

SYLLABUS OF MBA

MBA 1ST SEMESTER

	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	P	T	
CORE						
1	MBA 101	MANAGERIAL ECONOMICS	3	0	1	4
2	MBA 102	LEGAL & BUSINESS ENVIRONMENT	3	0	1	4
3	MBA 103	INDIAN ETHOS & BUSINESS ETHICS	3		1	4
4	MBA 104	FINANCIAL REPORTING, STATEMENT & ANALYSIS	3	0	1	4
5	MBA 105	ORGANISATION BEHAVIOR	3	0	1	4
6	MBA 106	QUANTITATIVE TECHNIQUES FOR MANAGERS	3	0	1	4
		TOTAL CREDIT				24
Non credit course						
7	MCS 191	COMPUTER APPLICATIONS & E-BUSINESS FUNDAMENTALS LAB				
		SESSIONAL				
8	MSD 182	BUSINESS COMMUNICATION PRACTICE				
9	MSD 183	SKILL X				
10. ANY ONLINE COURSES LIKE NPTEL ETC PER YEAR.						

MBA 101 MANAGERIAL ECONOMICS

Objectives:

- To introduce the fundamentals, tools and theories of managerial economics
- To orient on micro economic techniques as a decision making process
- To understand macro-economic analysis essential for business managers

Course

Module 1: (8 hours)

Managerial Economics: Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives , Theory of firm, Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticity, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning and Significance.

Module 2: (6 hrs)

Production Analysis: Concept, Production Function- Total, Average, & Marginal Product, – Law of Variable Proportions & ISO-Quants & ISO Costs - Least cost factor combination Returns to Scale- Economies and Diseconomies of Scale - Technological progress and production function

Module 3: (8hrs)

Cost and Revenue Profit Functions: Cost Concepts, Fixed and variable costs- Total Cost, Average Cost, Marginal Cost, Opportunity Cost. - Short-run and Long-run Cost Curves Profits: Determinants of Short-Term & Long-Term Profits, Measurement of Profit. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics.

Module 4: (9 hrs)

Market Structure: Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination - Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership - Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation Pricing - Descriptive Pricing- Price Skimming, Price Penetration.

Module 5: (8hrs)

Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy. Measurement of National Income: Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate. Business Cycle – Features, Phases, Economic Indicators, Inflation : Types, causes, Measurement, Kinds of Price Indices, Primary, Secondary and Tertiary Sectors and their contribution to the Economy, SWOT Analysis of Indian Economy.

Module 6: (8hrs)

Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; Disinvestment in PSUs - Private Sector- Growth, Problems and Prospects, SMEs – Significance in Indian economy-problems and prospects
A brief Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma. FDI in Retailing, Infrastructure, Pharma, Banking & Insurance

Suggested Readings

1. Adhikary, M. Business Economics. Excel Books 2000
2. Baumol, W. J. Economic Theory & Operations Analysis. PHI 1996
3. Chopra OP, Managerial Economics. Tata McGraw Hill 1996
4. Keat, Paul G & Philips K. Y. Young, Managerial Economics. PHI 1996
5. Milgrom, P & Roberts J. Economics, Organization & Management. PHI 1992

MBA 102

LEGAL & BUSINESS ENVIRONMENT

Course Objective

To familiarize the students with the legal & business environment prevailing in India and in the world to help them understand its implications to business

Course Contents

1. Module-1- Business Environment (8hrs)

Legal Aspects of Business - Society, State and Law, Enforceability of Law, Components and Significance of Business Environment, Factors effecting environment of Business, Economic factors and its Components, Cultural factors and its impact on business, Social Environment and its impact on Purchasing and Consumption, Political Stability, Sovereignty and its impact on the returns of Business, Technological and its impact on internationalizing the business activities, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

2. Module 2- Economic Planning & Development (7hrs)

Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging economies of world

3. Module-3- India and the world (5hrs)

Liberalization and Privatization in India, Impact of Globalization in India, India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multi national enterprises in India, Impact of WTO n Indian Business, NGO sector in India.

4. Module-4-International Trade (5hrs)

Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Trade Barriers and Trade Strategy, Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Dollar / Euro Currency.

5. Module-5-Strategies For Going Global (6hrs)

International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Business Theories, International Trading Blocks, Liberalization: Tariff & Non –tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment, Nature of International Business, Multinational Corporations , International Business Theories, Liberalization: Tariff & Non –tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment.

6. Module- 6-Indian Contract Act, 1872 (6hrs)

Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency ,Sale of Goods Act, 1930 – Classification of goods Law relating to Business Organizations-Partnership Trusts- Company form of organization, Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications-Alternate. Dispute resolutions.

7. Module-7- (7hrs)

Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic. Technological Environment, International Strategic Management, International Organization Structure, International Strategic Alliances, Integration between Countries,

Text Readings:

1. Mark Hirschey, Economics for Managers, Cengage, 2006
2. Palwar, Economic Environment of Business, PHI, New Delhi,2009
3. K.Ashwathapa, A.Trehan, Global Business Environment, 2011Tata McGraw Hill
4. Francis Cherunilam International Business Environment, 2010, Himalaya Pub. House
5. Justin Paul, Business Environment: Text & Cases, New Delhi, Tata McGraw Hill, 2008
6. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, 2009.
7. Shaikh Salim, Business Environment, Pearson Education, 2009
8. Parthasarthy Corporate Governance, Bizetantra
9. Sumit Khurana, Corporate Governance Dreamtech,

Suggested Books

- 1 Sundaram & Black: International Business Environment Text and Cases, PHI, 2009
- 2 Avid W. Conklin, Cases in Environment of Business, Sage Response Books.2007
- 3 Czinkota, Ronkainen, Moffett, International Business, Cengage, 2008
- 4 Daniels, Globalization &Business, PHI Learning
- 5 Tamer Cavusgil-International Business-(Indian Reprint) Pearson
- 6 Mandal, SK Ethics in Business and Corporate Governance 1e2010Tata McGraw Hill

MBA 103 INDIAN ETHOS & BUSINESS ETHICS

Course Objectives

The objectives of this course are to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

Course Contents

1. Module-1
The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behavior, Characteristics of Moral Standards.
2. Module-2
Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics.
3. Module-3
Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.
4. Module-4
Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.
5. Module-5
Duty ethics in the Business Environment. Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self –Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.
6. Module-6
Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory.
7. Module-7
Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound. Work Place Spirituality.

8. Module-8

Corporate Governance: Evolution. Principles. Main Drivers, Theories and Models.
Global Practices on Corporate Governance in the World and their impact on corporate world.

World Economic Growth and the Environmental Issues; Future of International Business

Text Readings

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009
2. Weiss, Business Ethics concept & cases, 1st edition, 2009, Cengage Learning
- 3 Velasquez, Business Ethics, Concepts & Cases, 6th edition, 2009, PHI
- 5 Murthy, Business Ethics, 2009, Himalaya Publishing House
- 6 Al Gini, Case Studies in Business Ethics, 6th edition 2009, Pearson Education.

Suggested Readings

1. Shashtri J.L., Ancient Indian Traditions and Mythology , 1st edi, Motilal Banarsidas, New Delhi
- 2 F. Max Muller , Sacred Books of East , Motilal Banarsidas, New Delhi
- 3 S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,
- 4 Swami Jitatananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
- 5 Swami Someswarananda, Indian Wisdom for Management, Ahmedabad, AMA. 2000.
6. Swami Ranganathananda, Universal Message of the Bhagvad Gita, Vol. 1 , 2 and 3, Caicuna Advaita Ashrama, 2001.

MBA 104 FINANCIAL REPORTING, STATEMENT & ANALYSIS

The objectives of the course are to equip the students with the accounting and financial problems. The emphasis will be on the concepts and application .

Module 1 Introduction to need a framework for financial reporting. Concepts of faithful representation in reporting, Comparability, verifiability, recognition and measurement.

Module 2 Basic Financial Accounting Concept: Meaning and Scope of Accounting – Definition of accounting-classification of accounting- GAAP- Accounting Concepts and Conventions–Accounting Equation, Introduction to Indian GAAP and Indian Accounting Standard, International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS),

Module 3 Event-Transaction- Accounting Cycle – Golden Rule- Journal-Ledger-Trial Balance

Module 4 Final Account, Meaning of basic terms: fixed assets, intangible assets, depreciation and impairment, Inventories, liabilities, taxation, Leases, Provisions, contingent liabilities, financial assets, financial liabilities and contingent assets.

Module 5 Preparation Of Financial Statement: Trading Account-Profit & Loss Account – Balance Sheet (As per Schedule VI, old & new) with Adjustment Entries - Preparation and Interpretation of Annual Report, Consolidated Financial Statements of Group Companies: Concept of a Group, purposes of consolidated financial statements, minority interest, Goodwill, Treatment of pre- acquisition and post-acquisition profit.

Module 6 Financial Statement Analysis: Comparative Statement- Common Size Statement- Trend Analysis- Ratio Analysis

Text Readings

1. I.M. Pandey, Financial Management, Vikas Publication House, 8th Ed., 2009
2. M.Y. Khan and PK Jain, Financial Management, Delhi, TMH, 4th Edition, 2007
3. Brigham, Fundamentals of Financial Management, 10th,edition2008, Cengage Learning,
- 4 Kulkarni, Financial Management, 2008, Himalaya Publishing House
- 5 Sharan.V. Financial Management, Pearson Education; Second Edition, New Delhi.
- 6 Chandra Bose Fundamentals of Financial Management, PHI, 2009

Suggested Readings

1. Prasanna Chandra, Financial Management, New Delhi, TMH, 2004.
2. Keown, Financial Management- principles & application 10th Ed Pearson Education, 2008
3. Shapiro, Capital Budgeting & Investment Analysis, Pearson Education 2008
4. Reddy G. S., Financial Management, 2008, Himalaya Publishing House

MBA 105 ORGANISATION BEHAVIOR

Course Objectives

Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

Course Contents

1. Module-1 Foundations of Individual Behavior: (5HRS)
The organization and the individual: Personality: Determinants and Attributes, Job Attitudes, Learning and Learning Theories, Perception, Cross cultural issues in OB.

2. Module-2-Motivation: (7hrs)

Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification.

3. Module-3-Foundations of Group Behavior: (6hrs)

Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations.

4. Module-4- Leadership: (9hrs)

Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent Development in Leadership Theory.

5. Module-5-Conflict and Negotiation (6hrs)

Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation process, Bargaining strategies, Global implications.

6. Module-6-Organizational Culture: (7hrs)

Concept, Relationship of Culture with organizational behavior, National and Global Culture, Levels of organizational culture, Analyzing managing and changing organizational culture, Global Implications for manager.

7. Module-7- Organizational Change and Stress Management: (6hrs)

Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management

Text Reading

1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi "Organizational Behaviour", Pearson Education, 13th Ed., 2009.

2. Nelson, Organisational Behaviour, 1st Edition, Cengage Learning, India

3. R. S. Dwivedi, "Human Relations and Organizational Behavior: A Global Perspective", Macmillan

5th edition, 2009

4. Jerald Greenberg and Robert A. Baron, Behaviour in Organisations, PHI Learning 9th edition 2009.

5. Hitt, Millar, Colella, Organizational Behaviour A Strategic Approach, Wiley India edition

Suggested Reading

1. Fred Luthans, "Organizational Behaviour", New York, McGraw Hill, 8th Edn.,
2. Uday Pareek, Understanding Organizational Behavior, Oxford Higher Education, 2nd Edition, 2008
3. John W. Newstrom and Keith Davis, "Organizational Behaviour: Human Behaviour at Work" New Delhi, Tata McGraw Hill,.
4. Jai B P Sinha, Culture and Organizational Behaviour, Sage Publication, 2008
5. Kavita Singh Organizational Behaviour Text and Cases, New Delhi, Pearson Education, 2009
6. M.N. Mishra, Organizational Behaviour, Vikas Publishing House, Reprint 2008

MBA 106 QUANTITATIVE TECHNIQUES FOR MANAGERS

Course Objective

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

Course Contents

PART I – BUSINESS MATHEMATICS

Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

Module-1 (8hrs)

1. Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications.
2. Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.

Module-2 (8hrs)

3. Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses.
4. Integration Concepts: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus.

Module-3 (8hrs)

5. Discounting, Compounding, and Annuity.

6. Vectors, Matrices and Determinants with Business application: Vectors, Operations on Vectors, Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrices/determinants, input/output analysis.

PART II – BUSINESS STATISTICS

Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

Module-4 (8hrs)

1. Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions,

2. Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications

Module-5 (10hrs)

3. Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method)

4. Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method), Measurement of seasonal variations (moving average method) Measurement of cyclic variations (residual method).

Module-6 (8hrs)

5. Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

Text Reading

- 1 J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,
- 2 R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", Calcutta, New Central Book Agency
- 3 S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency,
- 4 Anderson, Statistics for Business & Economics, 9th edition, Cengage Learning, India
- 5 David Levine, T. Krenbil, P.K. Viswanathan, Business Statistics, Pearson Education, 2008.
- 6 S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007
- 7 S.C. Gupta, Business Statistics, Himalaya Pub House, 2008

8 T.N.Srivastava, Statistics for Management, TMH, 2008

Suggested Readings (Latest Edition books)

1. J. N. Kapur and H. C. Saxena. "Mathematical Statistics", New Delhi, Sultan Chand and Company Ltd.,
2. R. Jayprakash Reddy and Y. Mallikaryanna Reddy, "A Text book of Business Mathematics", New Delhi, Ashish Publishing House
3. K. B. Dutta, "Matrix and Linear Algebra", New Delhi, PHI Learning
4. D. C. Sancheti and V. K. Kapoor, "Statistics: Theory, Methods and Applications", New Delhi: Sultan Chand and Sons.,
5. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "Fundamentals of Statistics", Allahabad: Kitab Mahal

MBA 2ND SEMESTER

Sr. No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	P	T	
CORE						
1	MBA 201	INDIAN ECONOMY & POLICY	3	0	1	4
2	MBA 202	INDIAN FINANCIAL SYSTEMS & FINANCIAL MARKETS	3	0	1	4
3	MBA 203	MARKETING MANAGEMENT	3	0	1	4
4	MBA 204	HUMAN RESOURCE MANAGEMENT	3	0	1	4
5	MBA 205	ENTREPRENEURSHIP	3	0	1	4
6	MBA 206	BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING	3	0	1	4
		TOTAL				24
		Non credit				
7	MSD 281	SKILL X				
8	MSD 282	BASE – COMMUNICATION / GD & PI PRACTICE / INDUSTRY TALK				

MBA 201 INDIAN ECONOMY & POLICY

MODULE 1 . (6hrs)

Circular Flow of Income, National Income Accounting – terms and concepts, three methods of measuring, GDP/GNP .

MODULE 2. (10hrs)

Theory of Income Determination Simple Keynesian model: Aggregate demand – Aggregate supply method, Savings investment method

Concepts of multiplier: Autonomous expenditure multiplier, introducing the Government, Government expenditure multiplier, Tax Rate Multiplier, Balanced Budget Multiplier, Open economy - Export and import multipliers.

Paradox of Thrift, Crowding out effect, Business cycle – phases and stabilization

MODULE 3. (8hrs)

Introduction of Money and Asset Market IS-LM model, Fiscal policy and monetary policy using IS-LM (4L), Inflation and Unemployment , Concepts of inflation – demand pull and cost push, Stabilization policies, Introduction to Philips curve as relation between inflation and unemployment.

MODULE 4. (7hrs)

Introduction to Foreign Trade & International Linkages

Concepts of Balance of Payments, Alternative exchange rate systems – fixed, flexible and managed float Comparative Advantage as basis for trade;

Tariff and non-tariff barriers

MODULE 5. (6hrs)

Indian Economy - An Overview Evolution of Indian economy since independence, Liberalization of Indian economy since 1991, New Industrial Policy, LPG model, New Industrial Policy (1991)

MODULE 6. (6hrs)

Trade Policy Reforms Major components of trade policy reforms, Idea of FEMA, NITI AYOJ role and function Current and capital account convertibility.

MODULE 7. (9hrs)

Banking and Capital Market Reforms, Banking structure in India, Composition of Indian Capital market, SEBI and Capital Market Reforms Monetary and Fiscal Policy Reforms, Composition of Indian money market,

Components and Instruments of Monetary policy, Concepts and Management of Deficits .

Suggested Readings:

1. Principles of Macroeconomics - Soumyen Sikdar, (OUP)
2. Managerial Economics - Suma Damodaran, (OUP)
3. Macroeconomics – Dornbusch , Fischer & Startz (PHI)
4. Economic Environment of Business: S.K. Mishra and V.K. Puri,
5. Indian Economy: Datt & Sundharam,

6. Indian Economy since Independence, Uma Kapilaed.

MBA 202 INDIAN FINANCIAL SYSTEMS & FINANCIAL MARKETS

Course objective : The objective of this course is to provide the students exposure to Financial markets and systems with financial concepts.

Module 1 Financial System: An Introduction, Financial System: Meaning, Characteristics, Significance and Components, Evolution of Financial System in India, Structure of Indian Financial System: Main functions of these constituents and respective roles

Module 2 Financial Markets: Money Markets, Functions, Players and Instruments in Money Market , Money Market Organisation, Structure and Developments

Module 3 Capital Market: Role and need of Regulations in Financial System-RBI, SEBI and IRDA, Financial Markets: Functions and Organisation, Primary Market: Activities, Intermediaries and Functions, Secondary Market: Functions, Instruments and Mechanism

Module 4 Stock Exchanges in India: Objectives, Functions and significance of stock Exchanges, Working of Stock Exchange in India.

Module 5 Financial Intermediaries /Institutions: Role of financial intermediaries in capital market, Reserve Bank of India: Organisation, Management, Role & functions, Credit Control, Commercial Banks, Development Banks, RRBs, NBFCs & Insurance Organizations: Importance, Scope, Characteristics, Functions, Types, objective, features, major players etc

Module 6 Financial Services: Leasing & Hire Purchase, Venture Capital, Mutual Fund, Factoring & Forfaiting, Credit Rating, Merchant Banking

Module 7 Financial Instruments: Shares, Mutual Funds, Debentures, Bonds, Derivatives, Money Market Instruments, Hedging Instruments

Suggested Readings:

1. Machiraju, 'Indian Financial System' – Vikas Publishing House, 2nd Edition, 2002.
2. Varshney P.N., & Mittal D.K., 'Indian Financial System', Sultan Chand & Sons, New Delhi. 2002.
3. Verma J.C., 'Venture Capital Financing in India', Sage, New Delhi, 1997.
4. Sadhale H., 'Mutual Funds in India', Sage, New Delhi, 1997.

MBA 203 MARKETING MANAGEMENT

Course Objective

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

Course Contents

Module-1 Marketing Concepts (7hrs)

Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Marketing and Corporate Strategy.

Module -2 Market Segmentation, Targeting, Positioning (7hrs)

Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy.

Module -3 Product Decision (6hrs)

Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, , Challenges, Branding, Packaging, Introduction of Labeling. New Product Development Process,

Module -4 Pricing Decision (7hrs)

Pricing, Pricing Objectives, Demand Estimating, Price Elasticity, Pricing Decision framework, Factors Affecting Price, Pricing Methods and Strategies, Pricing Practices, Internet and Pricing, Price wars.

Module -5 Distribution Decisions (6hrs)

Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, Vertical and Horizontal Marketing Systems, Wholesaling and Retailing, introduction to Logistics.

Module -6 Promotion Decisions (6hrs)

Effective Communication, Integrated Marketing Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing,

Module -7 Emerging Trends in Marketing (6hrs)

An Introduction to Internet Marketing, Multi-Level Marketing and Introduction of CRM, Importance of CRM. E-Marketing, Green Marketing, , Cause Related Marketing, Concept of Rural Marketing, , Marketing for Non Profit Organizations.

Module -8 (5hrs)

Global marketing trends. B2B. Social media marketing. Event Marketing, Types of Events, Sponsorship.

Text Readings

1. Kotler, Keller, Koshy, Jha, Marketing Management– A South Asian Perspective, Pearson, 13th Edition, 2008.
- 2 Kurtz, Principles of Marketing, Cengage Learning, India, 2008
- 3 S. Neelamegham, Marketing In India, 3rd Edition, Vikas publishing house, 2009
- 4 Biplo Bose, Marketing Management, 2008, Himalaya Publishing House.
- 5 Paul Baines, Chris Fill, Kelly Page, Marketing, Oxford University Press, 1st Edition 2009
- 6 Winner Marketing Management, 3rd edition Pearson 2009

Suggested Books

1. William L. Pride and O.C. Ferrell, Marketing Concepts and Strategies, Boston, Houghton Mifflin Co., 8th Ed., 1993.
2. Czinkota and Kotabe , Marketing Management, , Cengage Learning, India 2007
3. West, Ford, Ibrahim, Strategic Marketing, Oxford University, 2009
4. Evans, Marketing Management Cengage Learning, India ,2008

MBA 204 HUMAN RESOURCE MANAGEMENT

Course Objective

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices at international level.

Course Contents

1: Module -1 (4hrs)

HRM Concept-Definition, Concept, Evaluation and Relevance of HRM. Human Resource Functions, HRM in Indian and Global Scenario. Human Resource Policies.

2: Module -2 (7hrs)

Human Resource Acquisition Process-Job Analysis- Job Specification, Job Analysis Methods, Human Resource Planning Concept and Process of HRD, HRP Process at National and Corporate Level, Human Resource Information System. Steps of HRIS, Recruitment, Sources of recruitment, Selection, Stages in selection process. Global Scenario in HR Acquisition

3: Module-3 (7hrs)

Human Resource Training and Development. Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes, HRD mechanism, HRD for Organizational Effectiveness

4: Module (7hrs)

Appraising and Improving Performance:

Basic Concepts Objectives and Process of Performance Appraisal Systems, Performance v/s Potential Appraisal, Types of Employee Appraisal Systems, New Trends in Performance Appraisal Systems at Global level, Succession Planning, Career Planning and Assessment Centers.

5: Module -5 (6hrs)

Module Maintenance of Human Resources:

Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management, Cross-national variation in reward structures.

6. Module -6 (6hrs)

Compensation Management- types, principles, theories, Models

7: Module -7 (6hrs)

Knowledge Management & International HRM

Knowledge & knowledge transfer, knowledge and situation cognition, Implications for knowledge transfer, knowledge management in multinational companies, knowledge management & International HRM.

Text Readings

- 1 Bohlander, Human Resource Management, 14th edition Cengage Learning, India, 2009
- 2 Dessler, Verkey, Human Resource Management, Pearson Education, 2009
- 3 Monir H. Tayeb, International Human Resource Management, Oxford, 2009
- 5 Patnaik, Human Resource Management, 3rd edition, PHI, 2009
- 6 SubbaRao, International Human Resource Management, 2009, Himalaya Publishing House.

Suggested Readings

- 1 Tony Edwards, Chrisrees, International Human Resource Management, Pearson Education, 2008
- 2 K. Asawatthapa International Human Resource Management , TMH, 2007
- 3 Jeffery Mello, Human Resource Management, Cengage Learning, India, 2008
- 4 Subba Rao, Essential of HRM and Industrial Relation, 2008, Himalaya Pub. House.
- 5 Methis& Jackson Human Resource Management 12th edition, 2008 Cengage Learning
- 6 Dowling, International Human Resource Management Cengage Learning, India, 2007

MBA 205 ENTREPRENEURSHIP MANAGEMENT

Course Objective:

The objective of this course is to familiarize the students with the ground realities of starting & managing their own Entrepreneurial ventures.

Course contents

Module I: Introduction to Entrepreneurship (6hrs)

Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Woman as Entrepreneur.

Module II: Creating and Starting the Venture (7hrs)

Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.

Module III: The Business Plan (6hrs)

Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.

Module IV: Financing and Managing the new venture (5hrs)

Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls. Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising

Module V: New venture Expansion Strategies and Issues (4hrs)

Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.

Module VI: Institutional support to Entrepreneurship (7hrs)

Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Module VII: Choice of organisation: (3hrs)

Sole proprietorship, partnership, joint stock co., and co-operatives

Module VIII: Exit strategies and social responsibilities (4hrs)

Introduction, Reasons for existing and long-term preparation, short-term preparation, Introduction of social responsibility, Corporate social responsibility, Dimensions of CSR for an Entrepreneur

Text Readings

1. Charanthimath, Entrepreneurship development small business enterprises, Pearson education, 2008
2. Kuratko & Hodgetts, Entrepreneurship in The New Millennium, 2nd Indian Reprint, 2009, Cengage learning
3. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House, 2009.
4. David H Holt Entrepreneurship: New Venture Creation, PHI 2009
5. Rajeev Roy, Entrepreneurship, Oxford University press 2009

Suggested Readings

1. Greene, Entrepreneurship 3rd edition cengage learning, 2008
2. B. K. Mohanty Fundamentals of Entrepreneurship PHI 2009
3. Barringer, Entrepreneurship Pearson education, 2008
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press.
5. Desai Vasant, Dynamics of Entrepreneurship Development and Management, 2008, Himalaya Publishing House
6. Coulter, Entrepreneurship in Action, PHI Learning, 2008

MBA 206 BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING

Course Objective

The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

Course Contents

- 1: Module-1 Quantitative Techniques and Operations Research
Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques, OR Models
- 2: Module-2 Linear Programming

Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M-Method. Duality and Post Optimality Analysis, Advantage and Limitations of LPP.

3: Module-2 Transportation Model

Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.

4: Module-2 Assignment Problem

Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization) Route Allocation.

5: Module-2 Dynamic Programming

Nature of Dynamic Programming Problem, Dynamic Programming Solutions for Knap Sack, Traveling Salesman (Stage Coach), Assignment of Salesmen to Sales Area and Capital Budgeting. Integer linear programming: Meaning, Application, integer programming algorithm (branch and bound algorithm, cutting plan algorithm).

6: Module-2 Waiting Line Models

Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations and Application of M/M/C (Infinite Population)

7: Module-2 Replacement Models

Introduction Scope in Management, Single Equipment Replacement Model and Group Replacement.

8: Game Theory & Markov Chain Analysis

Introduction to Games, Maximin and Minimax Principles, Pure and Mixed Strategies, Solution of Games Using Algebraic and Graphical Methods. Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.

9: Simulation & Computer Solutions

Introduction to simulation, Monte Carlo Technique and Its Applications. Linear programming Problem, Transportation problem with TORA and Excel solver.

Text Readings

- 1 Anderson, Introduction to Management Science Cengage Learning 4th ed., 2008
2. Hamdy A. Taha, Operations Research: An Introduction, Pearson 2008
- 3 H.M. Wagner, Principles of Operations Research with Application to Managerial Decisions, PHI Learning. 2nd Ed., 2009.
- 4 Chawla, Operation Research, Kalyani Publication Ludhiyana, 2009
- 5 Sharma Anand, Operation Research, 2008, Himalaya Publishing House

6 Kalawati, Operations Research, Vikas Publication Pvt.ltd.2008

Suggesting Readings

1. Winston, Operation Research Application and Algorithm, Cengage Learning 2008
2. Krajewski, Ritzmen, Malhotra, Operations management: Process & value, Pearson 2008
3. V. K. Kapoor, Problems and Solutions in Operations Research, New Delhi, Sutan Chand and Sons, 2001
4. F. Hillier, Introduction to Operation Research, TMH, 2005
5. Bobby Srinivasan and C.L. Sandblom, Quantitative Analysis for Business Decisions, Singapore, McGraw Hill Publications, 2001.
6. C.R. Kothari, An Introduction to Operational Research, New Delhi, Vikas Publications, 3rd Ed., 2009.

MBA 3RD SEMESTER

Students can opt for Dual specialization – Major & Minor. They are required to choose three electives for Major and two electives for Minor.

Sr No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	P	T	
CORE						
1	MBA 301	PROJECT MANAGEMENT	3	0	1	4
2	MBA 302	PRODUCTION OPERATIONS AND MANAGEMENT	3	0	1	4
						8
ELECTIVES/ SPECIALIZATIONS						
MARKETING MANAGEMENT						
3	MM 301	SALES & DISTRIBUTION MANAGEMENT	3	0	1	4
4	MM 302	CONSUMER BEHAVIOUR	3	0	1	4
5	MM 303	INTEGRATED MARKETING & COMMUNICATION	3	0	1	4
HUMAN RESOURCE MANAGEMENT						
6	HRM 301	PERFORMANCE MANAGEMENT SYSTEMS	3	0	1	4
7	HRM 302	ORGANISATIONAL DEVELOPMENT & CHANGE MANAGEMENT	3	0	1	4
8	HRM 303	MANPOWER PLANNING ,RECRUITMENT AND SELECTION	3	0	1	4
FINANCIAL MANAGEMENT						
9	FM 301	INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT	3	0	1	4

10	FM 302	CORPORATE FINANCE	3	0	1	4
11	FM 303	TAXATION	3	0	1	4
		SYSTEMS				
12	SSP 301	DATAMINING FOR BUSINESS DECISIONS	2	1	1	4
13	SSP 302	MANAGING SOFTWARE PROJECTS	2	1	1	4
14	SSP 303	MANAGING DIGITAL INOVATION AND TRANSFORMATIONS	2	1	1	4
BUSINESS ANALYTICS						
15	BA 301	DATA VISUALISATION FOR MANAGERS	3	0	0	3
16	BA 302	BUSINESS FORECASTING	3	0	0	3
		BUSINESS ANALYTICS LAB				
17	BA 391	DATA VISUALISATION FOR MANAGERS	0	0	2	1
18	BA 392	BUSINESS FORECASTING	0	0	2	1
		TOTAL ELECTIVES/SPECIALISATIONS (THEORY)				20
19	MSD 381	MAJOR PROJECT WORK I (ELECTIVES/SPECIALISATIONS)	0	4		2
		PRACTICAL				
20	MBA 392	SUMMER INTERNSHIP PROJECT & VIVA	0	0	6	6
		TOTAL CREDITS				3 7
		Non credit				
7	MSD 281	SKILL X				
8	MSD 282	BASE – COMMUNICATION / GD & PI PRACTICE / INDUSTRY TALK				

MBA 301: Project Management

Objectives:

To develop understanding of project planning. To develop ability to monitor and control projects and risk involved. To become familiar with tools and techniques used in managing projects.

Course content:

Unit-I

1. Introduction to project and projects. Characteristics and types of projects. Gaining importance, project life cycle and its phases.

2. Project selection, non quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.

UNIT-II

3. Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal.

4. Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation. Sensitivity analysis, Hiller's model, scenario analysis, simulation.

Unit-III

5. Network analysis, construction of networks, CPM, various types of floats and their application, PERT and its applications.

6. Time cost relationship, crashing for optimum cost and optimum time. Resource leveling. Introduction to project software and applications of MS Project

Unit-IV

7. Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.

8. Project monitoring, Earned Value Analysis, abandonment analysis, PMIS, Project Termination and Audit. Reasons for failure.

Text Books

- Gido Effective project management 3rd 2008 Cengage Learning
- Gray & Larson, Project Management: The Managerial Process, 3e TMH 2010
- Pinto, Project Management: Achieving Competitive Advantage, Pearson, 2010
- Sunil Abrol, Cases in Project Management, 2010, Excel Books,,
- Maylor-Project Management, 3/e, Pearson, 2010
- Reference Books
- McManus-Information Systems Project Management, Pearson 2010
- Kloppenborg, Contemporary project management 1st 2008 Cengage Learning
- Gopalakrishnan – Textbook of Project Management, 2005 – Macmillan Publishers
- Joy, Total Project Management, 2005, Macmillan Publishers

MBA 302 : PRODUCTION OPERATIONS AND MANAGEMENT

Course Objective

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

Course Contents

Unit-I

1. Introduction to Production and Operations Management:

Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function; Productivity- Definition, Types of Productivity, Factors affecting Productivity, Methods for improving productivity; Standardized Service Strategy, Assemble-to-Order Strategy, Customized Services Strategy.

Unit-II

2. Facilities Planning:

Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model.

3. Layout of Manufacturing/service facility:

Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix. Materials handling concepts.

Unit-III

4. Resources Requirement Planning:

Capacity Planning, Concept and Application of Learning Curve.

5. Production Planning and Control: Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy, Materials Requirement Planning.

Unit-IV

6. Operations Scheduling:

Production Activity Control for Mass Manufacturing.(Assembly line balancing, batch processing and Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on machines (Graphical method – Aker's Algorithm)

Unit-V

7. Quality Management :

Evolution of Quality Concept, TQM, Quality Gurus (Juran , Crosby, Deming), Statistical Process Control - Control Charts and their Applications, Acceptance Sampling, Operating Characteristics Curve and its applications, Quality Circles, Six Sigma, ISO 9000 & ISO14000.

8. Emerging Trends in Operations Management:

Business Process Reengineering (Principles and guidelines for implementation), Theory of constraints.

Text Readings (Latest Editions)

1. Evans, Operations Management Concepts Techniques and Applications, Cengage Learning,
2. B. Mahadevan; Operation Management; Theory and Practice' Pearson Education, Fifth Edition, New Delhi
- 3 Joseph G Monks, Operations Management, McGraw Hill International Publication, New York.
- 4 Ashwathappa, Production and Operation Management, Himalaya Publishing House.
- 5 S.N. Chary, Theory and Problems in Production and Operations Management, TMH
- 6 A.K. Chitale and R.C. Gupta, Materials Management-Text and Cases, PHI Learning, 2009

Suggested Readings (Latest Editions)

1. Norman Gaither, Operations Management, Cengage Learning, India,
2. Slack, Operations Strategy, Pearson Education
3. R. Paneerselvam, Production and Operations Management, PHI Learning, 2009
4. LeeJ. Krajewski and Larry P. Ritzman, Operation Management, Pearson Education; Sixth Edition, New Delhi

SPECIALIZATION: MARKETING MANAGEMENT

MM 301: Sales & Distribution Management

Objectives

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system

Course Contents

Module 1:

Introduction to Sales & Distribution Management:

Nature and scope of Sales Management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership. Case Analysis.

Module 2:

Personal Selling Process, Sales Territories & Quotas:

Selling and business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up action. Relationship selling, Designing Sales Territories, sales quotas designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. and sales organization structures. Case Analysis

Module 3:

Sales Force Management:

Recruitment and selection of sales force, Training, motivating and compensating the salesforce, controlling the salesforce, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Case Analysis

Module 4:

Sales Management:

Sales management job: Standard sales management process-international sales management - international market selection-market survey approach or strategy - case study in Indian context. Selling on the internet: Selling agents for internet trading-net selling, advertising in net trading, payment system in internet trading-smart card, credit card, debit card- payment by card: advantages and disadvantages; How to make internet selling safe-Digital signature, biometric method and legal or regulatory environment; Growth of internet trading in India.

Module 5:

Distribution Management:

Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, and institutions for channels- retailing wholesaling, designing channel systems, channel management. Channel Design and management: Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements. Case Analysis.

Module 6:

Market logistics and supply chain management:

Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems, Physical Distribution & Logistics: Goals, function, processing, warehousing, inventory & transportation.

Module 7:

Retail Management & Merchandising

Retail strategies, Location, Types of retail formats, Stores layout, Visual Merchandising techniques, Merchandise management, Planning of assortment, Servicing and buying of merchandise, Supply chain management in retailing

Text Readings

1. Krishna K. Havaldar, Vasant M. Cavale, Sales & Distribution Management
2. Tata McGrawHill, Latest Edition
3. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management :
4. Decisions, Strategies & Cases Pearson Latest Edition
5. Johnson F.M., Kurtz D.L., Scheuing E.E. Sales Management: Concepts, Practice,

6. and Cases, Tata McGrawHill

Reference Books:

1. David Jobber, Geoffrey Lancaster, Selling & Sales Management, Pearson Latest Edition
2. Tanner, Honeycutt, Erffmeyer, Sales Management, Pearson Latest Edition
3. Mark W. Johnston, Greg W. Marshall, Sales Force Management, Tata McGrawHill. Latest Edition
4. William L. Cron, Thomas E. DeCarlo, Sales Management Wiley Latest Edition
5. Dr. S. L. Gupta Sales & Distribution Management Excel Latest Edition
6. Panda Tapan K., Sahadev Sunil, Sales & Distribution Management Oxford
7. Jackson, D.W. (Jr.); Cunningham, W. H. Cunningham, I.C.M., Selling The Personal Force in Marketing John Willey & Sons, Latest Edition

MM 302: Consumer Behavior

Module 1:

Introduction to the study of Consumer Behavior: Meaning & Definition of CB, Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism.

Module 2:

Role of Research in understanding consumer behavior: Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.

Module 3:

Models of Consumer Behavior: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behavior, Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications, External Influences: Social Class, Culture, REFERENCE Groups, Family members.

Module 4:

Levels of Consumer Decision Making – Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinized Response Behavior, Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages

Module 5:

Situational Influences- Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behavior (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States.)

Module 6:

Individual Influences on Consumer Behaviour and CRM: Part 1

Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives).

Module 7:

Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Colour), Self and Self-Image (One or Multiple selves, The extended self, Altering the self).

Module 8:

Perception: Basics of Perception & Marketing implications, Elements of Perception (Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk).

Text Books

1. Shri Prakash Theory of Consumer Behaviour Vikas Publication, 2010
2. Hawkins, David, Consumer Behavior, 11E Tata Mcgraw Hill
3. Dogra, B.L Rural Marketing 1e, Tata Mcgraw Hill
4. Blackwell, Consumer Behavior 1st 2008 Cengage Learning
5. Gopaldaswamy, T P Rural Marketing- Environment, Problems & Strategies
6. Vikas Kashyap, The Rural Marketing Book (Text & Practice), Wiley

Reference Books

1. Satish Batra and Kazmi Consumer Behaviour Excel Books
2. U C Mathur Rural Marketing Excel Books
3. Badi & Badi Rural Marketing, 2010 Himalaya Pub. House
4. Assel, H., "Consumer Behaviour", 2008 Cengage Learning
5. Solomon M.R., "Consumer Behaviour", PHI

MM 303: Integrated Marketing Communications & Brand Management

Objectives:

The general purpose is to build a comprehensive framework that fully integrates the various aspects of managerial decision making related to marketing communications strategy and tactic as well as to understand about brands and brand management.

Course Contents:

Module 1:

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC

Module 2:

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.
Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising.

Module 3:

Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.
Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.
Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity
Public relation/ Publicity: Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

Module 4:

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. International Advertising: Global environment in advertising, Decision areas in international advertising.
Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising
Case studies in Indian context only

Module 5:

Introduction to the concept of Brand Management:
Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand,

Branding- Meaning, Creation of Brands and challenges to Brand builders.
Brand Management-Meaning & Definition.
Strategic Brand Management Process-Meaning, Steps in Brand Management Process
Strong Indian Brands (Case study)

Module 6:

Customer Based Brand Equity:

Customer Based Brand Equity-Meaning, Model of CBBE

Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model.

Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism,

Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines

Brand Value: Definition, Core Brand values, Brand mantras, Internal branding,

Module 7:

Choosing Brand Elements to Build Brand Equity:

Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & its benefits, Characters & Benefits, Slogans & Benefits, Packaging.

Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging
Secondary Brand Knowledge & Conceptualizing the leverage process.

Module 8:

Measuring & Interpreting brand performance:

Brand Value chain- Designing Brand Tracking studies, Managing Brand Equity:Brand Reinforcement, Brand Revitalization, Brand Crisis.

Making Brands go Global:

Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization.

Case studies

Text Books

Integrated Marketing Communications - Kenneth Clown & Donald Bach

Belch, Belch, Advertising & Promotion: An Integrated Marketing Communication Persp., 7e
TMH 2009

Keller, Strategic Brand Management, 3/e, Pearson 2010

Kazmi & Batra Advertising & Sales Promotion, Excel Books, 2010

Harsh Verma Brand Management, Excel Books, 2010

Sengupta - Brand Positioning, 2e TMH 2008

Integrated Marketing Communications - Duncon- TMH

Shah, Kruti, Advertising and Promotions : An IMC Perspective, 1e TMH 2009

Reference Books

Keller, Best Practice Cases in Branding, 3/e, Pearson 2010
Batra-Advertising Management 5/e, Pearson 2010
Jefkins-Advertising, 4/e, Pearson 2010
Lane-Kleppner's Advertising Procedure, 16/e, Pearson 2010
Wells-Advertising: Principles and Practice, 7/e, Pearson 2010

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HRM 301 PERFORMANCE MANAGEMENT SYSTEMS

Course Objectives

The purpose of this course is to orient the student about Human Resource Concepts as well as to facilitate understanding of performance management.

Topics

Module-1

1. Objectives of P A
2. Issues and Problems in P A
3. Job Description and P A
4. Job Analysis in P A Systems

Module - 2

5. Historical Review of P A,
6. Research Findings in P A in India and abroad

Module-3

7. Methods of P A,
8. Appraisal Forms and Formats,
9. Measurements in P A

Module-4

10. Performance Management,
11. Process and Documentation of P A

Module-5

12. Appraisal Communication,
13. Appraisal Interview,
14. Performance Feedback and Counselling,
15. Implications of Management Styles on P A

Module-6

16. P A and its Organisational Implications,
17. Legal and Ethical Perspectives in P A

Readings

1. Human Resources Management- Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwiwedi
4. Human Resources Management-V.P.Michael
5. Human Resources Management – Dr.P.C.Pardeshi
6. Human Resources Management – Mirza & Zaiyadin
7. Human Resources Management – L.M.Prasad
8. Human Resources Management - Ashwathappa
9. Managing Human Resources - Arun Monppa

HRM 302 ORGANISATIONAL DEVELOPMENT & CHANGE MANAGEMENT

Course Objectives

The purpose of this course is to orient the student about Human Resource Concepts as well as to facilitate understanding of organization development and change management.

Module-1 Organizational change, Organizational change- Introduction, nature of change, Internal & External changes, types of change, Models of change- Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.

Module-2 Resistance to change - reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.

Module-3 Organization development - Introduction, history, evolution of OD, OD interventions: Definition, actors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Process of Organization Development: Entering into OD relationship, developing a contract.

Module-4 Diagnosing Organizations

Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions.

Module-5 Human Process Interventions

Human Process Interventions: Human process interventions (individual, group and inter-group human relations): Individual based: coaching, counselling, training, behavioral modelling, delegating, leading, morale boosting, mentoring, motivation, etc.

Group based: conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Inter-group based: Organization mirroring, third party peacemaking interventions.

Module-6 Techno-structural Interventions and Future of OD

Techno-structural Interventions and Future of OD: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing;

Strategic Interventions: Competitive and Collaborative Strategies, Organization Transformation.

The Future of OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future.
OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD.

Module-7:- Knowledge management

Introduction to KM, History of KM, Importance of KM, Information Management to Knowledge Management, K M Cycle, Industrial Economy to Knowledge Economy. Mechanics of Knowledge Management–Tools and Technologies, Core Modules of Practice and Knowledge conversion, The knowledge Management Matrix. KM Strategy, Knowledge audit, GAP Analysis, Social Nature of Knowledge, Social Network Analysis

Readings

1. Human Resources Management- Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwiwedi
4. Human Resources Management-V.P.Michael
5. Human Resources Management – Dr.P.C.Pardeshi
6. Human Resources Management – Mirza & Zaiyadin
7. Human Resources Management – L.M.Prasad
8. Human Resources Management - Ashwathappa
9. Managing Human Resources - Arun Monappa

HRM 303 MANPOWER PLANNING ,RECRUITMENT AND SELECTION

Course Objectives

The purpose of this course is to orient the student about Human Resource Concepts as well as to facilitate understanding of manpower planning, recruitment and selection.

Module-1

Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives

Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting

Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements

Module-2

Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India

Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan

Module3

Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications

Resourcing Strategy: Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy

Selection Tests: Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interviews, Final stages

Module-4

Induction: Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training

Talent Development: Introduction, Policies and approaches, Organizational Training, Role of Training Managers

Module-5

Talent Engagement: Introduction, Definition – Talent Engagement & Fully Engaged Talent, Importance of Talent Engagement, Driving Factors of Talent Engagement, Engagement Levels, Talent Engagement Model, Process for Improving Talent Engagement. , Talent Engagement vs. Performance and Retention, Talent Engagement, Entrepreneurship, Intrapreneurship

Career Management: Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning

Module-6

Employee Turnover: Introduction, Employee turnover – causes & remedies, Cost of employee turnover, Importance of employee turnover, Employee exit process (Managing organizational release)

Recent Trends in Manpower Development and Planning: Introduction, Competency mapping, Knowledge management, E-Manpower Development, E-Manpower planning

Readings

1. Human Resources Management- Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwiwedi
4. Human Resources Management-V.P.Michael
5. Human Resources Management – Dr.P.C.Pardeshi
6. Human Resources Management – Mirza &Zaiyadin
7. Human Resources Management – L.M.Prasad
8. Human Resources Management - Ashwathappa
9. Managing Human Resources - ArunMonppa

SPECIALIZATION: FINANCIAL MANAGEMENT

FM 301: Investment Analysis & Portfolio Management Objectives:

The main objective is to help students to learn the various financial services and their role in the overall financial system.

Module 1 Securities and Risk and Return: Meaning, nature and types of securities, concept of portfolio management, Measurement of return, meaning of risk, types of risk-systematic and unsystematic risk, Basic valuation models

Module 2 Economic Company and industry analysis. Technical analysis and random walk hypothesis, efficient market hypothesis. Various forms of charts, interpretation of charts and technical reports. Dow theory, key technical indicators

Module 3 Fundamental analysis, business report analysis, environment report analysis. Taking investment decision out of technical and fundamental analysis, economic analysis, industry analysis, company analysis

Module 4 Concepts of portfolio diversification and its effects, Theories of Portfolio: CapitalAsset pricing model, arbitrary pricing model, Determination of Security market line, Capital market line

Module 5 Concepts, estimation and importance of beta coefficient in security analysis, efficient frontier determination and understanding efficient frontier in relation to the investment decision.

Module 6 Portfolio Construction, portfolio management, portfolio revision, portfolio evaluation, portfolio protection, Contemporary issues in portfolio management, portfolio performance measures

FM 302: Corporate Finance

Module 1 Scope of Financial Management; Scope, Objectives, Functions of FM, Introduction to Corporate Finance: Meaning of Corporation, Role of Financial Manager, Agency Problem

Module 2 Capital Structure: Concepts, Component of Capital, Leverage, Models of Capital Structure, NI, NOI

Module 3 Capital Budgeting: NPV as Investment Decision Criteria: Comparing NPV with other methods of Investment Decisions, The problems of multiple rates of Return, Mutually Exclusive Projects, Capital Rationing, Cost of Capital, Risk Adjusted Discount Rate, and Decision Trees

Module 4 Working Capital Management

Module 5 Operating Leverage, Financial Leverage, Combined Leverage

Module 6 The Dividend Decision: Dividend Policy, Buybacks, Spinoffs, and Divestures
Investment Analysis & Portfolio Management

FM 303 Corporate Taxation

Module 1 The cannons of taxation, public finance and taxation issues, the various types of taxation, direct and indirect, assessment year, previous year, financial year, individuals, tax obligations

Module 2 Sources of Income, agriculture income, salary income, income from house property, income from business and profession and income from other source, calculation of taxable income, rebates and deductions, set-offs and carry forward of losses

Module 3 Taxation issues in new companies, holding and subsidiary companies, expansion of business, mergers, acquisitions and restructuring. Concepts of zero tax company, MAT, international tax treaties (double tax avoidance agreement), Taxation of overseas transactions and transfer prices.

Module 4 VAT – concepts and general principles, Calculation of VAT Liability including input Tax Credits, Small Dealers and Composition Scheme, VAT Procedures.

Module 5 Central Excise Law in brief – Goods, Excisable goods, Manufacture and Manufacturer, Valuation, CENVAT, Basic procedures, Export, SSI, Job Work

Module 6 GST: Short title, extent and commencement, Definitions, Meaning and scope of supply, Administration Levy of, and Exemption From, Tax Time and Value of Supply Input Tax Credit Registration Tax Invoice, Credit and Debit Notes, Returns, Payment of Tax, Transfer of Input Tax Credit, Refunds, Accounts and Records, Job Work, Electronic Commerce, Collection of Tax at Source, Assessment, Audit, Demands and Recovery, Inspection, Search, Seizure and Arrest, Offences and Penalties, Prosecution and Compounding of Offences, Appeals and Revision, Advance Ruling, Presumption as to Documents, Liability to pay in Certain Cases, Miscellaneous Provisions, Repeal and Saving,

Module 7 Basic concepts of customs law, Territorial waters, high seas, Types of custom duties – Basic, Countervailing & Anti- Dumping Duty, Safeguard Duty, Valuation, Customs Procedures, Import and Export Procedures, Baggage, Exemptions

SPECIALIZATION: BUSINESS ANALYTICS

BA 301: Data Visualisation

Objectives

This module is aimed at providing participants with the most often used methods of statistical Analysis of Data visualization along with appropriate statistical tests. The module is oriented towards application rather than the theoretical aspects.

Course Contents

1. Different types of data; Data summarization methods; Tables, Graphs, Charts, Histograms,
2. Frequency distributions,
3. Relative frequency measures of central tendency and dispersion; BoxPlot; Chebychev's inequality
4. Basic probability concepts, Conditional probability, Bayes Theorem, Probability distributions,
5. Continuous and discrete distributions, Sequential decision-making

6. Sampling and estimation: Estimation problems, Point and interval estimates
 7. Hypothesis testing: Null and alternate hypotheses; Types of errors, Level of significance, Power
- of a test, ANOVA Test for goodness of fit, Non-parametric tests.

BA 302: Business Forecasting

Objective of this module is to understand how regression and forecasting models can be used to analyse real-life business problems.

Course Contents

1. Historical perspective of Business Forecasting: Concept of Business forecasting, Difference among Econometrics, Mathematics and Statistics, Importance of Econometrics, Linkage of Econometrics with Business Forecasting-Types of Data
2. Regression Model: Steps, Linear, Non linear
3. Univariate time series: Linear model, Stationarity, Autocorrelation, Partial Auto correlation, Multicollinerarity, ARIMA, ARMA process.
4. Stationarity and Module Roots Tests: Introduction, Module Roots tests, Stationarity tests
5. Univariate Time Series: Volatility Models-Introduction, The ARCH Model, The GARCH Model
6. Multivariate Time Series Analysis: Vector Autoregression Model–Cointegration
7. Introduction to E Views: E views Functions, Programming in E views
8. Introduction to R studios: Programming in R for time series forecasting

Suggested Readings:

1. Damodar N. Gujarati, Basic Econometrics ,McGraw-Hill Publication,2003
2. Chris Chatfield, The Analysis of Time Series: An Introduction , Chapman and Hall
3. N. H. Chan, Time Series: Applications to Finance, John Wiley and Sons,
4. James D. Hamilton, Time Series Analysis, Princeton University Press,
5. Terence C. Mills, The Econometrics of Financial Time Series Cambridge University Press.
6. Box, Jenkins, Reinsel, Ljung, Time Series Analysis: Forecasting and Control; Wiley Publications

MBA 4TH SEMESTER

Students can opt for Dual specialization – Major & Minor. They are required to choose three electives for Major and two electives for Minor.

Sr No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	P	T	
CORE						
1	MBA 401	ORGANISATION DESIGN & CSR	3	0	1	4
2	MBA 402	CORPORATE STRATEGY	3	0	1	4
		TOTAL CORE				8
ELECTIVES/ SPECIALIZATIONS						
MARKETING MANAGEMENT						
3	MM 401	INTERNATIONAL MARKETING	4	0	0	4
4	MM 402	DIGITAL& SOCIAL MEDIA MARKETING	4	0	0	4
5	MM 403	SERVICE MARKETING	4	0	0	4
HUMAN RESOURCE MANAGEMENT						
6	HRM 401	INTERNTIONAL HRM	4	0	0	4
7	HRM 402	STRATEGIC HRM	4	0	0	4
8	HRM 403	COMPENSATION AN BENEFITS MANAGEMENT	4	0	0	4
FINANCIAL MANAGEMENT						
9	FM 401	MANAGING BANKS AND FINANCIAL INSTITUTIONS	4	0	0	4
10	FM 402	FINANCIAL MARKETS AND SERVICES	4	0	0	4
11	FM 403	MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING	4	0	0	4
		SYSTEMS				
12	SSP 401	E COMMERCE AND DIGITAL MARKETS	4	0	0	4
13	SSP 402	STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY	4	0	0	4
14	SSP 403	MANAGING DIGITAL PLATFORMS	4	0	0	4
BUSINESS ANALYTICS						
15	BA 401	DATA MINING SCIENCES	3	0	0	3
16	BA 402	MARKETING ANALYTICS	3	0	0	3

		BUSINESS ANALYTICS LAB				
17	BA 491	BUSINESS FORECASTING LAB	0	2	0	1
18	BA 492	MARKETING ANALYTICS LAB	0	2	0	1
		TOTAL				20
		SESSIONAL				
19	MSD 481	MAJOR RESEARCH PROJECT II (ELECTIVES/SPECIALISATIONS)	0	0	2	2
		TOTAL ELECTIVES WITH PROJECT				22
		PRACTICAL				
20	MBA 491	GRAND VIVA AND SEMINAR	0	0	1	4
		Non credit				
7	MSD 281	SKILL X				
8	MSD 282	BASE – COMMUNICATION / GD & PI PRACTICE / INDUSTRY TALK				
		TOTAL CREDITS				34

Students may opt for online /NPTEL courses whose credit will be added to their total credit.

MBA 401 ORGANIZATIONAL DESIGN

MODULE 1 Organization Theory – Classical Theories: Scientific Management, Administrative Principles, Theory of Bureaucracy, Human Relations Approach; Modern Theories: Systems Approach, Information processing Approach, Contingency Approach.

MODULE 2 The Bureaucratic model, dysfunctions of Specialization, Hierarchy, Rules, Impersonal characteristics. Modern view of Bureaucracies, Modifications of Bureaucratic structuring, types of centralization and decentralization, optimum degree of decentralization, Flat and tall structures, Behavioral implications of Flat versus Tall Structure.

MODULE 3 Organizational Structure and Design – Understanding organizational structure, Elements of Designs of organization’s structure: Work Specialization, Departmentalization, Chain of command, Span of control, Centralization and Decentralization, Formalization Understanding Departmentalization by Function, Product, Location, process, customer. Types of structures: Line, Line and Staff, Functional, Project, Matrix structures.

MODULE 4 Mechanistic and Organic Models: Determinants of an Organization's Structure – Strategy, the strategy and structure relationship, Organization Size, Technology and Environment, Three Dimensional Model of the Environment. Organizational, Designs and Employee Behaviour.

MODULE 5 Emerging Organizational Designs: Horizontal design, Network design, Virtual Organization, Boundary less Organization, Learning Organisation, Empowered Organizations, e-Organization: implications for Individual Behaviour, Group behaviour, effects on interpersonal relationships. Restructuring Indian Organisations, Regrouping business activities, strategic business Modules.

MODULE 6 Forces reshaping Organizations: Organizational Life Cycles, Impact of Culture on organization Structure, Types and forces of organizational change: Globalization, Changes in Information processing technologies, Automation, Demands on organizational processes. Roles and responsibilities in the changed process.

MODULE 7 Corporate Social Responsibility and its relevance in organization. CSR process.

Suggested Readings:

1. Robbins, S.P. Judge, T.A. and Sanghi, S.: Organizational Behaviour, Pearson
2. Luthans, Fred: Organizational Behaviour, McGraw Hill
3. Newstrom J.W. and Devis K.: Organizational Behaviour, McGraw Hill
4. Aswathappa, K: Organisational Behaviour, Himalaya Publishing House
5. Shukla, Madhukar: Understanding Organizations – Organizational Theory and Practice in India, Prentice Hall
6. Sekharan, Uma: Organisational Behaviour, The Mc Graw –Hill Companies

SPECIALIZATION: MARKETING MANAGEMENT

MM 401: International Marketing

Course Objectives

The objectives of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

Course Contents

Module 1.

International Marketing: Basis of International Trade, Theories of International Trade (Absolute Advantage, comparative advantage and factor endowment theory) Difference between Domestic, International, Multinational, Global Markets, EPRG Frame work.

Module 2.

Scanning of International Environment: Social, Political, Legal, And Economic.

Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.

Foreign Trade Policy: EXIM Policy 2002-2007 Salient features.

Module 3.

Export Documentation and Procedures and Institutional support for export promotion in India.

Product: Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding Strategies.

Module 4.

Pricing Strategies: Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing.

Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.

Module 5.

Promoting Products / Services in Overseas Markets: Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self-Regulation.

Text Books

1. Cateora Phillip, International Marketing (SIE)13e 2011Tata McGraw Hill
2. Czinkota, International Marketing, 8th, 2008 Cengage Learning
3. Gillespie International MarketingSouth-Western,2009
4. Kotabe,International Marketing: An Asia Pacific Focus,Wiley India
5. Onkwisit& Shaw, International Marketing,2010,PHI Learning

MM 404

Digital Marketing

Course Objectives

‘Digital Marketing’ is now an indispensable part of any effective marketing campaign, because of its targeted reach, customized messaging, low costs and huge availability of data for analysis. This program shall enable participants to get a wide as well as deep understanding of the subject and will be able to conduct marketing activities on a host of digital platforms.

Course Contents

Module 1:

Introduction to Digital Marketing; Benefits of Digital V/s Traditional Marketing; Digital Marketing Platforms; Defining Digital Marketing Goals; Latest Digital Marketing Trends. Email Marketing; Affiliate Marketing; Inbound Marketing.

Module 2:

Search Engine Optimization

Introduction to Search Engines; How Search Engine works; Search Engine Optimization & its Benefits; Search Engine Marketing; Google Adwords; Google Adsense; Display Advertising; Keyword Optimization.

Module 3:

Social Media Marketing

What is Social Media; SMM v/s SMO; Benefits of SMM; Social Media Strategy; Facebook Marketing; Twitter Marketing; Youtube Marketing; Instagram Marketing; Google+ Marketing; LinkedIn Marketing; Pinterest Marketing.

Module 4:

Analytics

Basic Concept of Analytics; Need for Analytics; Google Analytics; Traffic Reports; Behavior Reports; Audience Reports; Conversion Tracking; Alexa.

Module 5:

Online Reputation Management

What is ORM; Need of ORM; Examples of ORM; Areas to Analyze ORM; Generate ORM Report; Case Study of Good and Bad ORM; Tools for managing Online Reputation.

BOOKS

1. Digital Marketing: Strategy, Implementation & Practice by Dave Chaffey and Fiona Ellis-Chadwick
2. The Art of SEO by Eric Enge, Stephan Spencer, Rand Fishkin, Jessie Strocchiola
3. Scientific Advertising by Claude Hopkins
4. Digital Marketing: Strategy, Implementation & Practice By ave Chaffey & Fiona Ellis-Chadwick
5. The Social Media Bible: Tactics, Tools, & Strategies for Business Success By Lon Safko
6. Global Content Marketing By Pam Didner

MM 405

Services Marketing

Course Objectives

The objectives of the course are to expose students to the nature of services markets and develop abilities to help them apply marketing concepts in these markets.

Course Contents

Module 1.

Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.

Module 2.

Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.

Module 3.

Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies.

Module 4.

Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.

Module 5.

Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs. Future Trends of Services Marketing.

Text Books

1. Zeithmal, Bitner, Service Marketing (SIE), 4e Tata Mcgraw Hill
2. Hoffman, Marketing of Service 1st 2008 Cengage Learning
3. C Bhattacharya & Ravi Shanker, Services Marketing, Excel Books
4. Clow Services Marketing: Operation, Management and Strategy, 2ed, Wiley
5. Apte, Services Marketing, Oxford Press

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

HRM 401 International HRM

Course Objectives

The objectives of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

Course Contents

Module 1:

Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study;

Module 2:

Structural Evolution of Global Organizations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organizations; Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective; MNC & Compensation System

Module 3:

Global Employment Relations and Employment Laws; Cross-border Communications and Employment Relations; Comparative patterns of employee relations structure; Best practice in employee relations in cross-country perspective; Labour Union and International Employment Relations; Response of labour unions to multinationals.

Module 4:

Issues and Challenges in Global HR: Multinational as a global citizen; International Accord and Corporate Codes of Conduct; Implication for the HR function of the multinational firm

Module 5:

Contemporary issues in managing people in an international context; Flexibility; Global HRM issues in different strategic options of organizations; Case studies on Global Human Resource Management

Text Books

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
2. A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
3. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
4. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP Oxford
5. Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press

HM 402 Compensations Management

Course Objectives

The objective of the course is to prepare HR managers to understand the different compensation management techniques and ways of job evaluation.

Course Contents

Module 1

Compensation management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues

Module 2

Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback)

Module 3

Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration

Module 4

Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation

Module 5

Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans

Module 6

Benefits and Services: Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package

Module 7

Tax Planning: Concept of Tax Planning, Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation

Module 8

Voluntary Retirement Scheme: Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees, The Worker Adjustment and Retraining Notification Act (WARN)

Module 9

Compensation Strategy: New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies

Module 10

Managerial Remuneration: Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings, Remuneration Ceilings under Section XIII, Benchmark Compensation Package as per the Industry Standards

Module 11

Performance Linked Compensation: Performance management, Performance Appraisal and Measurement, Pay for Performance Plans, Balancing of Internal and External Equity

Module 12

Pay Structures: Performance Based and Pay Based Structures, Designing Pay Structures, Comparison in Evaluation of Different Types of Pay Structures, Designing Pay Ranges and Bands, Significance of Factors Affecting Pay Levels

Module 13

Rewards & Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy

Module 14

Reward Management in Service Sector at Micro Level: Concept of Reward System in Service Organisations, Elements of Reward System, Designing Reward Systems, Recognizing and Rewarding Service Excellence, Reward Strategy and Performance Management in Insurance

Module 15

International Compensation: Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package, Problems in Compensation Management

BOOKS

1. Knowledge Management Challenges, Solutions, and Technologies. Irma Becerra-Fernandez, Avelino Gonzalez & Rajiv Sabherwal (2004). Prentice Hall.
2. Knowledge Management in Theory and Practice - 2nd edition by KimizDalkir
3. Knowledge Management for the Information Professional, Srikantaiah T. K., Koenig M.

HM 403 Strategic HRM

Objectives The objective of the course is to develop the perspective of strategic human resource management. Specifically the course has the following objectives:) Distinguish the strategic approach to human resources from the traditional functional approach.) Understand the relationship of HR strategy with overall corporate strategy.) Understand the strategic role of specific HR systems.) Appreciate SHRM in the context of changing forms of organisation.

1. Business Strategy and Organisational Capability
2. Global Environment of HR: Change & Diversity
3. SHRM: Aligning HR with Corporate Strategy
4. SHRM: Universalistic, Contingency and Configurational Approaches
5. Strategic HR Planning Acquisition and Development
6. Corporate Strategy and Career Systems
7. Managing Employee Relations: Unions and Strategic Collective Bargaining
8. Change, Restructuring and SHRM
9. Corporate Ethics, Values and SHRM
10. Competencies of HR Professional in a SHRM Scenario
11. Evaluating the Effectiveness of SHRM

FM 401 Financial Markets And Services

Course Objectives

The objectives of this course is to develop a conceptual understanding of the financial markets and services.

Module 1 Introduction: Role of Financial Services in economic development, Evolution of Financial Services Sector in India.

Module 2 Financial Markets : Money Markets , Functions, Players and Instruments in Money Market , Money Market Organisation, Structure and Developments

Module 3 Financial Markets: Capital Markets: Primary Market: Activities, Intermediaries and Functions, Secondary Market: Functions, Instruments and Mechanism

Module 4 Merchant Banking – pre and post issue management, Underwriting, Regulatory framework relating to merchant banking in India

Module 5 Venture Capital: Concept, classification, Stages, Analysing of Venture capital Proposals, Venture Capital Financing in India, Role of IVCF, Preparation and evaluation of Business plan

Module 6 Factoring & Forfaiting Services - Features Merits and Demerits, Cost Benefit Analysis. Bank guarantees Letter of credit.

Module 7 Mutual Funds: The concept & Role of Mutual Funds, History of Mutual Funds in India, Types of Mutual Funds, Fund Structure & constituent, Measuring of Risk In Mutual Funds, Recommending model Portfolios.

Module 8 Credit Rating: Credit rating - concept of Credit rating, Types of credit rating, Advantages and Disadvantages of credit rating, Credit rating agencies and their methodology and process, Credit Cards.

Module 9 Leasing and Hire Purchase: Development of Leasing and Hire Purchase, Types of Leases; Reasons for Leasing; Leasing Strategy,

FM 402 Managing Banks And Financial Institutions

Course Objectives

The objectives of this course is to develop conceptual understanding of the financial institutions and how to manage banks.

Module 1 Banking – Meaning and Explanation of Banking, Role & Function of banks, Basic concepts of Retail banking, Wholesale banking, International Banking; Banc assurance; Importance of Risk Management in Banks (credit, market, liquidity, operational and Interest rate

risk); Basic concept of VaR Analysis; Banking Codes, Impact of Basel I, II & III & Capital Adequacy Ratio.

Module 2 Banker-customer relationship (As per Indian contract Act) ; Know Your Customer (KYC) guidelines; Different deposit products, services rendered by banks (locker etc.); Mandate & Power of Attorney; Paying & Collecting Banker (remittance, drafts etc.);Protection available under Negotiable Instruments Act; Endorsements; Forged Instruments; Bouncing of cheques and their implications, Ancillary services: Remittances, Safe Deposit Lockers, etc.

Module 3 Banking in India, Types of Banks and their functions, Central Bank its functions & credit control, RBI, SEBI, IRDA and their major functions,

Module 4 Banking Technology & Electronic Banking. Banking Technology; Core Banking(CBS); Electronic Products; Banking Technology; Distribution Channels, Teller Machines at the bank counters; Cash dispensers; ATMs, Home Banking; Electronic Payment System; Online Banking-Personal Identification Numbers and their Use in Conjunction with magnetic cards of both credit and debit cards, Smart Cards; Signature storage and Display by Electronic Means; Cheque Truncation; Microfiche; Note and Coin counting devices; Electronic Funds Transfer-SWIFTS, RTGS, NEFT; Banking Information Technology-RBI NET, Datanet, Nicnet, I-NET, Internet, Email; Global developments & Banking Technology; Impact of Technology on banks; Cyber security-protecting the confidentiality and secrecy of data; Phising attack; Cloud Computing; Mobile & Phone

Module 5 NBFC, classification and function, Privatization of Banks, NPA & Management of NPA, Merger of Banks, Microfinance & Microcredit

FM 403 Mergers, Acquisitions & Corporate Restructuring

Course Objectives

The objectives of this course is to develop conceptual and detailed understanding of mergers acuisotions and corporate restruiucturing .

Module 1 Forms of business alliances, Strategic choice of type of business alliance, Merger and acquisition and take-over, Introduction to restructuring problems; types of mergers; reasons for M & A; vertical, horizontal, conglomerate, concentric mergers, History of mergers – the first to the fourth wave and causes thereof, The strategic Process – Theories of mergers and tender offering – financial synergy and managerial synergy

Module 2 Defining and selecting targets, Pricing of mergers (Pricing the competitive bid for take- over), Negotiation/approach for merger , Acquisition and take – over

contracting; implementation of M & A; managing post-merger issues, Valuing firms and different methods of valuation, Product life cycle effect on valuation, Corporate and financial restructuring, Divestiture – Mechanism, process and techniques, Ethical issues of merger and take-over. Value creation/ destruction through corporate mergers and acquisitions

Module 3 Accounting for mergers, financing mergers, restructuring, divestment and abandonment, Leveraged buyout, Share repurchase, Commonly used takeover tactics and takeover defences, International take over and restructuring, . The M & A process, Implementation and management guides for Mergers & Acquisitions

Module 4 Legal aspects of Mergers and acquisitions, provisions of Companies Act, . SEBI regulation; Takeover Code; schemes of amalgamation; court approvals.

Module 5 How and when to apply valuation techniques-Financial modelling tools-Stages of the acquisition process-Integration of tools and skills to complete an acquisition

SPECIALIZATION: BUSINESS ANALYTICS

BA 401: DATA MINING

1. Introduction to Data Mining: Data Mining Concept, Goals, Stages of Mining Process, Applications, Techniques, Knowledge representation methods, Challenges.
2. Data Preprocessing: Data types, Quality, Descriptive data summarization – central tendency and dispersion measure, Data cleaning, Outlier detection, Data integration and transform, Data reduction.
3. Association Rule Mining: Market-basket analysis basics, Naïve algorithm, Apriori algorithm, Software for Association Rule Mining.
4. Classification and Prediction: Decision Tree, Bayesian classification, Rule-based classification, Prediction – Linear Regression
5. Data Warehouse and OLAP: Data Warehouse and DBMS, Multidimensional data model, OLAP operations.
6. Clustering: Basic issues in clustering, Partitioning methods: k-means, Hierarchical methods: distance-based agglomerative and divisible clustering, Cluster Analysis Software.
7. Data Mining Software and Applications: Text mining: extracting attributes (keywords), structural approaches (parsing, soft parsing), Bayesian approach to classifying text, Web mining: classifying web pages, extracting knowledge from the web, Social impacts of data mining, information privacy and data security, IT Act overview.

Suggested Readings:

1. Tan, Steinbach and Kumar, Introduction to Data Mining, Pearson
2. Han and Camber, Data Mining: Concepts and Techniques, Morgan Kaufmann
3. Foreman, Data Smart: Using Data Science to Transform Information into Insight, John Wiley
4. Dunham, Data Mining : Introductory and Advanced Topics, Pearson
5. Vipin Kumar: Introduction to Data Mining, Pearson

6. Ian, H. Witten, Frank: Data Mining: Practical Machine Learning Tools and Techniques, Elsevier.

BA 402: MARKETING ANALYTICS

1. Introduction to Marketing Analytics: Need for Data Driven Marketing Approach, Marketing Engineering, Model Building in Marketing Engineering, Basic Principles of Marketing Analytics to Business Problems, Slicing and Dicing Marketing data with Pivot Tables, Excel Charts to summarize data .

2. Pricing Analytics: Basic Concept of Pricing, Estimating Demand Curves and Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming .

3. Marketing Forecasting: Simple Regression and Correlation, Multiple Regression to forecast sales, Modeling trend and Seasonality, Ratio to Moving Average Method, Winter's Method .

4. Strategic Marketing Analytics: The STP framework, Value generation through STP framework, Managing the segmentation process, Segmentation in Real world: Cluster Analysis, Hierarchical and Non-Hierarchical - K Means Clustering, Prediction of Customer's segment membership: Discriminant Analysis (DA), two Group DA

5. Positioning Strategies: Concept of Product positioning, Conduct a Positioning Study, Perceptual Mapping using Principal Component Analysis (PCA), Multidimensional Scaling (MDS), Incorporating preferences into Perceptual Maps .

6. Customer Lifetime Value (CLV): Concept of CLV, Comparison of CLV with related metrics, Analyzing CLV, Extensions of CLV Analysis, Drivers of CLV, Uses of CLV metrics .

7

. Product Designing: Concept of Product Designing, Conjoint Analysis as a decompositional preference model, Steps in Conjoint Analysis, Uses of Conjoint Analysis, Drivers of CLV, Uses of CLV metrics.

Suggested Readings:

1. Marketing Analytics - Data-driven Techniques with Microsoft Excel by Wayne L. Winston

2. Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders by Cesar A. Brea

3. Marketing Analytics by Winston

4. Data Analytics using R - Seema Acharya, Mc. Graw Hill Publication

5. Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques' Mike Grigsby