management which will result in creating and managing talent in the organizations.

### **Course Learning Outcomes:**

1. Describe talent management and the process of linking talent management to organizational strategy and other HR practices.
2. Summarize talent management practices by using factors of specific environment of the organization.
3. Design the process for identifying high potential talent.
4. Develop a pipeline of talent to serve the present and future needs of the organization.
5. Evaluate the role of leadership related to talent management.

### **Course Contents:**

#### **Module I**

Introduction to Talent Management: Objectives - Role of Talent Management in building sustainable competitive advantage - Key Processes of Talent Management - Human Resources Planning – Recruitment - Selection - Performance monitoring - Retention - Talent versus Knowledge people - Sources of Talent - Consequences of Failure in Managing Talent - Tools for Managing Talent.

#### **Module II**

Talent Acquisition: Job Analysis - Methods of collecting information, developing questionnaires, interviews - Developing job description and job specification - Developing HR planning process - Strategic Trends in Talent Acquisition - Talent Acquisition management solutions - Preparing Recruitment plan - E-recruitment (using various job portals) - Searching and downloading applicant profile by using job portals - Selecting of the Recruitment source - Preparing Recruitment Budget - Employer Branding - Formulating a recruitment strategy (specifically for Managerial/Executive jobs) - Selection process - Use of Assessment Centres - Selection errors and minimizing selection errors - Choosing the types of Interviews.

#### **Module III**

Elements of Talent Management: Concept - The Resourcing strategy - Attraction and Retention policies and programs - Managing Voluntary Turnover - Dealing with Job Withdrawal - Talent Audit - Role Development - Talent Relationship Management - Performance Management - Defining the Elements of Total Rewards - Integrated Rewards Philosophy - Designing Integrated Rewards - Sustainable Talent Management and Reward Model.

#### **Module IV**

Talent Management Essentials: Learning and development - Career Management - Talent Management Strategy - Building the Talent pipeline - Employee Engagement - Employee

Engagement strategies - Strategic Compensation plan for Talent Engagement - Talent Management to drive culture of excellence - Leadership Development.

**Suggested Readings:**

1. Boudreau, J.W. Retooling HR: Using Proven Business Tools to Make Better Decisions about Talent. Boston, MA: Harvard Business School Press.
2. Cappelli, P. Talent on Demand: Managing people in an Age of Uncertainty. Boston, MA: Harvard Business School Press.
3. Collings, D.G., Mellahi, K., & Cascio, W.F. The Oxford Handbook of Talent Management. Oxford: Oxford University Press.
4. Latukha, M. Talent Management in Emerging Market Firms: global strategy and local challenges. London: Palgrave Macmillan.
5. Phillips, J., & Edwards, L. Managing Talent Retention: an ROI approach. San Francisco: Pfeiffer.

**MBHRM03E04: LEADERSHIP FOR MANAGERIAL PERFORMANCE**

Credit: 4

**Course Objectives:**

This course is designed to orient the students towards the art and science of influence and leadership in organizations. It aims to diagnose the negative forces, anticipate moves and handle resistance to the initiatives that a leader would want to take.

**Course Learning Outcomes:**

1. Describe the art and science of leadership and compose new insights about the most suited leadership style.
2. Illustrate on how to develop younger leaders and their leadership skills and behaviours.
3. Analyze the theories of Leadership in order to develop perspectives on how to adapt and lead in organizations.
4. Evaluate the Glass Ceiling effect on the women employees.
5. Summarize the perspectives on Ethical Leadership.

**Course Contents:**

**Module I**

Introduction to Leadership: Various views of Leadership - Conceptualizing Leadership - Trait versus Process Leadership - Assigned versus Emergent Leadership - Leadership and Power- Leadership and Coercion - Leadership and Management.

**Module II**

Various approaches to Leadership: Trait approach - Five Factor Personality Model and Leadership - Emotional Intelligence - Skills Approach - Style Approach - The Ohio State Studies - The University of Michigan Studies - Blake and Mouton's Managerial Grid - Paternalism/Materialism/Opportunism - Situational Approach - Psycho Dynamic Approach.

**Module III**

Various Theories of Leadership: Contingency Theory - Path Goal Theory - Leader-Member Exchange Theory - Leadership Styles - Transactional leadership - Transformational leadership - Servant leadership - Authentic leadership - Women and Leadership - Gender - Leadership Styles and Leadership Effectiveness - The Glass Ceiling Effect - Women Leaders.

#### **Module IV**

Culture and Leadership: Leadership Behaviour and Dimensions of Culture - Universally Desirable and Undesirable Leadership Attributes - Leadership Ethics - Principles of Ethical Leadership - Heifetz's perspective on Ethical Leadership - Burn's perspective on Ethical Leadership.

#### **Suggested Readings:**

1. Burns, J.M. Leadership. New York: Harper and Row.
2. Cabane, O. F. The Charisma Myth: How Anyone Can Master the Art and Science of Personal Magnetism. New York: Penguin.
3. Northouse, P. G. Leadership: Theory and Practice. Thousand Oaks, CA: Sage Publications Limited.
4. Rost, J.C. Leadership for the Twenty-First Century. New York: Praeger.
5. Schein, E. H. Organizational Culture and Leadership. New Jersey: John Wiley & Sons.

### **MBHRM04E05: MANAGING GROUP PROCESSES**

Credit: 4

#### **Course Objectives:**

The objective of this course is to provide an understanding regarding the various aspects of the group processes and help the students to gain knowledge and competence for working with groups.

#### **Course Learning Outcomes:**

1. Recognize the characteristics and properties of work groups as a medium of learning, developing and change.
2. Explain the stages of group development.
3. Classify the group decision making techniques.
4. Analyze how to create effective teams.
5. Evaluate issues in groups related to power, influence, leadership, process losses as well as process gains, decisions and resolving conflicts.

#### **Course Contents:**

##### **Module I**

Groups in Organizations: Characteristics of Groups - Types of Groups - Group Properties - Roles in Groups - Role perception - Role Expectations - Role Conflict - Zimbardo's Prison Experiment - Group Norms - Conformity - Deviant Workplace Behaviour - Status - Sources of Status - Status and Norms - Status and Group Interaction - Group Size - Social Loafing -

Group Cohesiveness - Relationship between Group Cohesiveness, Performance Norms and Productivity - Group Diversity.

### **Module II**

Group Development and Decision Making: Stages of Group Development - The Five-Stage Model - The Punctuated Equilibrium Model - Groups versus the Individual - Groupthink - Groupshift or Group Polarization - Group Decision Making Techniques - Interacting groups - Brainstorming - Nominal Group Technique - Electronic Meetings - Evaluating Group Effectiveness - Intergroup Relations.

### **Module III**

Work Teams: Concept of Teams - Distinguishing Team from Groups - Types of Teams - Problem solving Teams - Self Managed Teams - Cross functional Teams - Virtual Teams - Creating Effective Teams through the Team Effectiveness Model - Contextual Influences - Composition of Teams - Process Variables - Turning Individuals into Team Players - Selecting - Training - Rewarding - Managing Global Teams - Building Team skills - Understanding Organizational Social Networks.

### **Module IV**

Issues in Groups: Power Processes - Sources of Group Influence - Leader Effectiveness - Group Process Losses - Group Process Gains - Functional Perspectives regarding groups and decisions - Roots of Conflicts - Resolving Conflicts.

### **Suggested Readings:**

1. Brown, R. Group Processes: Dynamics within and between groups. New Jersey: John Wiley & Sons.
2. Corey, M. S., & Corey, G. Groups: Process and Practice. Belmont, CA: Brooks/Cole Cengage Learning.
3. Forsyth, D.R. Group Dynamics. Belmont, CA: Wadsworth Cengage Learning.
4. Levi, D. Group Dynamics and Teams. Los Angeles: Sage Publications Limited.
5. Sahu, R.K. Group Dynamics and Team Building. New Delhi: Excel Books.

## **MBHRM04E06: INDUSTRIAL RELATIONS**

Credit: 4

### **Course Objectives:**

The purpose of this course is to develop an understanding about the background, issues and challenges related to industrial relations in the Indian context. The course attempts to prepare the students for the ground realities of industrial strife, institutionalized mechanisms to settle disputes and instill harmony.

### **Course Learning Outcomes:**

1. State the nature and importance of Industrial Relations in India with an emphasis on the actors in this field.
2. Explain the roles, functions and problems of Trade Unions.
3. Analyze the modes of pressurizing the management during an industrial dispute.
4. Summarize the issues related to Collective Bargaining, Workers Participation in Management, Grievance handling, Discipline and Employee Engagement in the industrial relations context.
5. Evaluate the legislative procedure and statutory machineries for the settlement of industrial disputes.

### **Course Contents:**

#### **Module I**

Introduction to Industrial Relations (IR): Concept of Industrial Relations - Objectives - Scope - Importance of Industrial Relations - Actors in the Industrial Relations System - Factors determining good Industrial Relations - Approaches towards the study of Industrial Relations - Psychological Approach - Sociological Approach, - Socio Ethical Approach - Gandhian Approach - Industrial Relations Approach - Human Relations Approach.

#### **Module II**

Trade Union and Industrial Disputes: Characteristics of Trade Unions - Functions - Types - Problems of trade unions - Need for Recognition of Trade Union - Role of ILO in the recognition of Trade Unions - Significance of the Trade Unions Act, 1926 - Industrial Dispute - Causes- Economic - Managerial - Political - Consequences - Strikes - Lockouts - Types of Strikes - Prohibition of Strikes - Lay-off - Retrenchment.

#### **Module III**

Prevention of Industrial Disputes: Statutory Measures - Non Statutory Measures - Collective Bargaining - Levels - Process - Workers Participation in Management - Types - Levels - Grievance - Causes - Procedure - Discipline - Causes of Indiscipline - Disciplinary Process - Employee Engagement - Concept - Importance.

#### **Module IV**

Settlement of Industrial Disputes and Future of IR: Conciliation - Conciliation Officer - Board of Conciliation - Court of Inquiry - Adjudication - Labour Court - Industrial Tribunal - National Tribunal - Arbitration - Future of Industrial Relations in India.

### **Suggested Readings:**

1. Mamoria, C.B., Mamoria, S. & Gankar, S.V. Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House.
2. Ramaswamy, E.A. The Strategic Management of Industrial Relations. New Delhi: Oxford University Press.
3. Sen, R. Industrial Relations in India: Text and Cases. Mumbai: Laxmi Publications (P) Limited.
4. Sharma, R.C. Industrial Relations and Labour Legislation. New Delhi: PHI Learning Private Limited.
5. Tripathi, P.C. Personnel Management and Industrial Relations. New Delhi: Sultan Chand & Sons Publications.

## **MBHRM04E07: HR METRICS AND ANALYTICS**

Credit: 4

### **Course Objectives:**

The objective of this course is to provide a comprehensive understanding of various metrics of human resource activities and processes in organizations and research. It will help the students to familiarize with the tools to analyze, interpret, and generate reports for better human resource management decisions.

### **Course Learning Outcomes:**

1. Identify various measures of human resource management processes and outcomes in an organization and the importance of using data-based reasoning to support HR decisions.
2. Apply skills in quantitative as well as qualitative data analysis in order to make more effective, evidence-based decisions on managing human resources.
3. Select research and analytical tools for measuring, analyzing, and developing HR decision support scenarios.
4. Evaluate results from HR analytics and communicate (implement) actionable insights.
5. Summarize the synergy between HR decisions as well as outcomes and organizational performance.

### **Course Contents:**

#### **Module I**

HR Metrics: Measuring HR functions and Processes - Concepts, Approaches and Objectives - Tools for compiling HR Data and HR metrics - Balance Score Card - Employee Surveys - Employment Test Scores.

#### **Module II**

HR Functional / process related metrics: Workforce planning metrics - HR Deployment metrics - Recruitment metrics - Selection metrics - Performance metrics - Training / Learning metrics - Compensation and Benefits metrics - Employee Relations metrics.

#### **Module III**

Qualitative and Quantitative HR outcome metrics: Attrition - Absenteeism - Job satisfaction - Employee Engagement - Perceptions - Attitude - HRD climate - Safety - Wellness and Employee Health - Social, Demographic and Occupational metrics - Diversity - Methods of data capture and benchmarking - Aligning HR Metrics and Organizational Performance.

#### **Module IV**

Analytics: Meaning and scope of analytics in HR - Typical sources of data - Overview of data format - Data analysis techniques in HR analytics - Predictive Analytics - Basic methods and techniques - Scenario planning - Integration with strategic decisions - HR Dash Boards - HR Analytics and HR Decisions - Data Integrity and Security Issues.

### **Suggested Readings:**

1. Bassi, L., Carpenter, R., & McMurrer, D. HR Analytics Handbook. New York: McBassi&Company.

2. Fitz-Enz, J., & Mattox II, J. R. Predictive Analytics for Human Resources. New Jersey: John Wiley & Sons.
3. Marr, B. Data-Driven HR: How to Use Analytics and Metrics to Drive Performance. London: Kogan Page.
4. Soundararajan, R., & Singh, K. Winning on HR Analytics: Leveraging Data for Competitive Advantage. New Delhi: Sage Publications Limited.
5. Waters, S.D., Streets, V.N., McFarlane, L., & Johnson-Murray, R. The Practical Guide to HR Analytics: Using Data to inform, transform, and empower HR Decisions. Alexandria, VA: Society for Human Resource Management.

## **MBHRM04E08: STRATEGIC HUMAN RESOURCE MANAGEMENT**

Credit: 4

### **Course Objectives:**

This course enables the students to familiarize with the concepts, processes and practices that form the basis of successful strategic human resource management in organizations. The course is designed to facilitate the development of skills that HR specialists need in performing their strategic role.

### **Course Learning Outcomes:**

1. Describe the evolution of Strategic Human Resource Management.
2. Explain the HR strategies that are being applied in organizations.
3. Classify the Models of Strategic Human Resource Management.
4. Plan the implementation of strategic change in the business.
5. Evaluate the HR practices that improve the business performance.

### **Course Contents:**

#### **Module I**

Introduction to Strategic Human Resource Management (SHRM): Need and Importance - Evolution of SHRM - HR's New Role Orientation - SHRM for Competitive Advantage - Behavioural Issues in Strategy Implementation - Matching Culture with Strategy - Human Side of Mergers and Acquisitions.

#### **Module II**

HR Strategies: Recruitment and Retention - Training and Development - Performance Management - Reward and Compensation - Retrenchment - Non-Traditional Approaches - Investment in Disabled Employees - Knowledge Management - Talent Management - Managing Workforce Diversity.

#### **Module III**

Organizational Wealth from HR Perspective: Intellectual Capital - Human Capital - Social Capital and Organizational Capital - Models of SHRM - General Models - Performance,



Commitment and Involvement Management Models - Business Model - Role of HR in Business Model Innovation - Strategic Business Partner Model - Strategic role of HR practitioners.

#### **Module IV**

Implementing Strategic Change: Employee Engagement - Factors affecting and enhancing employee engagement - Corporate Social Responsibility - Rationale for CSR - Strategic role of HR in CSR - HR practices that improve the business performance - Psychological Contract - Balanced Business Scorecard.

#### **Suggested Readings:**

1. Agarwala, T. Strategic Human Resource Management. New Delhi: Oxford University Press.
2. Mankin, D. Human Resource Development. New York: Oxford University Press.
3. Meifert, M.T. (Ed.). Strategic Human Resource Development. Berlin Heidelberg: Springer Berlin.
4. Mello, J. A. Strategic Human Resource Management. Stamford, CT: Cengage Learning.
5. Yorks, L. Strategic Human Resource Development. Mason, OH: South-Western Thomson.

## **GROUP III: FINANCE – Elective Courses**

### **MBFIN03E01: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Credit: 4

#### **Course Objectives:**

To help the participant comprehend the relationship between risk and return in investment and assimilate the portfolio theories to design the optimal portfolio. To equip in evaluating the performance of the constructed portfolio and to revise if needed.

#### **Course Learning Outcome:**

1. Recognise various types of investment and the characteristic features of various investment instruments
2. Identify the different types of risks and its impact in valuation of securities.
3. Assimilate the macro-economic factors influencing the value of any business.

4. Apply the quantitative technical indicators to take trading decisions.
5. Comprehend the portfolio and capital market theories and apply to formulate the optimal portfolio based on the investor constraints.
6. Evaluate the performance of different portfolios by applying quantitative tools to identify the best investment alternatives in designing and re-designing the portfolio.
7. Demonstrate the ability to use techniques, skills and modern managerial tools & techniques necessary for business practice.

### **Course Content:**

#### **Module I**

Introduction to Investments: Concepts of investment, investment Vs speculation, characteristics of investments, investment process, investment avenues: financial assets – money market instruments – bonds or debentures – equity shares – mutual fund schemes – financial derivatives – insurance – real assets - types of investors. Introduction to Behavioral Finance.

#### **Module II**

Valuation of securities: Valuation of equity and preference shares – dividend discount model, CAPM, bond and fixed income instruments valuation – bond pricing theorems, duration of bond and immunisation of interest risk, term structure of interest rate, determination of yield curves, relative valuation ratios, risk and return – measures of return – sources of risk – measuring risk – risk premium. Practical problems

#### **Module III**

Fundamental Analysis: Meaning – EIC analysis framework – economy analysis - economic forecasting – forecasting techniques - industry analysis - industry classification - industry life cycle – company analysis

Technical Analysis: Meaning – Dow theory – basic principles of technical analysis – price charts – trends and trend reversals – chart patterns – Elliot Wave theory – mathematical indicators - moving averages – oscillators - market indicators - breadth of the market – short interest - – Efficient Market theory: Random Walk theory – Efficient Market Hypothesis – forms of market efficiency – evidence and test for market efficiency – implications of efficient market hypothesis - EMH vs fundamental vs technical analyses. Practical applications.

#### **Module IV**

Portfolio Management: Meaning – portfolio management process – portfolio analysis - measuring expected risk and return of a portfolio with two securities and more than two securities – portfolio risk diversification; Portfolio Selection: Modern portfolio theory - efficient portfolios – portfolio selection- capital market theory – capital market line – market portfolio – CAPM and Security market line – Arbitrage pricing theory – single index model; Portfolio revision: portfolio revision strategies; Portfolio evaluation: measuring portfolio risk adjusted returns – Sharpe ratio – Treynor ratio – Jensen ratio. Practical problems.

### **Suggested Readings:**

7. Bodie, Z., Kane, A. & Marcus, A. J. (2017). Investments. New York: McGraw-Hill Education.
8. Chandra, P. (2017). Investment Analysis and Portfolio Management. Delhi: McGraw-Hill Education.

9. Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2014). Modern Portfolio Theory and Investment Analysis. USA: John Wiley & Sons.
10. Fischer, D. E. & Jordan, R. J. (1995). Security Analysis and Portfolio Management. New Delhi: Pearson Education.
11. Ranganathan, M. & Madhumathi, R. (2012). Investment Analysis and Portfolio Management. Delhi: Pearson Education.
12. 7. Reilly, F. K., Brown, K. C. & Leeds, S. J. (2018). Investment Analysis & Portfolio Management. Delhi: Cengage Learning.
13. 8. Sehgal, S. (2005). Asset Pricing in Indian Stock Market. Delhi: New Century Publications.

### **MBFIN03E02: FINANCIAL SERVICES**

Credits: 4

#### **Course Objectives:**

The objective of the course is to understand role of Financial Services in business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. In addition, the course will examine the present status and developments that are taking place in the financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real-world situation.

#### **Course Learning Outcomes:**

1. Understanding the financial system, markets and the risk management systems.
2. Comprehend the role of merchant bankers in corporate advisory services, Understanding different kinds of issues, functions and management of depository in India, stock exchange and stock trading in India.
3. Role and importance of domestic and international credit rating agencies, types of credit cards and debit cards, concept of term sheet.
4. Understand Mutual fund valuation, Development of insurance in India, review and challenges in private equity and hedge funds, Securitization process, structuring a securitization deal.

#### **Course Content:**

##### **Module I**

Overview of Financial services sector: Characteristics of financial services – role of financial sector in the economy – Institutional framework of Indian financial system- merchant banking – functions of merchant bankers – pre issue activities and post issue activities in issue management- SEBI guidelines on merchant bankers

Financial markets: Classification of financial markets – primary and secondary market – stock exchanges; Capital market - instruments- performance of Indian capital market; Money market - instruments and participants; Role of market regulators; Depositories – mechanism and functions

## **Module II**

Financial Institutions: Commercial banks: functions – regulations - prudential norms for classification - management of NPA- capital adequacy- risk management in banks – recent developments; NBFCs: Classification - prudential norms for NBFCs - role in asset financing –Asset Reconstruction Companies- recent developments; Mutual funds: concept – functions – types of funds – constitution of mutual funds – SEBI regulation of AMCs – Evaluating mutual fund performance.

## **Module III**

Financial Services: Factoring & Forfaiting: concept, mechanism, types, benefits and functions, recent developments; Bills Discounting: concept, mechanism, and functions; Asset securitisation: mechanism – participants - benefits – prospects and problems – recent developments; Leasing and Hire purchase: concept, types, merits and demerits, problems; Mergers and Acquisitions: concept, types, evaluation of major M&A recent events – recent developments.

## **Module IV**

Credit rating: definition – features and advantages – credit rating symbols – credit rating process – rating methodology – equity grading; Venture capital: meaning – origin and growth of venture capital – stages of venture capital financing – venture capital industry in India; Private Equity: concept – recent developments; Payment and settlement system in India – National payment corporation – functions.

### **Suggested Readings:**

1. Khan M.Y, “Financial Services”, 8e,McGraw Hill Education, 2015.
2. Jeff Madura, “Financial Markets and Institutions”, 12e,Cengage Learning, 2016.
3. Sasidharan K, Alex. K Mathews, "Financial Services and System", McGraw Hill Education, 2008.
4. Bhole L.M, JitendraMahakund, "Financial Institution and Markets", 5e,McGraw Hill Education, 2009
5. Vij, M.,&Dhawan, S. (2018).Merchant Banking and Financial Services (2nd ed.). India: McGraw Hill Education (India) Private Limited.

## **MBFIN03E03: CORPORATE TAXATION**

Credit: 4

### **Course Objectives:**

The aim of this course is to familiarize the student with latest provisions of the Indian Corporate tax laws and implications for various aspects of corporate planning. The knowledge acquired may find a useful application in taking different financial/managerial decisions after taking into consideration the impact of corporate tax laws.

### **Course Learning Outcomes:**

1. Develop the foundations of the analytical approach to Indian tax laws
2. Understanding preparation of return of income.

3. Understanding corporate tax planning in diverse managerial situations
4. Understanding computation of taxable income and tax liability of companies and the implications of tax benefits and incentives for corporate decisions in various situations

**Course Content:**

**Module I**

Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status, scope of total income on the basis of residential status Computation of income under different heads Salaries Profits and gains of business or profession Capital gains Total income and tax computation - and set-off and carry forward of losses Deductions from gross total income. Tax deduction at source, e-TDS return/return of TDS and assessment.

**Module II**

Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management. Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax; Carry forward and set off of losses in the case of certain companies; Tax on distributed profits of domestic companies and on income distributed to unitholders.

**Module III**

Implications of Tax benefits and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business. Tax planning with reference to financial management decisions; Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace Tax planning with reference to employees' remuneration; Tax planning with reference to the distribution of assets at the time of liquidation. Tax Planning in respect of amalgamation or demerger of companies; Slump sale; conversion of a firm into a company.

**Module IV**

International Taxation; Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Mauritius, Singapore, etc. The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax treaties: OECD Models; International tax avoidance and evasion; transfer pricing; Tax havens – Anti-avoidance measures.

**Suggested Readings:**

1. Ahuja, G., & Gupta, R. Simplified Approach to Corporate Tax Planning and Management. Delhi: Bharat Law House.
2. Mehrotra, H. C. &Goyal, S. P. Direct Taxes including Planning & Management. Agra: SahityaBhawan.
3. Kanga, P., & Vyas, D. The Law and practice of income tax. Lexis Nexis.
4. Pagare, D. Direct tax planning and management. New Delhi: Sultan Chand & Sons.
5. Singhania, V. K. Direct taxes: Law and practice. New Delhi: Taxmann.
6. Singhania, V. K., &Singhania. M. Direct taxes planning and management. Delhi: Taxmann Publications.

## **MBFIN03E04: FINANCIAL DERIVATIVES**

Credit: 4

### **Course Objectives:**

To impart an understanding of the characteristics of the different financial derivatives, familiarise with the different pricing models of financial derivatives and to develop skills in application of derivatives for risk management.

### **Course Learning Outcomes:**

1. Familiarize with the characteristics of the relevant financial derivative instruments
2. Be able to describe and explain the fundamental features of a range of key financial derivative instruments
3. Acquire knowledge of how forward contracts, futures contracts, swaps and options work, how they are used and how they are priced
4. Ability to decide which securities to use for hedging and/or speculative purposes
5. Be able to exercise basic quantitative and mathematical skills in pricing derivative instruments
6. Demonstrate an understanding of the uses of financial engineering and risk management approaches and techniques used by modern organizations.

### **Course Content:**

#### **Module I**

Derivatives: An Introduction: Definition – Basic Derivative instruments – Forwards, Futures, Options and swaps, – Financial and commodity derivatives – structure of derivative Markets in India - strufactors contributing to the growth of derivatives- Participants in the futures and options market – Social economic benefits of futures and options – Requirements of a successful derivatives market (Theory).

Forward and Future: Meaning, features and types of futures/forwards, – Mechanics of Future Trading– Characteristics – Marking-to-market process - Trading Process & Price Quotations – Hedging and Speculation with stock, index and commodity futures/ forwards – Basic principles of Pricing Forwards/ futures –Techniques of Arbitrage in Stock Index –Pricing of Index Futures Contracts (Theory and Problems).

#### **Module II**

Option Contracts: Meaning, features and types of option contracts – Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options - Option Pricing – Factors affecting Option Pricing – Principles of Call and Put Option Pricing – Valuation of option contracts using Black Scholes model and Binomial model-Put-call parity theory-Option Greeks-Option Trading strategies-Interest rate options-Exotic options – Options hedging strategies - estimating volatilities

#### **Module III**

Financial Swaps: Meaning, features and advantages of financial swaps-Types of financial swaps (Interest rate swap, currency swap, equity swap and commodity swap)-Mechanics of swaps transactions –Triangular swap - valuation and application of swaps. Credit Derivatives-Total Return Swap (TRS)- Credit Default Swap (CDS) (Theory and Problems).

#### **Module IV**

Commodity Derivative Market: Meaning of commodity derivatives-Commodity derivative exchanges (with commodities traded) in India-Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded. Asset Backed Securities (ABS)-Collateralised Debt Obligation (CDO).

**Suggested Readings:**

1. John .C. Hull, Options, Futures, and Other derivatives, Pearson Education India.
2. Robert A. Strong, Derivates, Cengage learning.
3. Prakash Yaragol, Financial Derivatives-Text and Cases, Vikas Publishing House Pvt. Ltd.
4. S.L. Gupta, Financial Derivates, Prentice Hall of India.
5. D.C. Patwani and AnshalBhangava, Options and futures, Jai co
6. N.D. Vora and Baghri, Options and Future, Tata McGraw Hill.

**MBFIN03E05: BEHAVIOURAL FINANCE**

Credit: 4

**Course Objective:**

The purpose of this course is to introduce the student to the new field of behavioural finance. The behavioural finance challenges the traditionally held notion that individuals behave in rational, predictable and an unbiased manner. Reliant upon cognitive psychology decision theory, the primary objective of the course is to make the students understand how behavioural bias affects the classical financial theory.

**Course Learning Outcomes:**

1. Understand and differentiate between different theories of behavioural finance.
2. Examine the concepts of bounded rationality.
3. Discuss various anomalies in the market giving rise to behavioural bias.
4. Understand the concept of market efficiency and will be able to relate it with the concept of behavioural finance.
5. Describe the challenges to the efficient market hypothesis.

**Course Content:**

**Module I**

Introduction to Behavioral Finance: Concept, Nature, Scope, Objectives, Difference between Standard Finance and Behavioral Finance, Traditional View of Financial Markets, Anomalies of Financial Markets, Limitation of Efficient Market Hypothesis, Behavioral Financial Market Strategies, Behavioral Indicators, Psychology: Social, Behavioral, Physiological , Applied , Educational , Cognitive Psychology, Boom & Bust Cycles, Prospect Theory, Loss aversion theory,

Behavioral Biases theories : Heuristics, Overconfidence Bias, Representativeness , Anchoring and Adjustment bias, cognitive dissonance bias availability bias, self-attribution bias, illusion of control bias conservation bias, endowment bias, optimism bias, confirmation bias, Impact of bias on investors, External factors defining investors behavior, Fear and Greed in Financial Market, Finance & Emotions, Investors & types, Characteristics of extremely successful investor, Bubbles and systematic investors sentiments

## **Module II**

Risk Aversion and expected marginal utility, Risk aversion- Rabin and Thaler, expected utility theories, Rationality in investment decisions: Concept, Limitation, assumptions for rational decision making model, Rational decision making process, Dependency of Rationality on Time Horizon, Herbert Simon and Bounded Rationality, Arbitrage: Limits, Types, cost involved in arbitrage process, The model of limited Attention,

## **Module III**

Factors influencing stock & stock market, External factors and investors behavior, Classification of external factors influencing investors behavior, factors influencing on investors behavior.

Neurofinance – Neural process and decision making –Contribution of Neurofinance in Behavioural finance – Frauds and the Psychology behind it.

## **Module IV**

Corporate Behavioral Finance: Introduction, Corporate decision making: Heuristic approach, prospect theory, market variables, herding effect, behavior of investors and inefficiency of market, Empirical data on presence and absence of dividend, Ex-Dividend day behavior, timing of corporate news announcement, Behavioral life cycle, CEO overconfidence and Biases, Approaches and dealing with biases – Debiasing, strategies, uses and Approaches of Behavioural Finance in corporate decision-making.

### **Suggested Readings:**

1. Ackert L and R Daves, Behavioural finance: Psychology decision making and Markets, South western, Centage learning, Mason, Ohio.
2. Bisen, Pandey: Learning Behavioural Finance, Excel Books.
3. Montier, James: Behavioural Finance, John Wiley & Sons, New York.
4. Sheifer A, Inefficient Markets: An Introduction to behavioural finance, Oxford University press, Oxford.
5. Sulphey, M. M.: Introduction to Behavioural Finance, PHI Learning P. Ltd., New Delhi.

## **MBFIN04E06: INTERNATIONAL FINANCIAL MANAGEMENT**

Credit: 4

### **Course Objectives:**

This course would help the students to appraise international financial environment and foreign exchange market, introduce them to various types of foreign exchange risk and derivatives and equip the students in management of MNCs

### **Course Learning Outcomes:**

1. Enumerate the key terms associated with International Finance.
2. Summarize the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level.
3. Illustrate the role of international monetary systems & intermediaries in global financial market.



4. Analyzing and understanding the various parameters of global financial market and interpret best possible international investment opportunities.
5. Formulate the investment plan or business plan by adapting international finance environment.

**Course Content:**

**Module I**

Introduction International Financial Management: An overview, Importance, nature and scope, Globalization of the World Economy, Goals of International Finance, Structure and participants of the global financial system, Functioning of the global financial system in the globalization process, The Emerging Challenges in International Finance

**Module II**

International Financial Environment: Evolution of International Monetary System, Gold Standard System, Bretton Woods System, Current Exchange Rate Arrangements, Issues involved in overseas funding choices, International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies, Balance of Payment: Component, Collection reporting, surplus & deficits. Factors affecting International Trade flows

**Module III**

Foreign Exchange Market Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

**Module IV**

Exchange Rates & Parity Conditions Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Managing Foreign exchange Risk. International arbitrage and interest rate parity – Purchasing Power Parity – Fisher Effect – International Fisher Effect. Investment Decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Incorporate Risk in Investment Decisions. Financing Decisions of MNC`s: Introduction, the cost of capital, capital structure, Methods of raising capital. Working Capital Management: Cash management, management of receivables, Inventory management, financing current assets.

**Suggested Readings:**

1. Alan C. Shapiro: Multinational Financial Management, John Wiley, 2012
2. Sharan.V: International Financial Management
3. P.G. Apte: International Financial Management.
4. S. Eun Choel and Risnick Bruce: International Financial Management.
3. Maurice D. Levi, "International Finance", Routledge.

## **MBFIN04E07:ADVANCED FINANCIAL MANAGEMENT**

Credit: 4

### **Course Objective:**

To acquire knowledge of the legal, procedural and practical aspects of Corporate Restructuring.

### **Course Learning Outcomes:**

1. Explain the theoretical concepts related to raising and use of funds and value of firm
2. Calculate values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
3. Analyse the options for making the right financial decisions of a firm
4. Assess the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value

### **Course Content:**

#### **Module I**

Corporate Valuation: Enterprise Valuation Models: Discounted Cash Flow Method; Relative Valuation Approach, Enterprise Valuation Multiples. Valuation of Securities: Equity Valuation: Equity Discounted Cash Flow Model; Dividend Discount Model. Valuation of Bonds and Warrants; Valuation of Options using Black-Scholes Option Pricing Model. Numerical Problems: Dividend Discount Model, Equity Discounted Cash Flow Model, Valuation of Options using Black-Scholes Option Pricing Model.

#### **Module II**

Merger and Amalgamation -Introduction -Legal, Procedural, Economic, Accounting, Taxation - and Financial Aspects of Mergers and Amalgamations including Stamp Duty and Allied Matters -Interest of Small Investors-Merger Aspects under Competition Law - Jurisdiction of Courts; Filing of Various Forms-Amalgamation of Banking Companies and Government Companies-Cross Border Acquisition and Merger.

#### **Module III**

Corporate Demerger and Reverse Merger-Concept of Demerger; Modes of Demerger - by Agreement, under Scheme of Arrangement-Demerger and Voluntary Winding Up-Legal and Procedural Aspects; Tax Aspects and Reliefs-Reverse Mergers – Procedural Aspects and Tax Implications.

#### **Module IV**

Takeover-Meaning and Concept-Types of Takeovers; Legal Aspects – SEBI Takeover Regulations-Disclosure and Open Offer Requirements -Bail Out Takeovers and Takeover of Sick Units-Takeover Defences-Cross Border Takeovers- Funding of Merger and Takeover.

#### **Module V**

Funding through various Types of Financial Instruments including Equity and Preference Shares, Debentures, Securities with Differential Rights, Swaps, Stock Options; ECBs, Funding through Financial Institutions and Banks-Rehabilitation Finance -Management Buyouts/Leveraged Buyouts - Financial Restructuring -Reduction of Capital- Reorganization of Share Capital- Buy-Back of Shares – Concept and Necessity-Procedure for Buy-Back of Shares by Listed and Unlisted Companies - Post Merger Reorganization -Factors involved in Post-Merger Reorganization- Integration of Businesses and Operations.

### **Suggested Readings:**

1. Ray, Mergers and Acquisitions Strategy, Valuation and Integration, PHI, New Delhi.
2. L.M. Sharma, Amalgamation, Mergers, Takeovers, Acquisitions – Principles, Practices & Regulatory Framework; Company Law Journal, New Delhi.
3. J.C. Verma, Corporate Mergers, Amalgamations & Takeovers; Bharat Publishing House, New Delhi.
4. N.L. Bhatia & Jagruti Sampat, Takeover Games & SEBI Takeover Regulations; Taxmann Allied Services Pvt. Ltd., New Delhi.
5. Sridharan & Pandian, Guide to Takeovers & Mergers; Wadhwa and Company Law Publisher, Nagpur.
6. S. Shiva Ramu, Corporate Growth through Mergers and Acquisitions; Response Books, New Delhi.

### **MBFIN04E08: MANAGEMENT ACCOUNTING**

Credit: 4

#### **Course Objectives:**

The course aims at making the students aware of the concepts, principles and also the practices of Management Accounting as an aid to management and hence, the level of knowledge expected is wider than deeper.

#### **Course Learning Outcomes:**

1. Develop the foundations of the analytical approach to Managerial decision-making
2. Understanding cost behavior and how managers make a variety of decisions
3. Understanding the relevance of budgeting and computing variances to undertake performance evaluation
4. Differentiating Activity Based Cost Management vs. Traditional Cost Management

#### **Course Content:**

##### **Module I**

Introduction to Management Accounting: Nature, scope and significance of Management Accounting – synonyms - Limitations of Financial Accounting - need for and nature & scope of Cost Accounting - superiority of cost accounting over financial accounting – important terms and concepts in Cost Accounting - classification of Cost and elements of cost – presentation of cost data – cost sheet.

##### **Module II**

Material cost control: Purchase control, stores control and issue control - purchasing procedures – E. O. Q. - pricing of material issues – ABC analysis

Labour cost control: Features of Labour – labour turnover - time keeping and time booking – accounting treatment of idle time and over time – remuneration and incentives – premium bonus schemes – solving problems on Halsey and Rowan plans.

Overheads control: Collection, classification, allocation, apportionment and absorption of overheads - solving of simple problems.

Methods of costing: Important methods of costing – suitability conditions; Contract Costing: Nature and suitability – preparation of contract accounts – work-in-progress; Process costing:

Nature and suitability – preparation of process accounts with abnormal losses and abnormal gains.

### **Module III**

Types of costing: An overview of important types of costing. a) Marginal Costing – nature, scope, assumptions, advantages and limitations – applications of marginal costing - Cost Volume Profit analysis - Marginal Costing vs. Absorption Costing. b) Standard costing – establishment of standards – analysis of cost variances – cost control through variance analysis.

### **Module IV**

Budget and Budgetary Control – Meaning of budget and budgeting – functions and types of budgets – preparation of cash budget, production budget and sales budget; Comparison among Financial Accounting, Cost Accounting and Management Accounting.

### **Suggested Readings:**

1. Bhattacharya S. K. and Dearden J., Accounting for Management: Text and Cases, Vikas Publishing House Private Limited, New Delhi.
2. Hingorani N. L. and Ramanathan A. R., Management Accounting, Sultan Chand, New Delhi.
3. Bhar B. K, Cost Accounting – Methods and Problems, Academic Publishers, Kolkata.
4. Horngren, T. C., Datar, S. M., Rajan, M. V. Cost Accounting: A Managerial Emphasis. Pearson
5. Khan, M. Y., & Jain, P. K. (2017). Management Accounting, McGraw Hill.
6. Pandey, I. M. Management Accounting. New Delhi.

## **MBFIN04E09: MANAGEMENT CONTROL SYSTEMS**

Credits: 4

### **Course Objectives:**

The course is designed to allow the student to gain knowledge, insights and analytical skills related to how the finance managers go about designing, implementing and using planning and control systems to implement corporate strategies.

### **Course Learning Outcomes:**

1. Understanding the conceptual framework of management control
2. Apply the techniques of management control process and identify the variation in managerial control system
3. Analyse Strategic Cost Control.
4. Analyse the inter-firm strategies and behaviour

### **Course Content:**

#### **Module I**

Conceptual framework of management control: Nature of Management Control Systems, Understanding Strategies, Behaviour in Organizations, Responsibility Centers, Revenue and Expense Centers, Profit Centers, Responsibility Accounting, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation - Qualitative and Quantitative, Investment Centre and Measuring and Controlling Assets Employed. Practical Problems.

### **Module II**

Techniques of management control process: Strategic Planning, steps in Management control process Budget Preparation, Planning and Procedures, Budgetary Control, Analysis of Variance, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting. Practical Problems.

### **Module III**

Analyzing Financial Performance Reports, Performance Measurement, Management Compensation, Behavioural aspects of management control such as motivation and morale, Goal Congruency, Participative and Responsive Management. Variation in managerial control system: Controls for Differentiated Strategies, Service Organizations, Multinational Organizations and Management Control of Projects.

### **Module IV**

Strategic Cost Control: Pricing decision including pricing strategies, Pareto Analysis, Just-in-time Approach, Material Requirement Planning, Enterprise Resource Planning, Total Quality Management, Balance Score Card, Bench Marking, Theory of Constraint, Uniform Costing and Inter firm comparison, Profitability analysis - Product wise / segment wise / customer wise.

### **Suggested Readings:**

1. Allen, B.R., Brownlee, E.R., Haskins, M.E. & Lynch, L.J. (2004). Cases in management accounting and control system (4th ed.). Pearson.
2. Anthony, R. N., & Govindrajana, V. (2007). Management control systems (12th ed.). New Delhi: Tata McGraw-Hill.
3. Cooper, R., & Kaplan, R. S. (1991). The Design of cost management systems (1st ed.).
4. Kaplan, R. S., & Norton, D. P. (2008). Execution premium: Linking strategy to operations for competitive advantage. USA: Harvard Business School Press.
5. Shank, J. K. (2005). Cases in cost management: A strategic emphasis (3rd ed.). USA: Cengage Learning.
6. Shank, J. K., & Govindarajana, V. (2008). Strategic cost management: The new tool for competitive advantage. New York: Free Press.

## **MBFIN04E10: FINANCIAL MODELLING**

Credit: 4

### **Course Objectives:**

The general objective is to develop spreadsheet and management skills for creating computerbasedmodels for analyzing a variety of decision problems facing today's financial managersand professionals.

### **Course Learning Outcomes:**

1. Understand the basic features and functions in Excel for financial calculations.
2. Understand the concepts of corporate finance and investments.
3. Build models in different areas of finance including corporate analysis, valuation and investments.
4. Know how risk can be built into the model to enhance decision making process.

### **Course Content:**

#### **Module I**

Introduction to modelling, introduction to excel, understanding advanced features of excel, excel as a tool for modelling.

Corporate Financial Statements Analysis - profit and loss account, balance sheet & cash flow statement, financial ratios, preparing common size statements, cash budgeting. Modelling and analysis of financial statements using spreadsheet model.

#### **Module II**

Time Value of Money - present value, future value, loan amortization, sinking funds.

Cost of Capital – sources and their cost, WACC, CAPM,

Capital Budgeting - basic concepts – capital budgeting techniques, risk in capital budgeting. Sensitivity Analysis, Scenario Analysis and Monte Carlo Simulation.

Application of spreadsheet models in time value of money, cost of capital and capital budgeting.

#### **Module III**

Valuation of common stocks, bonds and firms. Free cash flow to firm model, discounted cash flow model, dividend discount model, earnings growth model.

Risk Analysis – risk and types, measure of risk - variance, standard deviation, covariance, correlation and beta. Value-at-Risk.

Application of spread sheet in estimation, evaluation and modelling return and risk of securities and firm.

#### **Module IV**

Modern Portfolio Theory - risk & return of portfolio, efficient portfolios, portfolio optimization, Variance-Covariance Matrix, CAPM model, creating dynamic portfolios, portfolio insurance, fixed income portfolio, portfolio evaluation.

Derivatives – binomial option pricing models, black and scholes model, greeks, real options valuation,

Application of spreadsheets in determining efficient portfolio, creating dynamic portfolios, portfolio insurance and fixed income portfolio management. Usage of spreadsheet in derivatives - black and schools model, greeks, real options valuation and building a mega model

**Suggested Readings:**

1. Financial Analysis and Modeling using Excel and VBA, Chandan Sengupta
2. Financial Modeling , Simon Benninga
3. Corporate Financial Analysis with Microsoft Excel, Francis J. Clauss
4. Mastering Financial Modelling in Microsoft Excel, Alastair Day

**Group IV: OPERATIONS MANAGEMENT – Elective Papers****MBOPM03E01: TOTAL QUALITY MANAGEMENT**

Credit: 4

**Course Objective:**

The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance. TQM is to be linked with business excellence through management frameworks and award criteria. An additional objective is to give focus on Quality Management Systems (QMS) like ISO-9001.

**Course Learning Outcomes:**

1. Appreciate the nature, need and scope of total quality management and its relationship with operational and then business excellence.
2. Appreciate the quality of design, off-line control, losses and costs of quality.
3. Develop knowledge and skills about quality improvement tools.
4. Learn about Quality Management systems and its implementation procedures.

**Course Contents:****Module I**

Total Quality Management – Definition – Quality Management in retrospect – Differential advantage – Evolution of quality approaches – Quality planning – Quality costs – Quality Philosophy of Deming – Joseph Juran – Philip Crosby – Genich Taguchi – Building blocks of TQM - TQM and business excellence frameworks e.g. MBNQA – EFQM - TBEM etc - The four Ps and three Cs of TQM.

**Module II**

Design for Quality-Design - Innovation and Improvement - The Design Process - Quality Function Deployment (QFD) – The House of Quality - Specifications and Standards - Design in the Service Sector - Failure Mode Effect and Criticality Analysis (FMECA) - The links between good Design and Managing the Business- TQM and JIT.

### **Module III**

Performance Measurement Framework - Performance measurement and improvement cycle - Cost of Quality - The Process model for Quality Costing, A performance measurement Framework - The implementation of performance measurement systems - Benchmarking - The purpose and Practice of Benchmarking - Kaizen –ValueStream Mapping

### **Module IV**

QualityStandards:BIS – AGMARK - ISO9001:2015- ISO14000 –ISOCertificationprocess – Qualityawards: MaccolmBaldrigeAward - Deming’sPrize –DMAICand DFSS – QualityCircles - 5SProgram - Poka-Yoke - Process Redesign/Engineering - BPR - Statistical QualityControl–ProductControl- Process Control- Six Sigma - Continuous Improvement - Taguchi Methods for Process Improvement- The DRIVE Framework for continuous improvement- Implementing TQM.

### **Suggested Readings:**

1. PN. Mukherjee, Total QualityManagement, PHlearning PVTLtd.
2. B.Janakiramanand, R.K.Gopal, TotalQualityManagement, Textandcases.PHlearning PVTLtd.
3. S.K. MandalTotalQualityManagement, Vikas Publish HousePVTLtd.James. R. Evans. Total QualityMangement, IndiaEdition, Cengage learning.
4. KanishkaBedi, QualityManagement, Oxford UniversityPress, New Delhi.
5. JMJuran&FrankKGryana, QualityPlanningandAnalysis, TataMcGrawHill, Mumbai.
6. DennisLocketal.Ed., HandbookofQualityManagement, JaicoPublishingHouse, Mumbai.
7. SubburajRamaswamy, TotalQualityManagement, TataMcGrawHill, NewDelhi.
8. AmitavaMithra, QualityControlandImprovement, PearsonEducation, NewDelhi.
9. JoelERoss, TotalQualityManagement

## **MBOPM03E02: PRODUCTION PLANNING AND CONTROL**

Credit: 4

### **CourseObjectives:**

Course aims to provide students with the basic concepts related to the interactions between the operations management system parameters and their impact on production and inventory control systems design. It also provide students with information on the design and management of operations and production planning/control systems including capacity planning, materials requirements planning, inventory models, scheduling and sequencing, and line balancing for various aspects of the manufacturing and service industry.

### **Course Learning Outcome:**

1. Develop theoretical view of production planning in manufacturing.
2. Evaluate capacity planning and its applicability in products and services.
3. Application of planning in service industry.
4. Learn quality management systems and its scope.



## **Course Contents:**

### **Module I**

Objectives and benefits of Production planning and Control – Functions of production control – Applications of production planning techniques – Operations research applied to production planning - Types of production-Job- Batch and continuous production–Optimized production technology –Group technology – Computeraided process planning – simulation technique.

### **Module II**

Product planning-Extending the original product information-Value analysis-Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production - Machine capacity – Capacity planning - Balancing-Analysis of process capabilities in a multi product system.

### **Module III**

Forecasting demand for services – Managing capacity and demand for services – Managing waiting lines – Capacity planning and queuing models - Developing relationships with suppliers, including the use of supply portfolios.

### **Module IV**

Aggregate planning - scheduling: Gantt charts and sequencing – Project management with PERT/CPM - Just-in-Time – Advanced inventory models - Determination of Economic order quantity and economic lot size– Material Requirements Planning (MRP) – Manufacturing Resources Planning (MRPII) - Enterprise Resource Planning - Introduction to computer integrated production planning systems–Total Quality Management – TQM – TPM - ISO9001 and ISO14000 quality systems – Statistical Process Control (SPC).

### **Suggested Readings:**

1. S.K. Mukhopadhyay, Production Planning and Control – Text and Cases, Prentice Hall India Pvt. Ltd, New Delhi
2. William Bolton, Production Planning and Control, Longman Scientific & Technical, New York
3. Stephen N. Chapman, The Fundamentals of Production Planning and Control, Big Hearted Books, New York
4. Stevenson, J. William : Operations Management, McGraw-Hill Irwin
5. Plossl, G.W. : Production and Inventory Control; Principles and Techniques, Englewood Cliffs, NJ, Prentice-Hall
6. Phillip F. Ostwald and Jairo Munoz : Manufacturing Processes and Systems; Wiley India
7. Jay Heizer and Barry Render : Operations Management ; Prentice Hall
8. Monks, Joseph G., : Operations Management; Theory and Problems, McGraw-Hill
9. Mikell P. Groover, : Fundamentals of Modern Manufacturing; Wiley India

## MBOPM03E03: ADVANCED OPERATION RESEARCH

Credit: 4

### Course objectives:

The objective of the course is to familiarize learner with advanced operations research techniques and its application in Managerial decision making. It aims to open up various mathematical tools for informed decision making in marketing, finance and operations domain. The course focuses on optimization and improved logical skills.

### Course Learning Outcome:

1. Learn complex linear programming and its solutions.
2. Explore single variable and multivariable unconstrained optimization.
3. Assimilate Integer programming and dynamic programming.
4. Practice network models and fuzzy logic.

### Course Contents:

#### Module I

Review of Basic Operations Research techniques –  
Simplex Direction and Matrix method of solving Linear Programming Problems (LPP) –  
Bounded Variables Techniques in Solving LPP – Revised Simplex Method –  
Interior Point Methods of solving LPP (Karmarkar's Method) - Chance  
Constrained Linear Programming

#### Module II

Nonlinear programming problems of general nature –  
One variable unconstrained optimization Multivariable unconstrained optimization –  
Karush Kuhn Tucker (KKT) conditions for constrained optimization and its Applications in Management – Separable programming and its Applications in Management – Quadratic Programming –  
Convex programming – Geometric programming – Fractional programming and its Application in Management.

#### Module III

Markov chains – Formulation – Kolmogorov Equation – Steady state conditions –  
Markov chain modeling through Graphs – Communication networks – Weighted diagraphs –  
Empirical Queuing models – Network Models - Terminologies, shortest path model –  
Minimum spanning tree problem – Maximal flow problem – Minimum cost flow problem –  
Replacement and maintenance Analysis – Types of Replacement problem and decisions –  
Determination and problems of Economic life of an Asset – Fuzzy Logic and Systems –  
Fuzzy Multi Criteria Decision Making - Multi-objective Fuzzy Linear Programming.

#### Module IV

Integer Programming –  
Branch and Bound Technique and its applications to Binary Integer Programming and Mixed Integer Programming – Branch and Cut Approach to solve Binary Integer Programming (BIP) –  
Applications of BIP in the Areas of Investment Analysis – Site selection –  
Designing a production and Distribution network – Dynamic Programming (DP) –  
Applications in capital budgeting – Reliability Improvements - Stage-coach – Cargo loading –

single machine scheduling – Solving LPP using Dynamic programming Technique – Stochastic Processes – Introduction – Martingales – Random Walk – Brownian Motion.

**Suggested Readings:**

1. Frederick S. Hillier and Gerald J. Lieberman. Introduction to Operations Research (Concepts and cases) Tata Mc-Graw Hill Education Private Ltd.
2. Paneerselvam, Operation Research, PHI Learning Private Ltd, New Delhi.
3. Rathindra P. Sen. Operations Research (Algorithms and Applications), PHI Learning Private Ltd., New Delhi.
4. Harvey J. Greenberg, Frederic H. Murphy, Susan H. Shaw : Advanced Techniques in the Practice of Operations Research, North Holland
5. H. Bierman, C.P. Bonini, & W.H. Houseman : Quantitative Analysis for Business Decision, Richard D. Irwin Inc.

**MBOPM03E04: MATERIALS AND PURCHASE MANAGEMENT**

Credit: 4

**Course Objectives:**

This course aims at giving practical exposure to operations management students in various aspects of materials management and purchasing. The learners are encouraged to explore the need, purchase, management and cost of materials. Exposure to computerized material management is encouraged. The decisions on cost, storage, handling and retrieval of materials are given emphasis.

**Course Learning Outcome:**

1. Explore the importance of materials and its impact on organizations.
2. Decision making related to purchasing and its various aspects.
3. Learn about the coding and material inventory systems.
4. Exposure to storage mechanisms in organization.

**Course Contents:**

**Module I**

Importance of materials management – Materials management at micro-macro levels – Integrated Materials Management – Profit Centre Concept – Forecasting methods – Factors affecting forecasts – Materials planning - Material Information System - The materials cycle and flow control system - Materials Budget.

**Module II**

Purchasing principle, procedure and practices - Fundamental objective of purchasing - 5Rs of Purchasing and Related issues – Centralized and localized purchasing - Global Purchases - Government Buying – purchasing policies – Methods of purchasing – Make or buy decision - Vendor Rating - AHP for vendor rating – Source Vendor-Vendee relations - Vendor development – Negotiations in Purchasing.

**Module III**

Codification - Merits and demerits of codification - Computerization and Information Systems - Standardization and Variety Reduction - Value Analysis: ABC, VED, XYZ and other methods of Selective Analysis – EOQ Model –StoresandStoresorganization – Layoutofstores – Functionsofstoreskeeping–Storesrecordsandprocedure - Stock Verification - Practical Problems in Management of Dead Stocks - Surplus and Scraps - Evaluation of Stores Performance.

#### **Module IV**

Materialshandlingsystems – Basicprinciples – Types – Equipment –Movementandstoragecost – Evaluationofvalue – Valueanalysisandengineering – Organisationforvalueanalysis - Kanbansystem – JIT -Material Requirement Planning (MRP) - Understanding the Impact of MRP – ERP.

#### **Suggested Readings:**

1. A.K.Datta, MaterialsManagementprocedures Text and cases. PHI LearningIndia.
2. H. Kaushal, Materials Managementcase studyand solutions. MacmillanIndiaLtd.
3. N.K.Nair, Purchasing and materials management, Vikas Publishing HousePVTLtd.
4. Dr.Pawan Arora, MaterialManagementAn Integratedapproach, Global IndiaPublicationsPvtLtd, New Delhi.
5. Monczka,Purchasing–Trent and Handfield– Cengage learning, India Edition.
6. J.R.TonyArnold, StephenChapman,IntroductiontoMaterialsManagement, PearsonEducation.
7. Baily, Procurement-PrinciplesandManagement, Pearson
8. Gopalakrishnan, Purchasing and Materials Management. McGraw-Hill.

### **MBOPM04E05: SERVICE OPERATIONS MANAGEMENT**

Credit: 4

#### **Courseobjectives:**

The objective of this course is to acquaint the participants with decision making in planning, design, delivery, quality, maintenance and scheduling of service operations on a global basis. Course also aims to impartconceptsandtoolsnecessarytoeffectivelydesignandmanageservice operation&learn thebest practices of World-Class Service.

#### **Course Learning Outcomes:**

1. Appreciate complex nature of services and their classification.
2. Appraise the factors related to location and capacity planning for services.
3. Analyze various service design and delivery systems.
4. Learn to measure quality of service.

## **Course Contents:**

### **Module I**

Introduction to service operations: Role of services in an economy- Nature of services and the differences with products- Service strategy and positioning - Matrix of Service Characteristics- Taxonomy of services - Challenges in Operations Management of Services

### **Module II**

New service development - Aggregate Capacity Planning for Services – Technology and its impact on services – Design and development of services and service delivery systems.

### **Module III**

Operations Standards & Work measurement - locating facilities - designing their layout - Subjective and objective factors – Layouts in services – Supporting facility.

### **Module IV**

Managing service operations – Capacity planning and waiting line management (queuing) - Managing capacity and demand – Automation - Determinants of Quality in Services – Measurement - Control and improvement of Quality of Services - Concept of a Total Quality Service - Dynamics of Service Delivery System.

### **Suggested Readings:**

1. Metter, King Metters, Pullman, Walton, Service Operations Management, Cengage Learning India Pvt. Ltd., New Delhi.
2. Bassett, Glenn; Operations Management for Service Industries, Quorum Books, Westport, Connecticut.
3. Colley, John L. Jr: Case Studies in Service Operations, Wadsworth Publishing Company, California.
4. Collier, David A.; Service Management: Operating Decisions, Prentice Hall, Englewood Cliffs, New Jersey.
5. Hope, Christine Ann; Muhlemann, Alan P: Service Operations Management: Strategy, Design and Delivery, Prentice Hall, Englewood Cliffs, New Jersey.
6. Lovelock, Christopher H: Managing Services: Marketing, Operations and Human Resources, Prentice Hall, Englewood Cliffs, New Jersey.
7. Schmenner, Roger W: Service Operations Management, Prentice Hall, Englewood Cliffs, New Jersey.
8. Voss, Christopher A.; Armistead, Colin G.; Johnston, Robert; Morris, Barbara: Operations Management in Service Industries and the Public Sector, John Wiley & Sons.

## **MBOPM04E06: TECHNOLOGY AND INNOVATION MANAGEMENT**

Credit: 4

### **Course Objectives:**

This course aims to enable students to appreciate the role of technology and innovation in both corporate and public sector. It also aims to equip students with an understanding of the concerns in the management of technological. The course would emphasize on strategic aspects of decision making involved in technology choices, investment options, level of technology absorption and the derived competitive advantages, particularly in the Indian context. It shall focus on developing innovative organization culture and suitable incubation climate

### **Course Learning Outcomes:**

1. Learn about management of technology and recent trends.
2. Explore the diversity of types of innovation, innovators and innovation environment.
3. Appreciate the strategic perspective of the role of technology and the major tools that are used increasingly to assist innovation management in Indian Context
4. Explore the learning organizations with regards to innovation management.

### **Course Contents:**

#### **Module I**

Technology - Definition and Characteristics - Management of Technology - Two contemporary perspectives in Management - Key concepts - Environment and Technological Environment - Actors in the Technological Environment - Changes in the Technological Environment - Major current developments in the Technological Environment.

#### **Module II**

Innovation - Introduction - Understanding innovation - Levels and types of innovation - Key drivers of innovation - Sources of innovation - The relationship between innovation and research and technology development - Understanding creativity as a building block to innovation - Innovation Management - Framework for the management of innovation - Public sector services innovation.

#### **Module III**

Diffusion – Concept of Diffusion - Dynamics of Diffusion - A model of Innovation Adoption - Factors that Drive the Process of Diffusion - Influence of Environmental Trends on Diffusion. Open Innovation - New technology transfer- Channels – Modes - Levels and various concerns involved Strategic aspects of technology - Critical issues/factors in choice of technology and Processes - Indian context - Technology Portfolio.

#### **Module IV**

Mapping Technology Environment - Mechanism for Data Collection - Analytic tools - Managing Environmental Analysis in Organizations - Technology Strategy: Definition - The key Principles Underlying Technology Strategy - Technology Strategy Types -Frameworks for formulating Technology Strategy - Organizational Mechanism for Innovation - Principles & Process of organizing - Characteristics of continuously innovative organizations - Role of Leadership –managementofintellectualpropertyrights.

### **Suggested Readings:**

1. RaviJain,HarryC.Triandis,CynthiaW.Weick,ManagingResearch,DevelopmentandInnovation: Managing the Unmanageable, Wiley,
2. Khalil, T. A. Technology management: Key to competitiveness and wealth creation. New Delhi: Tata Mc-Graw Hill.
3. O’Sullivan, D., & Dooley, Applying Innovation. New Delhi: Sage.
4. Trott, P. Innovation Management and New Product Development. Pearson
5. Kahn, K. B. New product planning. New Delhi: Response Books.
6. Kahn, K. B. The PDMA Handbook of new product development. Wiley
7. Schilling, M. A. Strategic Management of Technological Innovation. McGraw-Hill Irwin
8. Christensen, C. M. The Innovator’s Dilemma. Collins Business.
9. Chesbrough, H. W Open Innovation, Boston, MA, USA: Harvard Business School Press.

## **MBOPM04E07: WORLD CLASS MANUFACTURING**

Credit: 4

### **Course Objectives:**

The course is designed to help students develop an insight into the advanced operations and manufacturing practices prevalent across the globe. The students will also develop an understanding about the applicability of the world class manufacturing (WCM) concepts and practices across both manufacturing and service organizations. The course would equip them with the concepts, tools, techniques and benchmarks of WCM practices which would enable them to apply the same in their organizations in order to excel in overall operational performance.

### **Course Learning Outcomes:**

1. Appreciate the concept and need of world class manufacturing.
2. Recognize the need to implement agility and flexibility in manufacturing system in current context.
3. Conceptually analyze the implementation of TQM, JIT and Theory of Constraints.
4. Grasp the philosophy and principles of Japanese manufacturing especially Toyota Production System (TPS).

### **Course Contents:**

#### **Module I**

Manufacturing technology – Developments in world-class manufacturing – Information age competition – Strategic decisions in Manufacturing Management – Choice of technology – Capacity – Layout – Automation in material handling systems - Agile Manufacturing: Distinction between flexibility and agility - Flexible Manufacturing System (FMS); Concepts and components - Modern product and process design concepts and considerations, Assembly lines and batch manufacturing - Group technology (GT)- Rapid prototyping - Concurrent engineering.

#### **Module II**

Aggregate planning and Master Production Scheduling – Materials Requirement Planning (MRP) – Manufacturing Resources Planning (MRP–II) – Implementation problems – Indian experience – Scheduling process – Job shop scheduling – Batch production scheduling –

Flow production line balancing - Technological innovation in manufacturing –  
Computer integrated manufacturing – Optimized production technology –  
Simulation of manufacturing systems – Integration of design & manufacturing

### **Module III**

Total Quality Management (TQM) - Roadmap to Implementation of TQM in manufacturing - Six Sigma approach - Just-in-Time (JIT) and Lean Operations - Kanban - Theory of constraints (ToC) - Japanese manufacturing techniques particularly Toyota Production System - Japanese vs American manufacturing focus - Critical elements of JIT - Operational Framework for concurrent implementation of TQM and JIT - Total Productive Maintenance (TPM) - Concepts and Evolution - Metrics of TPM - Overall Equipment Effectiveness (OEE) - Roadmap to TPM implementation in modern manufacturing – Total system effectiveness

### **Module IV**

Computer Integrated Manufacturing System (CIMS) - A framework for computer integrated enterprise issues involved in CIMS - Enterprise Resource Planning (ERP) - Need and Evaluation of ERP for Operations Management - Benchmarks for excellence in operational performance with global examples - Significance of implementation of concurrent operations management initiatives - Metrics of operational excellence in global context.

### **Suggested Readings:**

1. R. Panneerselvam, Production and operations managements. PHI learning India Ltd.
2. William J. Stevenson, Operations Management. Special Indian Edition, Tata McGraw Hill.
3. B.S. Sahay and others, World Class Manufacturing Macmillan India Ltd, Chennai.
4. James R. Evans, David A, Operations Management. Collier, India Edition Cengage learning, Chennai.
5. Dornier, P.P., Ernst, R., Fender, M., & Kouvelis, P, Global Operations and Logistics; Text and Cases. John Wiley & Sons.
6. Hall, R. Attaining Manufacturing Excellence. Dow-Jones Irwin.
7. Goldratt, E.M., Cox, J. The Goal. Chennai: Productivity Press.
8. Evans, J.R., & Collier, D.A, Operations Management: An Integrated Goods and Services Approach, Cengage Learning.
9. Shingo, S, A Study of Toyota Production System from Industrial Engineering Viewpoint. Tokyo: Japanese Management Association.

## **MBOPM04E08: SUPPLY CHAIN MANAGEMENT**

Credit: 4

### **Course objectives:**

This course is designed to help the students understand the role of supply chain (SC) in improving the efficiency of a network of organizations across the entire value chain right from sourcing of inputs to the retailing of final products with a view to delivering improved value to the customers. The course would attempt to cover the important dimensions of SCM including SC strategy, SC inventory models, Transportation in a SC, Distribution strategy of



a SC, SC coordination, Outsourcing strategy, Postponement strategy, Big data in supply chain, Buyer-supplier relationships, Reverse logistics, Sustainable supply chain management etc.

### **Course Learning Outcomes:**

1. Develop an understanding of the role of supply chain in an organization and the significance of supply chain strategy in overall business.
2. Analyze the suitability of different types of inventory models under different situations in the context of a supply chain.
3. Learn different modes of transportation, their applicability under different contexts and the trade-offs in transportation design.
4. Assimilate the importance of reverse logistics in both manufacturing and e-commerce firms.

### **Course Contents:**

#### **Module I**

SupplychainManagement - Introduction – IntegratedLogisticsManagement–Concept – EvolutionandDevelopment - Difference–Role – Scope – FunctionsandImportance – TypesofSupplyChainsandexamples – Strategic, TacticalandOperationalDecisionsinSupplyChain – SCMProcessView:CycleView,Push – PullView –SupplyChainCoordinationandintegration - Obstacles– SupplyChainDrivers.

#### **Module II**

SCMStrategies – StrategicFit- CollaborativePlanningForecastingReplenishment(CPFR) – AdvancedPlanningandScheduling(APS) – InventoryconceptsinSCM –Productavailability – Reductionofsafetystock - Postponement,- Strategic Sourcing in SCM: Role of sourcing in a supply chain - Framework for Make/Buy decisions –Venderidentification-selection-evaluation–development - Transportation in SCM: Modes - Costs and their performance characteristics - Trade-offs in transportation design

#### **Module III**

Supply chain coordination: Bullwhip effect - Causes and consequences - Impact of centralized information on Bullwhip effect - Mitigating strategies - Information sharing and incentives - SupplyChainPerformanceMeasurement –LeanSupplyChainManagement – SupplyChainOperationsReference(SCOR)modeling – Benchmarking – GreenSupplyChainManagement - International SCM –GlobalSourcing.

#### **Module IV**

SCMnetworkDesignandFacilitiesDevelopment:Locations – Costs – RoleofITinSupplyChainManagement – ImpactofinternetandE-Business – RadioFrequencyIdentification(RFID)in SCM – ERP - SCM Software - Big data analytics in SCM: Significance of big data in supply chain - Relevant tools –LogisticsManagement – LogisticsVsSCM - ManufacturingLogistics –OutboundLogistics –ThirdPartyLogistics – FourthPartyLogistics – ReverseLogistics in manufacturing organizations and ecommerce firms - Warehousing – Packaging – Unitizing.

### **Suggested Readings:**

1. MartinChristopher,Logisticsand SupplyChainManagement.
2. Sunil ChopraandPeterMeindal , SupplyChainManagement.
3. Ballou,RonaldH., BusinessLogistics/SupplyChain Management, PearsonPrenticeHall.

4. Rahul V Altekar, Supply Chain Management, concept and cases, PHI Learning Pvt. Ltd.
5. N. Chandrasekharan, Supply Chain Management: Process, System and Practice, Oxford Higher Education/Oxford University Press.
6. Jeremy F Shapiro, Modeling The Supply Chain, Thomson Duxbury.
7. Donald J Bowersox et al, Supply Chain Logistics Management, McGraw Hill Education (India) Pvt. Ltd., New Delhi.
8. R. P. Mohanty & S. G. Deshmukh, Essentials of Supply Chain Management, Jaico Publishing House.
9. Sinha, S. K., Logistics and Supply Chain Management, Shree Publications, New Delhi.