



# **Scheme of Instruction & Syllabi**

**of**

**MBA**

**With Specialization in  
Marketing Management**

**Financial Management**

**Human Resource Management**

**Information Systems Management**

**Production and Operations Management**

**Business Analytics**

**JIS UNIVERSITY**

81, Nilgunj Road, Agarpara  
Kolkata -700109

## First Semester

### SUBJECT CODE WITH LIST OF SUBJECTS

S.No.	Course Code	SUBJECT	Contact Hrs. / Week			CREDIT
			L	T	P	
<b>CORE</b>						
1	MBA 101	Management Principles and Practices	2	1		
2	MBA 102	Mathematics and Statistics for Managers	2	1		
3	MBA 103	Accounting for Managers	2	1		
4	MBA 104	IT and E-Business Fundamentals	2		2	
5	MBA 105	Business Environment	2	1		
6	MBA 106	Organization Behavior and Processes	2	1		
7	MBA 107	Business Communication	2	1	1	
8	MBA 108	Business Legislation	2	1		
<b>PRACTICAL</b>						
9		BASE (Business Aptitude and Skill Enhancement)	Non Credit Course			
10		Creativity and Innovation Lab	Non Credit Course			
<b>Total Credits</b>			<b>16</b>	<b>7</b>	<b>3</b>	<b>26</b>

### MANAGEMENT PRINCIPLES AND PRACTICES

#### Course Objective

The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

#### Course contents

##### 1. Concept of Management

Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - The Classical School, the Human Relations School, Systems Theory, Contingency Management, Developing Excellent Managers. Cross cultural issues in management.

**Case: Shui Fabrics.**

##### 2. Planning

Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.

**Case: Planning for Diversified Activities in a Changing Environment**

### **3. Concept and Nature of Objectives:**

Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO.

### **4. Strategies and Policies:**

Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies. The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision Making Process, Individual Decision Making Models.

**Case: Coke versus Pepsi**

### **5. Organizing**

Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization.

**Case: Bajaj Auto**

### **6. Controlling:**

Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

**Case: Controlling Information At Frito-lay, INC.**

### **Text Readings**

1. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, 7 Madhushree Nanda Agarwal, **Fundamentals of Management**, Pearson Education, 2009
2. Kreitner, **Management Theory and Applications**, Cengage Learning, India, 2009
3. Robbins, **Management**, 9th edition Pearson Education, 2008,
4. Griffin, **Management Principles and Applications**, Cengage Learning, India First Edition
5. Harold Koontz, O'Donnell and Heinz Wehrich, **Essentials of Management**. New Delhi, Tata McGraw Hill, 2006
6. Stoner, **Management**, PHI Learning, 2008
7. Richard L. Daft, **Principles Of Management**, Cengage Learning, India, 2009

### **Suggested Readings**

1. Anil Bhat & Arya Kumar **Principles Processes and Practices** 1st Edition 2008 Oxford Higher Education
2. Satyaraju & Parthsarthy, **Management Text and Cases**, PHI Learning, 2009
3. J.S. Chandan, **Management Theory and Practice**, 1st edi, Reprint 2007 Vikas Publishing House.
4. Kanishka Bedi, **Management and Entrepreneurship**, 1st Edition 2009 Oxford Higher Education

## **MATHEMATICS AND STATISTICS 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).

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.

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.

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).

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

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).

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. Mallikaryna 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

## **ACCOUNTING FOR MANAGERS**

### **Course Objective**

The objective of this course is to acquaint the students with the basic concept of Financial, Cost, and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making.

### **Course Content**

#### **Part I: Financial Accounting**

1. Basic Accounting Concepts and Fundamental Conventions.
2. Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Closing Entries, Opening Entries, Subsidiary Books and Rectification of Errors.

3. Preparation of Final Accounts with Adjustments: Manufacturing, Trading and Profit and Loss Account and Balance Sheet.
4. Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method.
5. Bank Reconciliation.

### **Part II: Cost Accounting**

1. Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs.
2. Concept, Elements and Managerial Uses of Unit Cost, Batch Cost, Job Order Costs, Contract Cost, Process Cost, Joint Product Cost and By-Product Cost.
3. Cost Control and Cost Reduction, Target Costing and Activity Based Costing.

### **Part III: Management Accounting**

1. Basic Management Accounting Concepts, Relationship with Financial Accounting and Cost Accounting.
2. Break Even Analysis, Contribution Analysis and Segment Contribution and their use in Profit Planning.
3. Standard Costing and Variance Analysis – Material Variance, Labour Variance, Overhead Variance, Sales Volume Variance, Margin Variance and Profit Variance, Use of these Variances.
4. Managerial Decision Making through Accounting Information.

### **Text Readings**

1. P.C. Tulsian, **Financial Accounting**, Pearson, 2008
2. S.N. Maheshwari, **Introduction to Accountancy**, New Delhi, Vikas Publishing House, 10th Edition, 2009
3. Hansen, **Management Accounting, 7th edition** Cengage Learning, India
4. N. Ramchandran and Ramkumar Kakani, **Financial Accounting for Management**, New Delhi, Tata-Mac Graw-Hill, 2nd Edition, 2008.
5. Paresh Shah, **Basic Financial Accounting for Management**, New Delhi, Oxford University Press, 2008.
6. Anthony Robert N., Hawkins David F., Merchant Kenneth N., **Accounting Text and Cases**, Tata McGraw Hill Publication, New Delhi, 12th Edition, 2007.
7. O.S. Gupta and Pankaj Kothari, **Accounting for Managers**, New Delhi, Frank Bros. & Co., Reprint, 2007.
8. Banerjee, **Financial Accounting**, PHI, 2009.
9. M.N. Arora, **Cost Accounting: Principle & Practices**, 10th edition, Vikas Publishing House, 2007

### **Suggested Readings**

1. Paresh Shah, **Management Accounting**, 1st edition, Oxford University Press, 2008.
2. John Wild, **Financial Accounting Information for Decisions**, New Delhi, Tata-Mac Graw-Hill, 2008
3. James Jiambalvo, **Managerial Accounting**, Wiley India, 2nd Edition, 2007.
4. S.N. Maheshwari and S. K. Maheshwari, **A Text Book of Accounting for Management**, New Delhi, Vikas Publishing House, 10th Edition, 2009

5. Louderback, **Managerial Accounting** 10th edition, Cengage Learning, India
6. S.K. Bhattacharyya, **Accounting for Managers**, Reprint 2009, Vikas Publishing House Pvt. Ltd.

## **IT and E-Business Fundamentals**

### **Course Objective**

The objective of this course is to help students to understand the basics of Information Technology and e-Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment

### **Course Content**

Prerequisites for Course

#### **1. Introduction to Computer:**

Hardware: Input / output devices, storage devices and memory.

Software: System and Application Software, Compilers, Interpreters and Assemblers.

Computer Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system.

Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

#### **2. Operating Systems**

WINDOWS XP: Basic Operations, utilities and features.

UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.).

(Students should be familiar with these concepts but there will be no questions from topics)

#### **1. Application Software (MS-Office XP 2003)**

MS Word: word basics, formatting text and documents, introduction to mail merge & macros. MS

Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating "what-if" projects.

MS PowerPoint : PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard

2. E-Business: Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business.

3. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

4. E-Business Models: Elements of Business models, B2B, B2C models

5. Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment
6. Security Environment: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.
7. Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI
8. Online Marketing Concepts: Process, Marketing Communication, Marketing Tools.
9. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on net, Web portals and vortals concepts. Introduction Search Engine Optimization

### **Text Readings**

1. Ravi Kalakotta & Whinston B., "**Frontiers of E-Commerce**", Pearson Education, Reprint 2009 New Delhi
2. R. Kalakotta & M. Robinson, "**E-Business: Roadmap for Success**", Pearson Education Reprint 2009, New Delhi.
3. Iauden and Traver. **Ecommerce: Business Technology Society**, 4th Edition 2009 Pearson Education, New Delhi
- 3 Schneider, **E-Commerce Strategy technology and implementation**, 1st, edition, 2008, Cengage Learning, India
- 5 Elias M. Awad, **Electronic Commerce**, PHI Learning. 2009
- 6 Rayudu C. S. **e-Business**, 2007, Himalaya Publishing House.

### **Suggested Readings**

- 1 Daniel Amor, "**The E-Business (R) Evolution**", PHI Learning, New Delhi,
- 2 Hanson, **E-Commerce & Web Marketing**, Cengage Learning, India, 1st edition, 2009
- 3 Kamlesh K. Bajaj & Debjani Nag, "**E-Commerce**", Tata McGraw Hills, New Delhi,
- 4 Joseph, **E-commerce, Indian Perspective**, PHI, 3RD Edition, 2009
- 5 Chaffey, **E-Business & E- Commerce Management**, 3rd edition, Pearson Edu, 2008
- 6 Murthy C. S. V., **e-Commerce**, 2007, Himalaya Publishing House.
- 7 Parag Kulkarni & P.K.. Chande, **IT Strategy for Business**, 1st edition Oxford University Press 2008

## **BUSINESS ENVIRONMENT**

### **Course Objective**

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

### **Course Contents**

#### **1. Business Environment**

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.

### **Case Study: Lucent in the Era of Economic Reforms**

## **2. Economic Planning & Development**

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,

### **Case Study: Mahindra and Mahindra**

## **3. India and the world**

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,

### **Case Study: Global Expansion Strategy of Indian Firms in China**

## **4. International Tread**

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

### **Case Study: Finolex's Focus on Exports**

## **5. Strategies for going Global**

International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Trading Blocks, Their Objectives, WTO Origin, Objectives, Organization Structure and Functioning, WTO and India.

### **Case Study: Softcore Consultancy Services**

## **6. Theory of Demand, Firms & Market Structure**

Demand function, Income and substitution effects, Revealed preference approach and Demand forecast. Profit Maximization, Sales Maximization, Organizational slack, Ownership and Control. Competition, Monopoly, Oligopoly and Non-Price Competition

### **Case Study: Is Coca Cola in "Perfect" Business**

### **Text Readings:**

1. Mark Hirschey, **Economics for Managers**, Cengage, 2006
2. Palwar, **Economic Environment of Business**, PHI, New Delhi, 2009
3. Justin Paul, **Business Environment: Text & Cases**, New Delhi, Tata McGraw Hill, 2008

4. D.N. Dwivedi, **Managerial Economics**, Vikas Publishing House, 2009.
5. Shaikh Salim, **Business Environment**, Pearson Education, 2009

### **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 Govt. of India, Latest Economic Survey.

## **ORGANIZATIONAL BEHAVIOUR AND PROCESSES**

### **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. Foundations of Individual Behavior:**

The organization and the individual: Personality: Determinants and Attributes, Job Attitudes, Learning and Learning Theories, Perception, Cross cultural issues in OB.

**Case: Right Man, Wrong Job?**

#### **2. Motivation:**

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.

**Case: Frustrated at age 30.**

#### **3. Foundations of Group Behavior:**

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

**Case: A virtual team at Nanavati Associates.**

#### **4. Leadership:**

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.

**Case: Narayanmurthi and Infosys**

## **5. Conflict and Negotiation**

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

**Case: The making of the Brooklyn Bluebirds.**

## **6. Organizational Culture:**

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.

**Case: Amazon.Com : Innovation via the"Two –Pizza Team."**

## **7. Organizational Change and Stress Management:**

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

**Case: Innovating innovation.**

### **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. Udai 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

## **BUSINESS COMMUNICATION**

### **COURSE OBJECTIVE**

The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, so as to improve their

communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

## **COURSE CONTENTS**

### **I. Basics of Communication**

- Defining Communication.
- Distinguishing between Business Communication and General Communication.
- Process of Communication explained through various Models; Importance of Feedback.
- Purpose of Organizational Communication.
- Introduction to Corporate Communication.

### **2. Communication Networks**

- Channels of Communication - Formal : Upward, Downward, Lateral.  
Informal : Grapevine; Advantages and Disadvantages of the grapevine.
- Comparing Formal and Informal Channels for Communication Situations.
- Principles of Effective Communication.
- Verbal Communication : using words, addition and obsolescence of words from the dictionary,  
Language as a tool for Communication.
- Non-Verbal Communication : Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage.
- Cultural differences in Non-Verbal Behaviour.

### **3. Factors affecting Communication**

- Barriers to Effective Communication and ways to overcome them.
- Listening : Importance of Listening  
Types of Listening  
Barriers to Listening and overcoming them  
Listening situations  
Developing Listening Skills.
- Understanding Communication through Transactional Analysis.

### **4. Business Writing**

- Basic patterns of business letters.
- Cover letters, Sales and Credit letters, Applications, etc..
- Directness in good news and neutral situations.
- Indirectness in bad news and persuasive messages.
- Choosing appropriate channels and media for effective communication.

### **5 Office Management**

- Writing the perfect resume; tailoring the content to suit the requirements.
- E-mails, Memos and Circulars.

- Writing Reports and Proposals.

## 6 Presentation Strategies

- Preparing for and conducting Presentations.
- Interviewing and being interviewed.
- Group Discussions.
- Speeches and Public Speaking.

### Practicals :

- Case analyses, discussion and presentation.
- Role plays.
- Group discussions.
- Comprehension skills based on reading and listening using audio- visual media.

### TEXT READINGS

- 1 Penrose, **Business Communication for Managers**, 5th edition, Cengage Learning, India
- 2 P.D. Chaturvedi, **Business Communication Concepts Cases & Applications**, First Edition Pearson Education.
- 3 Debashish & Das **Business Communication**, PHI, 2009
- 4 Krizan, **Effective Business Communication** 7th edition. Cengage Learning, India.
- 5 Courtland L. Bovee, **Techniques of Writing Business Letters, Memos and Reports** Jaico Publishing House ,2008

### Suggested Readings

1. Asha Kaul, **Business Communication**, 2nd edition, 2009, PHI Learning
2. Courtland L. Bovee **Business Communication Today**, 9th edition, 2008
3. Urmila Rai & S.M. Rai, **Business Communication**, 2008, Himalaya Publishing House
4. Madhukar **Business Communication**, Vikas Publishing House, 2008
5. Sushil Bahl, **Business Communication Today**, Response Books, Reprint 2009
6. Meenakshi Raman & Prakash Singh **Business Communication**, Oxford Higher Education, 2006

## BUSINESS LEGISLATION

### Course Objective

The objective of this course is to acquire the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

### Course Contents

1 The Indian Contract Act, 1872: Essentials of a Valid Contract, Void and Voidable Agreements, Performance of Contracts, Breach of a Contract and Its Remedies, Quasi-Contracts.

2 The Sale of Goods Act. 1930: Formation of a Sales Contract.

3 The Negotiable Instrument Act, 1881: Nature and Types, Negotiation and Assignment. Holder in Due Course, Dishonor and Discharge an Negotiable Instruments.

4 The Companies Act, 1956: Types of Companies, Memorandum and Article of Association, Shareholders and Debenture Holders, Minority Protection, Winding-up.

5 Consumer Protection Act: Consumer Rights, Exploitation of Consumer, Consumer Protection, Utility of Consumerism.

#### 6 LAW OF PARTNERSHIP:

- Definition and Nature of Partnership.
- Formation of Partnership.
- Rights, Duties and Liabilities of Partners.
- Dissolution of Partnership Firm.

#### Text Readings

1. Avtar Singh, **Mercantile Law**, Eastern Book Company
2. Chandra Bose, **Business Laws**, PHI, 2008
3. Bulchandani, **Business Law for Management**, 2009, Himalaya Publishing House.
4. Kumar, **Legal Aspect of Business** 1st,edition 2009,Cengage Learning
5. Taxman's **General and Commercial Laws**, 2009
6. M.C. Kuchhal **Business Legislation for Management** 2nd edition Vikas Publishing House, 2008

#### Suggested Readings

1. Mazumdar, A.K. and Kapoor, G.K., **Company Law and Practice**, Taxman, 13th Ed., 2008
2. Rohini Aggrawal, **Mercantile & Commercial Law**, Taxmann, 2007
3. M.C. Kuchhal, **Business Law**, 5th edition Vikas Publishing House 2009
4. Indian Contract act 1872
5. Negotiable Instruments Act 1881
6. Sale of Goods Act 1930
7. Consumer Protection Act 1986
8. Companies Act 1956

## Second Semester

S.No.	Course Code	SUBJECT	PERIODS			CREDIT
			L	T	P	
<b>CORE</b>						
1	MBA 201	Operation Research for Business Decisions	2	1		
2	MBA 202	Fundamentals of Operations Management	2	1		
3	MBA 203	Entrepreneurship	2	1	1	
4	MBA 204	Fundamentals of Financial Management	2	1		
5	MBA 205	Fundamentals of Marketing Management	2	1		
6	MBA 206	Fundamentals of Human Resource Management	2	1		
7	MBA 207	Business Ethics & Indian Ethos in Management	2			
8	MBA 208	Business Research Methods	2	1	1	
<b>PRACTICAL</b>						
9		BASE (Business Aptitude and Skill Enhancement)	Non Credit Course			
10		Creativity and Innovation Lab	Non Credit Course			
<b>Total Credits</b>			<b>16</b>	<b>7</b>	<b>2</b>	<b>25</b>

### Operation Research for Business Decisions

#### 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 : Quantitative Techniques and Operations Research

Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques ,OR Models

##### 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 : 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 : 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 : 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 : 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 : Replacement Models**

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

#### **8 : Game Theory & Markov Chain Analysis**

Introduction to Games, Maxim in 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 4thedi, 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 Algorithem**, 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, Sitan 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.

## FUNDAMENTALS OF OPERATIONS 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

#### 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.

#### 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.

#### 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.

#### 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)

#### 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 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

## **Entrepreneurship**

### **Course Objective:**

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

### **Course contents**

#### **Unit1: Introduction to Entrepreneurship**

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.

**Case Study:- Entrepreneurship---Luck or Persistence**

#### **Unit II: Creating and Starting the Venture**

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

Case Study: - **180s**

#### **Unit III: The Business Plan**

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.

**Case Study:-(1) Dealing with the Competition, (2) A New Spin On Music.(Kuratko)**

#### **Unit IV: Financing and Managing the new venture**

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

Case Study: - **Darshan Enterprises**

### **Unit V: New venture Expansion Strategies and Issues**

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

Case Study: - **Satyam and GE**

### **Unit VI: Institutional support to Entrepreneurship**

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)

Case Study:- **Project Planning A Case Study (V.Desai)**

### **Unit VII: Choice of organisation:**

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

### **Unit VIII: Exit strategies and social responsibilities**

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

Case Study: - **Air Asia**

### **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** 3 rd 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

## **FUNDAMENTALS OF FINANCIAL MANAGEMENT**

### **Course Objective**

The Objective of the course is to understand the concepts of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

### **Course Contents**

#### **Unit 1: Introduction**

Financial Concepts and Nature, Scope, Function and Objectives of Financial Management. Understanding the concepts of Value Maximization and Profit Maximization, Basic Financial Decisions:

Investment, Financing and Dividend Decisions

#### **Unit 2: Sources of Finance**

Understanding about short term and long term sources of funds and their characteristics

#### **Unit 3: Financial Statement Analysis**

Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency. Understanding and computation of various tools of financial analysis-- such as Percentile Financial Statement and Ratios used in managerial decisions through analysis of financial statement of companies.

#### **Unit 4: Statement of Changes in Financial Position**

Concepts of Funds, and its Sources and Uses. Preparing and analyzing Fund flow statement and Cash Flow Statement for financial Decision

#### **Unit 5: Leverage Analysis**

Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage. CVP analysis, PV Chart and Break Even Analysis for business decisions. Importance of Margin of Safety for decision Making.

#### **Unit 6: Operational Budgeting**

Understanding the importance and process of Budgeting, Budget : Programme Budget, Fixed budget, Flexible Budget, Incremental Budget and responsibility Budgets. Concept and utility of Zero Based Budgeting, Rolling budget, Cash Budget and Operating budget.

#### **Unit 7: Cost of Capital and Capital Structure Decision**

Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.

#### **Unit 8: Investment Decisions**

Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Evaluating Investment Proposals for Decision Making. Capital Rationing

#### **Unit 9: Understanding Working Capital**

Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company.

#### **Unit 10: Dividend Decision**

Practices and Forms of Dividend in a Company, Residual Theory of Dividend. MM Model of Irrelevancy of Dividend.

### **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, edition 2008, 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

## **FUNDAMENTALS OF 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**

#### **Unit-1 Marketing Concepts**

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.

**Case Study: Maruti Udyog limited I & II**

#### **Unit-2 Market Segmentation, Targeting, Positioning**

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.

**Case Study: Indian Air force**

#### **Unit -3 Product Decision**

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

**Case Study: Indian home products (P) ltd**

#### **Unit-4 Pricing Decision**

Pricing, Pricing Objectives, Demand Estimating, Price Elasticity, Pricing Decision framework, Factors Affecting Price, Pricing Methods and Strategies, Pricing Practices, Internet and Pricing, Transfer Pricing, High Sea Pricing

**Case Study: Ajanta shoes company ltd**

#### **Unit-5 Distribution Decisions**

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,

**Case Study: Anand distributors (P) ltd**

#### **Unit-6 Promotion Decisions**

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,

**Case Study: Promotion of fairy Queen Express**

#### **Unit-7 Marketing Strategies for Leaders, Challenges, Followers and Nichers**

Expanding to Market, Defining Market Share, and Expanding Market Share. Defining the Strategic Object and Openness. Choosing Goal Attacking Strategies. Market Follower Strategies.

#### **Unit-8 Emerging Trends in Marketing**

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

#### **Text Readings**

1. Kotler, Keller, Koshy, Jha, **Marketing Management– A South Asian Perspective**, Pearson, 13<sup>th</sup> 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

## FUNDAMENTALS OF 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: HRM Concept

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

#### Case:Vindhya Steels Ltd

#### 2: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: 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 Organisational Effectiveness

#### 4: Appraising and Improving Performance:

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

#### Case: Appraising the Secretaries at Sweetwater U

#### 5: Maintenance of Human Resources:

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

#### Case: Swati Textile India Limited.

#### 6: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, Verckey, **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 Subba Rao,**International Human Resource Management**, 2009,Himalaya Publishing House.

### **Suggested Readings**

- 1 Tony Edwards, Chrisrees, **International Human Resource Management**, Pearson Education, 2008
- 2 K. Asawattthapa **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

## **BUSINESS ETHICS AND INDIAN ETHOS IN MANAGEMENT**

### **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**

#### **Section A**

#### **PART – I BUSINESS ETHICS**

1. The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behavior, Characteristics of Moral Standards.
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. 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. 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. Duty ethics in the Business Environment.
6. Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory.

#### **PART - II MANAGEMENT BY INDIAN VALUES**

1. Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound.
2. Sources of Indian Ethos in Management: Vedas, Shastras, Smrities, Puranas, Upnishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples and models from the above texts.
3. Models of Leadership and Motivation in Indian Thoughts, Examples from Scriptures.
4. Human Behaviour – Indian Thoughts, Guna Theory, Sanskara Theory.
5. Karma Theory, Nishkama Karma Yoga and Professionalism.

6. Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.
7. Cultural Heritage of India and its relevance for Modern Management:  
Concept of 'Pancha - Rina' (five- fold debt) and Corporate Social Responsibility, Four – fold Life Goals (Purusharth Chatushteya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self.
8. Work Place Spirituality.

## **Section B**

### **Cases in Business Ethics and Management by Indian Values.**

#### **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 Jitatmananda, **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.

## **BUSINESS RESEARCH METHODS**

### **Course Objective**

The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s) / paper (s).

### **Course Contents**

#### **Unit I: Introduction.**

1. Business Research, Meaning and methods of research. Research Process, Identification and formulation of Research Problem.

#### **Unit II: Research Design:**

Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of research designs, Need for Research Design Features of a good research

design and, Different research design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research,

**Unit III: Measurement Methods:**

Interviews and Surveys. Observation, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales.

**Unit IV: Data Analysis:**

Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric Tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of relationships, statistical inferences for one or two samples. Chi-square tests, Analysis of Covariance (ANCOVA) and Use of Multivariate Analysis in Business Research.

**Unit V: Sharing the Results.**

Reporting Research, Types of reports and Characteristics of a research report.

**Text Readings**

1. William G. Zikmund, **Business Research Methods, 7th edi.** Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, **Management Research**

**Methodology:**

**Integration of Principles, Methods and Techniques,** Pearson Education 2008

3. J. K. Sachdeva, **Business Research Methodology,** 2008, Himalaya Pub. House
4. Paul E. Green, Donald S. Tull, **Research for Marketing Decisions,** PHI. 5th edition 2008
5. Ranjeet Kumar, **Research Methods,** Pearson Education 2009

**Suggested Readings**

1. Donald S. Tull, Del I. Hawkins, **Marketing Research, Measurement and Methods,** 6th edition, PHI Learning, 2009
- 4 Naresh Malhotra and Satya Bhushan Das, **Marketing Research: An applied Orientation,** Pearson Education, 2008.
- 5 Mcburney, **Research Methods,** 7th edition, Cengage Learning, India.

## Third Semester

Students can opt for dual specialization – Major & Minor. They are required to choose three electives for Major & Minor both. In case of minor weightage will be less, half of the major i.e. one credit.

S. No.	Course Code	SUBJECT	PERIODS			CREDIT
			L	T	P	
<b>CORE</b>						
1	MBA 301	Strategic Materials & Supply Chain Management	2	1		
2	MBA 302	Project Management	2	1		
3	MBA 303	Major Research Project (MRP) PHASE-1 (with extensive exposure to and interaction with Industry)	2			
<b>SPECIALIZATION</b>						
<b>MARKETING MANAGEMENT</b>						
3	MKTSP 304	Product Policy Management	2			
4	MKTSP 305	Advertising and Brand Management	2			
5	MKTSP 306	Sales and Distribution Management	2			
6	MKTSP 307	Integrated Marketing Communications	2			
7	MKTSP 308	Marketing Strategy And Relationship Marketing	2			
<b>FINANCIAL MANAGEMENT</b>						
8	FSP 304	Tax Planning and Management	2			
9	FSP 305	Financial Systems and Services	2			
10	FSP 306	Bank and Insurance Management	2			
11	FSP 307	Advanced Working Capital Management	2			
12	FSP 308	Financial Modeling using Excel	2			
<b>HUMAN RESOURCE MANAGEMENT</b>						
13	HRSP 304	Industrial Relations and Labour Law	2			
14	HRSP 305	Human Resource Development & Audit	2			
15	HRSP 306	Social Psychology	2			
16	HRSP 307	Occupational Testing	2			
17	HRSP 308	Managerial Counseling & Grievance Resolution	2			
<b>INFORMATION SYSTEMS MANAGEMENT</b>						
18	SSP 304	Object Oriented Programming using C++	2			
19	SSP 305	Management Information System	2			
20	SSP 306	Relational Database Management Systems using ORACLE	2			
<b>PRODUCTION AND OPERATIONS MANAGEMENT</b>						
21	POSP 304	Strategic Technology Management	2			
22	POSP 305	Product Innovation and Planning	2			
23	POSP 306	Work Study and Productivity	2			
<b>BUSINESS ANALYTICS</b>						
24	BASP 304	Business Statistics	2			

25	BASP 305	Predictive Analytics	2			
26	BASP 306	Optimization Analytics	2			
<b>PRACTICAL</b>						
27		Summer Training Project & Presentation			2	
28		BASE (Business Aptitude and Skill Enhancement)	Non Credit Course			
<b>Total</b>						<b>17</b>

## STRATEGIC MATERIALS AND SUPPLY CHAIN MANAGEMENT

### Objective:-

This course would help students develop an understanding about the strategic role of supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts, models and decision making tools pertaining to supply chain network design, forecasting, inventory, transportation etc. and also enable them to apply the tools in real-life situation.

### Course Contents

1. Importance of materials management, Codification, Simplification, Value analysis, Value engineering, Vendor analysis.
2. Concepts and importance of a Supply Chain (SC). Evolution of Supply Chain Management (SCM), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit,
3. Dynamics of supply chain: Supply Chain Interventions, Push-based, Pull-based and Push-Pull based supply chain. Network design and Operations in the Supply Chain,
4. Demand Forecasting in a Supply Chain, The value of information, Bullwhip effect, its Causes and remedial measures.
5. Managing inventory in SC environment: Basic and Advanced inventory models. Multi-echelon inventory models.
6. Transportation in SC environment: Design options for a transportation network,
7. Strategic Outsourcing and Strategic Alliances, Third party and fourth party logistics,
8. Retailer- Supplier partnerships (RSP), Supplier evaluation and selection. Use of best practices.
9. Information Technology (IT) in Supply Chain Management, SC performance model: SCOR model

### Text Books

Gopalakrishnan **Purchasing and Materials Management**, 1e TMH 2008  
 Upendra Kachru **Exploring the Supply Chain**, Excel Books, 2009  
 Agrawal **Supply Chain Management: Text and Cases**, 2010, Macmillan Publishers  
 Janat Shah **Supply Chain Management**, 2009, Pearson Education, 2010  
 Badi N.V. **Supply Chain Management**. 2010, Vrinda Publications

### Reference Books

Simchi Levi **Designing and Managing the Supply Chain**, 3e TMH 2009

Raghuram **Logistic and Supply chain Management** ,2006 Macmillan Publishers  
Shapiro, **Modelling the Supply Chain**,2007 2 ed. New Delhi: Cengage Learning  
Webster **Principles & Tools for Supply Chain Management**.2008, McGraw Hill.  
Sunil Chopra **Supply Chain Management: Strategy, Planning and Operation**, 4/e,  
Pearson,2010

## **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:**

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.
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.
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
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**,3eTMH 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**, Pearson2010  
Kloppenborg,**Contemporary project management** 1st 2008 Cengage Learning  
Gopalakrishnan – **Textbook of Project Management**,2005 – Macmillan Publishers  
Joy ,**Total Project Management**,2005 , Macmillan Publishers

## **MAJOR RESEARCH PROJECT**

### **Objective**

The objectives of Major Research Project are enable to develop the understanding of the given problem and to enhance the analytical and problem solving ability and implementation capabilities of research process.

### **Examination**

The Major Research Project (MRP) shall be compulsory. University will constitute an expert committee to review and approve the synopsis. The student shall submit duly approved synopsis within 15 days from the completion of MBA II semester examination. During the entire III semester & IVth Semester the student shall undertake the MRP with extensive exposure to and interaction with Industry under the guidance of a faculty and Industry guide.

Students will be required to submit the final MRP Report in the hard bound form in the number specified by the University fifteen days before beginning of IVth Semester examination and based on the MRP each student under the guidance of his/her faculty guide shall publish a paper in a journal of repute with ISSN before his/her MBA Degree is awarded.

## **Product Policy Management**

### **Objective:-**

Improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas.

### **Course Contents**

1. Introduction to Product policy Management: Why Product Management, Relationship between Competition, Marketing and Product Management, Types of Product, Product classification, Product Management Process
2. Product strategy Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy.
3. Analysis of product line and product mix decisions.
4. Market structuring and product positioning strategies.
5. Strategic management of brands and their equities.
- 6 Idea generation, concept and product development and evaluation, and business analysis. Characteristics of Successful Product Development, New Product Development Process and Organizations.
- 7 Testing products and other critical elements of marketing mix. Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch.
8. Test market planning, evaluation, and introduction strategies.

### **Text Books**

Lehman Russel - **Product Management**, 4e TMH 2009  
U C Mathur, **Product and Brand Management** Excel Books, 2010  
Saaksvuori, **Product Lifecycle Management**, 2ed, 2009, Wiley  
Baker & S Hart-**Product Strategy and Management**, 2/e, Pearson 2010  
Ulrich, Karl, **Product Design and Development**, 3e TMH 2009  
Trott-**Innovation Management and New Product Development**, 4/e, Pearson 2010

### **Reference Books**

Wind Yoram J., "**Product Policy: Concepts, Methods and Strategies**", Massachusetts, Addison-Wesley Pub. Co., Reading USA.  
Baker Michael and Hart Susan, "**Product Strategy and Management**", London, Prentice Hall.  
Ramanuj Majumdar, "**Product Management in India**", New Delhi, Prentice Hall, India

## **Advertising and Brand Management**

### **Objective**

The purpose of this course is to familiarize the students with the role of advertising in the context of promoting products and services. Advertising is one of the most ubiquitous promotional tools on which big money is spent. It is important to understand the advertising process and key decision areas for effective management of this function.

### **Course Contents**

1. Advertising industry: advertisers, agencies, media companies and other organizations. The communication model: communication process, stages and challenges. Economic, social, ethical and regulatory aspects of advertising.
2. Demand creation role of advertising in primary and secondary demand. How advertising works" Hierarchy of effects model, advertising objectives, routes to persuasion.
3. Customer behaviour and advertising: segmentation, motivation analyses, and value proposition.
4. Advertising Objectives: goals and objectives. DAGMAR
5. Advertising message: message objectives, recall, attitude, emotions and feelings Message tactics: creative approaches, copy writing Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and cyberspace,
6. Media strategy: budgeting, approaches and allocation. Media planning types, class, vehicle, scheduling and new media forms. Advertising effectiveness; pre and post launch research. Advertising in the evolving marketing environment
7. Branding context: assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning; brand vision and visioning process, business of brand: Brand audit brand reality check and brand appraisal.

8. Brand positioning; choice of context, parity and differentiation. repositioning. Brand equity: brand assets and liabilities, equity creation and management.

### **Text Books**

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  
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  
**Sales and 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**

1. Personal Selling: The Role of personal selling in marketing mix. The personal selling process, Personal selling objectives, Types of Sales Jobs.
2. Theories of Sales Management: objectives, Nature and Scope. Buyer - Seller Dyads, Theories of selling - AIDAS Theory, "Right set of circumstances" Theory, "Buying Formula" Theory, and Behavioural Equation, Theory of selling.
3. Sales Planning: Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.
4. Operational Sales Management: Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force.
5. Sales promotion's impact on sales; Evaluation of sales promotion experiments; Choice and purchase timing models: Manufacturer promotion planning process; Retailer promotion planning process; Strategic issues In designing promotional strategies; Substantive findings and issues on coupons, trade dealings, and retail promotions.
6. Distribution: Design of Distribution Channel, Management of Channels, Managing Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems.
7. Wholesaling and Retailing: Importance, Types, Marketing Decisions for Wholesalers, Retailing: Importance, Types, Retailer Marketing Decisions.

8. Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information.

### **Text Book**

S L Gupta, **Sales and Distribution Management**, Excel Books,2010

Cron ,**Sales Management: Concepts and Cases**, 10 Edn ,2010,Wiley

Havaladar, Krishana - **Sales & Distribution Management**, 2e TMH 2009

Spiro, Stanton - **Management of a Sales Force**, 11e TMH 2008

Tanner-**Sales Management**, Pearson,2010

Still-**Sales Management Decisions, Strategies and Cases**, 5/e, Pearson,2010

### **Reference Books**

Cundiff and Govni, "**Sales Management - Decisions, Strategy and Cases**", New Delhi: Prentice Hall of India.

Ingram, Laforge, Avila, Schwepker and Williams, "**Sales Management**", Thomson

Watuba R. Thomas, "**Sales Management-Texts and Cases**", Business Publication

Johnson, Kurtz and Scheving "**Sales Management, Concept practice& cases**, MacGrawHill

## **INTEGRATED MARKETING COMMUNICATIONS**

### **1. Concept and Process of Integrated Marketing Communications (IMC):**

Elements of IMC & Developing respective communication campaign

- a) Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns
- b) Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising
- c) Publicity – Types of Publicity, relationship between advertising and publicity
- d) Personal Selling
- e) Direct marketing and direct response methods
- f) Event Management
- g) E-Commerce
- h) Corporate Communication
- i) Public Relations – Types of PR
- j) Media relations
- k) Community relations
- l) Industrial relations and
- m) Government relations
- n) Employee relations (House Journals / Newsletter)
- o) Crisis Management
- p) Trade Fairs and Exhibitions

**2. IMC Message Design:** AIDA model Considerations for creative idea Visualization

**3. Media Management** - Media Process - Media Jargons - Media Buying - Strategies and execution

**4. Suppliers in IMC:** Hoarding Contractors/Printers etc., Ad. Agency – Departments of Ad. Agency, Client Servicing-client Agency relationship, account Planning

**5. Ethics and social responsibility in IMC campaigns.**

**6. Evaluating Marketing Communication Programs**

**Books Recommended:-**

1. Integrated Marketing Communications - Kenneth Clown& Donald Bach
2. Advertising and Promotions - Belch & Belch, Tata McGraw Hill
3. Advertising Management - Rajeev Batra, John G.Myers & David A Aaker-PHI
4. Otto Kleepner's advertising Procedure - PH
5. International Edition - Contemporary Advertising Irwin/McGraw –Hill
6. Integrated Marketing Communications - Duncon- TMH
7. Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalaya Publishing

**MARKETING STRATEGY AND RELATIONSHIP MARKETING**

**SECTION A: MARKETING STRATEGY**

1. **Overview of Marketing Strategy** - Relationship with Corporate Vision, Mission and Objectives. Market-led strategic management.
2. **Strategic Marketing analysis** – Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage.
3. **Segmentation, Targeting and positioning principles** - The process of market definition - Determining alternative market or segment attractiveness – Making market and segment choices - Alternative targeting strategies - Principles of 84 competitive positioning - Communicating the competitive position
4. **Product & Industry Life Cycle** - Marketing strategy formulation across PLC stages, Marketing strategy formulation for – emerging markets, growth markets, mature, declining, fragmented markets for products (goods and services)
5. **New product development and introduction strategies** - Speeding new product development - Organizing for new product development - Planned innovation - Planned or unplanned strategy withdrawals / obsolescence
6. **Offensive and defensive competitive strategies** - Build strategies - Hold strategies - Market nicer strategies - Harvesting strategies - Divestment/deletion
7. **Competing through superior service and customer relationships** - The three 'S's of customer service - Providing superior service - Measuring and monitoring customer satisfaction
8. **Competing through e-Marketing** - The impact of e-Marketing on marketing Strategy

9. **Integration of Marketing Strategies** - Application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation. Periodical assessment.

## **SECTION B: RELATIONSHIP MARKETING**

1. **Paradigm shift in marketing:** The evolution of marketing theory - 4Ps to 7Ps, Transactional marketing approach to relationship marketing philosophy – competitive advantage through Relationship Marketing – RM in industrial markets and consumer markets, services.

2. **Key concepts in relationship marketing concepts:** Characteristics of relationships – promise – trust – commitment – satisfaction – quality - Service competition - customer value – customer defections - customer loyalty – loyalty programs.

3. **Planning for relationship marketing:** Internal marketing – communication – cooperation – network view of the firm – The six markets framework - partnering to build customer relationships - learning organization – customer culture.

4. **Customer lifetime value:** Customer life cycle – attracting – retaining and growing customers – lifetime customer value (LCV) - Customer equity – Recency-Frequency Monetary value (RFM) model. Customer – product profitability analysis – value profit chain – differences between customer retention and acquisition orientation of a firm.

5. **IT enabled RM:** Emergence of CRM – database marketing – data warehousing and data mining- pitfalls of IT focus in RM – ethical issues – customer privacy.

6. **Sustaining Customer Relationships:** The role of service in building relationships, segmentation of service, measurement of service - Monitoring of customer satisfaction - Analyzing customer defections

### **Books Recommended:-**

1. Marketing Strategy - Boyd Walker, Mullins Larrech, TMGH
2. Strategic Marketing Management - David Aaker
3. Principles of Marketing - Philip Kotler, Gary Armstrong
4. Handbook of Relationship Marketing - Jagdish Sheth, Atul Parvatiyar
5. Leading Through Relationship Marketing- Richard Batterley
6. Relationship Marketing - S.Shajahan, TMGH, 1st ed., 2006 reprint.
7. Customer relationship Management - Sheth, Parvatiyar, Shainesh
8. For contemporary case studies students should refer to the periodicals and journals.

## **Tax Planning and Management**

### **Course Objective**

The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

### **Course Contents**

1. Introduction to Direct Taxes, Income Tax, Wealth Tax.
2. Important Provision of Income Tax Act

3. Basic Concepts: Assessment Years, Previous Years, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income
4. Income From Salary: Meaning, Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Tax Planning.
5. Income From Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Tax Planning.
6. Income From House Property: Tax Planning, Income From Capital Gains and other Sources: Tax Planning
7. Deduction: Deduction Allowed From Total Income, Rebates and Relief.TDS: Tax Deduction at Source, Advance Payment of Tax, Filing of Returns,
8. Tax Planning in Relation to NRIs.

### **Text Books**

Dr,Vinod Singhania/Monica Singhania, **Students' Guide to Income Tax**, Taxmann's  
 V.K. Singania, "**Direct Tax Law**", New Delhi, Taxman Publications.2010  
 Jain & Jain **Tax Planning and Management/ Income Tax**, 2010,Pathmakers Banglore  
 Hariharan, N , **Income Tax : Law & Practices**, 2e TMH 2009  
 Lal-**Income Tax**, Pearson, 2010

### **Reference Books**

Lal-**Direct Taxes**, Pearson, 2010  
 Sukumar Battacharya, "**Indian Income Tax: Law & Practice**", New Delhi, Indian Law House

### **Financial Systems and Services**

#### **Objectives**

The objective of the course its to understand the role of Financial Services in Business organizations and to give an insight into The strategic, regulatory, operating and managerial issues concerning select financial services.

#### **Course Contents**

1. Introduction to Indian and Global Financial System: Structure and Characteristics.
2. Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India). Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, Introduction to Money Market:  
 Structure, Operations, Players, Treasury Bills, Commercial Papers, Certificate of Deposit, Gilt Edged Securities and REPO's. Introduction to Financial Institutions:  
 SFC's & DFI's, their importance & scope (IDBI, IFCI, SIDBI). Credit Rating Agencies –importance and Issues.
3. Asset Liability Management - Significance, ALM process. Techniques - Gap, Duration. Simulation, Value at Risk, Book value of equity and market value of equity perspective, Risk Management in Banks - Credit risk management. Operational risk management, Market risk

management. Corporate treasury management. Liquidity risk management, Governance risk and compliance.

4. Basel I and 2,

5. Mutual Funds and Pension Funds. Insurance Services, Bank assurance. Reinsurances, Venture Capital -Private Equity -strategic secrets to private equity. Investment strategies, Hedge funds,

6. E-banking. Securitization -Indian Banking and the Financial crisis, Asset Reconstruction Companies, Depositories, Credit Cards.

7. Micro/ Macro finance. Financial Inclusion. Behavioral Finance. Leasing and Hire purchase.

8. Factoring and Forfeiting, IFRS -Issues and Challenges

### **Text Books**

M.Y.Khan - **Financial Services**, 5e TMH 2009

Bharti Pathak-**Indian Financial System** 2/e, Pearson2010

R M Srivastava **Dynamics of Financial Markets and Institutions in India**, Excel Books,2010

Shanmugham,**Financial Services** , 1st Edn, 2009, Wiley

Bhole, L M ,**Financial Institutions and Markets**,5e TMH 2009

Gurusamy,**Financial Markets and Institutions**,3e TMH 2008

### **Reference Books**

Gopalswamy,**Capital Market** ,2008 Macmillan Publishers

Chary **Venture Capital : Concepts and Application**,2008, Macmillan Publishers

Gurusamy, **S Merchant Banking and Financial Services**, 3e TMH 2009

Justin Paul-**Management of Banking and Financial Services**, 2/e, Pearson2010

Jadhav **Monetary Policy, financial Stability and Central Banking in India**,2007

Macmillan Publishers

### **Bank and Insurance Management**

#### **Course Objective**

The objectives of this course are to explain to the student operations of upcoming insurance and banking sector, statutory requirements and understanding of financial environment and market in which they operate.

#### **Course Contents**

1. Risk and Insurance: Defining Risk, Nature and Types of risk, Risk Management Process, Risk and its relation with Insurance., Concept and significance of Insurance, Classification of Insurance – Life and Non life, General Principles of Insurance, Insurance Application and Acceptance Procedure, Insurance Terminology

2. Life Insurance: Principles, Products Term Insurance Endowment, Insurance, Pensions, Annuities, Claim Management, Analysis of Balance Sheet of Life Insurance Co.

3. General Insurance: Principles, Products Fire, Marine, Motor Vehicles, Public Liability, Third Party Insurance, Miscellaneous- Mediclaim and Health Policies, Group Insurance, Burglary Insurance, Analysis of Balance Sheet of a General Insurance Company.

4. IRDA: Functions and Importance, Recent Developments in Insurance. Premium Payment Lapse and Revival, Premium Calculations, Concept of Mortality Tables, Assignment, Nomination, Loans, Surrenders, Foreclosure, Reinsurance, Underwriting.
5. Overview of Banking Industry: Banking Structure in India- RBI, Commercial, Rural and Co-operative banks their role and significance, Capital Adequacy norms for banks, SLR, CRR, CAR.
6. Analyzing Bank Performance: Commercial banks Balance Sheet and Income Statement, Relationship between B/S and Income Statement, Return on Equity Model, Important ratios used in Balance Sheet Analysis CAMELS rating and Key ratios involved.
7. Banking Risks: Credit, Liquidity, Market, Operational, Interest Rate, Solvency. ALM by Banks: Classification of Assets, GAP Analysis Asset Reconstruction Company.
8. Recent Development: BIS- its Role and Importance, Universal Banking, EBanking, Mobile Banking.

### **Text Books**

ICSI. **Banking and Insurance Law & Practices**, Taxmann's Publication  
 Rejda, **Principles of Risk Management and Insurance**, 9/e, Pearson, 2010  
 V Iyenger **Introduction to Banking**, Excel Books, 2010  
 Neelam C Gulati **Principles of Insurance Management**, Excel Books, 2010  
 Arunajatesan – **Risk Management and Insurance**, 2010 Macmillan Publishers  
 IIB, **Advanced Bank Management** 2010 Macmillan Publishers  
 Neelam C Gulati **Principles of Banking Management**, Excel Books, 2010  
 Skipper, **Risk Management and Insurance Perspectives in Global Economy**, 1st Edn 2008, Wiley

### **Reference Books**

IIB, **Bank Financial Management**, 2010 Macmillan Publishers  
 Hull-**Risk Management and Financial Institutions**, Pearson, 2010  
 Black-**Life and Health Insurance**, 13/e, Pearson, 2010  
 Timothy Koch & MacDonald, **"Bank Management"**, New York, Dryden Press,  
 Vasant Joshi and Vinay Joshi, **"Managing Indian Banks"**, Response Books  
 Justin Paul-**Management of Banking and Financial Services**, 2/e, Pearson, 2010

## **Advanced Working Capital Management**

### **Unit - I. Working Capital Management**

Meaning, Concepts, Classification and Importance of working capital.

Excess or Inadequate working capital, its disadvantages.

Objective of working capital.

Factors determining working capital requirements, Forecast of working capital requirement

### **Unit - II. Working Capital Financing**

Financing of working capital

Determining the working capital Financing Mix.  
New Trends in Financing of Working Capital by Banks  
Dahejia Committee Report  
Tondon Committee Report  
Chore Committee Report  
Marathe Committee Report  
Chakravarty Committee Report  
Kannan committee Report

### **Unit - III. Management of Cash**

Nature of Cash  
Motives of holding Cash  
Cash Management  
Managing cash Flows  
Determining Optimum Cash Balance  
Cash Management Models  
Investment of Surplus Funds

### **Unit - IV. Recivables Management**

Meaning of Recivables.  
Cost of maintaing Recivables.  
Factors Influencing Recivables.  
Meaning, Objects and Dimensions of Recivable Management.  
Formation and Execution of Credit Policy.  
Formation and Execution of Collection Policy.

### **Unit - V. Inventory Management**

Meaning and Nature of Inventory.  
Purpose and Benefits of Holding Inventory.  
Risk and cost of Holding Inventory.  
Inventory Management - Tools, Techniques, Objective and Meaning.  
Determining Stock levels and safety stocks.  
EOQ, VED, and ABC Analysis.  
Inventory Turnover Ratios.  
Aging schedule of Inventory.  
Classification, Codification and valuation of Inventories.

## Financial Modeling using Excel

### Objectives

Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives, valuation, project evaluation, deal structuring, portfolio management and the like. In the course, the participants will learn the model building skills required to build powerful models in finance with the help of excel. There are many features of model building that are common irrespective of the final model that one intends to build. In the course we will also emphasise on the different model building skills that one should have irrespective of the final use that one is going to make of it.

By the end of the course the participants should be better able to:

- ✓ Understand the basic and advanced features of excel
- ✓ Understand how to build models in excel to suit one's purpose
- ✓ Building models in different areas of finance including investments, corporate finance and derivatives
- ✓ Identifying and controlling the key sensitivities with advanced spreadsheet simulation
- ✓ Understand how risk can be built into the model to enhance decision making process

### Topics

1. Understanding the Basic Features of Excel
  - Introduction to Modeling
  - Introduction to Excel
2. Understanding Advanced Features of Excel
  - Database Functions in Excel
  - Creating Charts
  - Using Forms and Control Toolbox
  - Understanding Finance Functions present in Excel
  - Creating Dynamic Models
3. Sensitivity Analysis using Excel
  - Scenario Manager
  - Other Sensitivity Analysis Features
4. Simulation using Excel
  - Different Statistical Distributions used in Simulation
  - Generating Random Numbers that follow a particular distribution
  - Building Models in Finance using Simulation
5. Excel in Accounting

- Preparing common size statements directly from Trial Balance
  - Forecasting Financial Statements using Excel
  - Analyzing Financial Statements by using Spreadsheet Model
6. Excel in Project Appraisal
    - Determining Project Viability
    - Risk Analysis in Project Appraisal
    - Simulation in Project Appraisal
  7. Excel in Valuation
    - Determination of Value Drivers
    - DCF Valuation
    - Risk Analysis in Valuation
  8. Excel in Portfolio Theory
    - Determining Efficient Portfolio
    - Creating Dynamic Portfolios
    - Portfolio Insurance
    - Fixed Income Portfolio Management using Excel
  9. Excel in Derivatives
    - Black and Scholes Model in Excel
    - Greeks in Excel
    - Real Options Valuation
  10. Building a Mega Model
  11. Understanding Subroutines and Functions and building simple financial models using subroutines and functions
    - Recording and Editing Macros
    - Subroutines and Functions z Decision Rules
    - Message Box and Input Box
    - Debugging
  12. Designing Advanced Financial Models using VBA
    - User Forms
    - Other Advanced Features
    - Actual Model Building

## **Industrial Relations and Labour Law**

### **Objective**

Industrial Relations play an important role in organizations. Organisational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

### **Course Contents**

1. Industrial Relations: Concept & Scope;
2. Industrial Relations Perspectives: Conflict model Vs. Collaboration model.
3. Globalisation and the emerging socio-economic scenario and Their impact on Industrial Relations. I.R and the State: Role of state.
4. Legal Framework of Industrial Relations. Trade Unions: philosophy and perspectives; history and structure of Trade Unions; Impact of Globalisation. Technology and economic reforms on Trade Unions. Emerging changes in Trade Unions.
5. Discipline and Disputes: Negotiation. Mediation, Arbitration - Works Committee. Conciliation. Board of Conciliation. Court of enquiry.
6. Labour Court, Industrial Tribunal. National Tribunal; Role of Judiciary & its impact on industrial relations.
7. Disciplinary procedures and Grievance Management machineries Industrial Disputes Act. Negotiation and Conflict vs Settlements. Productivity Bargaining and Gain Sharing.
8. Employee Empowerment, worker participation in Management and Their impact on Quality of Work Life and Industrial Relations.

### **Text Books**

Sen –**Industrial Relation in India** 2/e, 2009 Macmillan Publishers  
Sinha-**Industrial Relations, Trade Unions, and Labour Legislation**, Pearson  
B D Singh, **Industrial Relations and Labour Laws**, Excel Books, 2010  
Monappa, Arun - **Industrial Relations**, 1e TMH 2007  
Taxmann's, **Labour Laws**, 2010, Taxmann'

### **Reference Books**

Dundon, T & Dorek. R , **Employment Relations in Non-Union Firms**. New York  
Routledge  
Joseph. J. **Industrial Relations Towards a Theory of Negotiator Connectedness**  
New Delhi: Response Books  
Kaufman, B. (Ed.). **The Global Evolution of Industrial Relations: Events and the  
IIRA**. Geneva: International Labour Office.  
Kelly. E. J, **Industrial Relations: Critical Perspectives on Business and  
management, vols 1-5**. London: Routlodgo  
Venkata Ratnam. C. S. **Industrial Relations**. New Delhi: Oxford University Press.

## **Human Resource Development & Audit**

### **Objective**

The objective of the Human Resource Development Course is to provide the students with a clear understanding of the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is intended to facilitate the development of knowledge and skills that HRD specialists need in performing their strategic role. The course strives to facilitate the understanding of how concepts and theories can be put into practice in a variety of organizations. The content of the course is also designed to familiarize students with the role of line managers and HR specialists in HRD.

### **Course Contents**

- 1 HRD Concepts: Definition, Evolution, HRM & HRD. Challenges & Goals of HRD.
- 2 HRD Function: HRD department structure, functions, and staffing
- 3 HRD Professionals: Roles and Competencies,
- 4 Developing HR Strategies:HRD System Design Principles, Systems Approach to HRD. Design & Administration of Select HRD Systems
- 5 Career Management and Development. Mentoring at Workplace. Work-Life Integration, Performance Management System
- 6 HRD & Diversity: HRD for culturally diverse employees. Developing global managers. HRD systems for International managers.
- 7 Applications of HRD: HRD Climate. HRD for managing organizational change. HRD for Workers (blue collar employees)
- 8 HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

### **Text Books**

Kandula, **Strategic Human Resource Development**, 2010 PHI Learning  
French, Bell - **Organizational Development and Transformation** , 6e TMH 2008  
R Krishnaveni, **Human Resource Development** Excel Books, 2010  
Kalyani Mohanty **Human Resource Development & Organisational Effectiveness**, Excel Books, 2010  
Dessler- **Human Resource Management** 11/e, Pearson 2010  
Mankin. D. (2009) **Human Resource Development** New Delhi, Oxford Univ Press

### **Reference Books**

Kozlowski. S. V/. J. & Slas. E, (Ed). **Learning, Training, and Development in Organisations. (2009)**. New York: Routledge  
Agarwala. T. **Strategic Human Resource Management**, 2007, Oxford University Press;  
Rao. T. V. , **HRD Audit** New Delhi: Response Books.  
Som, A. **Organization Redesign and Innovative HRM** . 2008. New Delhi: Oxford University Press  
Wornor. J.M.t & DeSimono, R. L **Human Resource Development: Foundation: Framework & Application** 2010, Cengage Learning.

## **SOCIAL PSYCHOLOGY**

### **Course Objectives**

The Objectives of this course are to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.

### **Course Contents**

1. Social Psychology: Definition, Nature and Background.
2. Social Perception: Non-Verbal Communication, theories of Attribution, Impression formation and impression management.
3. Social Identity: Self Concept, Self-esteem, Self-efficacy, Self-monitoring and self-focusing.
4. Social Influence: Conformity, Compliance and Obedience.
5. Interviews, Application Blanks and References: the interview, Application blanks and biographical inventories, References and background investigations.
6. Employment Testing: Testing abilities, Testing personality, Testing skills and achievements, Using and not using tests.
7. Safety Psychology: Safety management and safety psychology, Differential accident liability.

### **Text Readings**

Howitt - **Social Psychology: Conflicts & Continuities**, 1e TMH 2008

Baron, **Social Psychology**, 12/e, Pearson, 2010

Taylor, **Social Psychology**, 12/e, Pearson, 2010

DeLamater, **Textbook of Social Psychology**, 1st 2008 Cengage Learning

Jex, **Organizational Psychology: A Scientist Practitioner Approach**, 2009 Wiley

Landy, **Work In The 21st Century: An Introduction to Industrial and Org.**

**Psychology**, 2009 , Wiley

### **Reference Books**

John B. Miner, "**Industrial - Organizational Psychology**", Singapore, McGraw Hill.

Robert A. Baron and Donn Byrne, "**Social Psychology: Understanding Human Interactions**", New Delhi, Prentice Hall of India, 7th Ed

S.C. Taylor, L.A. Peplau and D.O. Sears, "**Social Psychology**", New Jersey, Prentice Hall Inc., 7th Ed., 1995.

Baumeister, **Fundamentals of Social Psychology**, 1st, 2008 Cengage Learning

## **OCCUPATIONAL TESTING**

### **Objectives**

- ✓ To create awareness about different types of psychological tests in vogue.
- ✓ To provide a theoretical background for supplementing the understanding of psychological assessment.

- ✓ To learn to interpret test profiles and explore patterns in interpretation from several tests.
- ✓ To develop a perspective about the intricacies and ethics of use of psychological tests.

### **Topics**

1. Theory and Issues in Psychological Testing
2. Intelligence Testing- Theoretical Background
3. Aptitude Testing - The D.A.T.
4. Personality Assessment - Theoretical Background
5. Self-Report Inventories- The M.M.P.I.
6. Multi-factor Personality Tests- The 16 P.F.
7. Typological Tests - The M.B.T.I.
8. Projective Techniques - The T.A.T.
9. Assessment Centers
10. Integration of Profiles

## **MANAGERIAL COUNSELLING & GRIEVANCE RESOLUTION**

### **Objectives**

- ✓ This course aims at developing the professional counseling skills among the students by:
- ✓ Providing an overview of the counseling processes and techniques. )
- ✓ Creating a forum for practicing the basic counseling skills. )
- ✓ Selecting the key areas and situations where management can and should help employees in performance planning and career advancement. )
- ✓ Developing alternative approach to dealing with problem situations in organizations.

### **Topics**

1. Self-Development of Managers as Counselors
  - Barefoot Counseling
  - Assertiveness and Interpersonal Skills for Counselors
  - Counseling Relationship
2. Development of Counseling Skill

- Introduction to the Important Schools of Counseling
  - Psychoanalytic Foundations
  - Transactional Analysis
  - Gestalt Therapy
  - Rational Emotive Therapy
  - Person-Centered Approach to Counseling
  - An Integrated Model • Essentials of Skills
  - Nonverbal Clues
3. Counseling Interventions in Organizations
- Empathy
  - Listening and Responding
  - Effective Feedback
  - Performance Counseling
  - Counseling in Problem Situations
  - Interpersonal Conflicts
  - Midlife Blues
  - Integration and Action Plan

### **GRIEVANCE RESOLUTION**

- ✓ To impart the basic concepts about grievance; its causes and resolution.
- ✓ To review the legislative backdrop of the grievance procedure with reference to the labour policy.
- ✓ To provide sufficient inputs to enable the participants to successfully design and install a grievance handling machinery on their picking up an assignment in the industry.

#### **Topics**

1. Concept of Grievance: Meaning and Definition
2. Causes/Sources of Grievances and how to locate them
3. Legislative Aspect of a Grievance Procedure
4. Need of a Grievance Procedure, Model Grievance Procedure: the machinery, procedure & essence.
5. Managerial Practices to Prevent Grievances
6. Grievance Resolution: Case studies

## 7. Union's Perspective on Grievance Resolution

### Object Oriented Programming using C++

#### Course Objective

The objective of this course is to help students to understand the concepts of Object Oriented programming using C++ and their use in organization and processing complex business information.

#### Course Contents

1. Object Oriented Programming: Introduction, Advantages of Object Oriented Programming, Procedural versus Object Oriented Languages, Overview of: Objects, Classes, Encapsulation, Data Binding, Inheritance and Polymorphism.
2. Programming with C++: General forms of a C++ programme, I/O with cout and cin, different operators, scope resolution operator, Data types, For while, do-while, if-else, switch and conditional statements, Classes and objects: structure and classes, unions and classes, constructors and destructors, Automatic, external and static data members and member function.
3. Arrays & Pointers: arrays of objects, Pointer to object, the this pointer, Function: General form, Prototypes, returning, passing objects to functions returning objects, friend function, recursion, and references.
4. Inheritance: Multilevel and Multiple Inheritance, Constructor, Destructor and Inheritance, Private, Public and Protected access specifier, function and operator overloading.
5. Functions & Templates: Virtual function, pure virtual function, polymorphism, generic functions, generic types, overloading of templates and functions, standard parameters with template functions, applying generic functions, and generic class.
6. File and Exception handling: Introduction to templates and Exception handling, File Classes, Opening and Closing a file, Reading and writing a text file, detecting EOF

#### Text Books

Thampi, Mantha, **Object oriented programming in C++**, 2010, dreamtech press  
Farrell, **Object oriented programming using C++**, 1st, 2009 Cengage Learning  
E Balagurusamy, **Object Oriented Programming With C++**, 4e TMH 2009  
Jyoti Singh **Object Oriented Systems & Concepts of C++**, 2010, Excel Books  
Kamthane, **Object-Oriented Programming with ANSI and Turbo C++**, 2010,  
Bhave-**Object-Oriented Programming with C++**, 2010, Pearson  
Subhash, **Object Oriented Programming in C++**, 2010, Pearson  
Forouzan, **Computer science: A structured app. Using C++**, 2nd 2009 Cengage

#### Reference Books

Bjarne Stroustrup, **"The C++ Programming Language"**, Addison-Wesley, New York,  
Scott Meyers, **"Effective C++"**, Addison-Wesley, New York,  
Walter Savitch, **"Problem Solving with C++"**, Addison-Wesley, New York,

## **Management Information System**

### **Course Objective**

The objective of this course is to help the student acquire the basic knowledge of information system so as to enable them to make more efficient use of information for decision making.

### **Course Contents**

1. The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS.
2. Planning, Implementation and Controlling of Management Information System.
3. Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems, Computer Systems Software, Application Software, Telecommunication Modem.
4. Managerial Decision Making, characteristics and components of Decision Support System.
5. System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

### **Text Reading**

Sushila Madan, **Management Information System**,2010,Taxmann's  
Goyal , **Management Information System** 3/e,2010 Macmillan Publishers  
Arora & Bhatia **Management Information Systems**,2010,Excel Books  
Kumar & Gupta **Management Information Systems** 2010,Excel Books  
Laudon,**Management Information Systems: Managing the Digital Firm**, 11/e,  
Pearson  
Pearlson **Managing and using Information Systems**,3rd edn , 2009, Wiley

### **Reference Books**

Rainer, **Introduction to Information Systems: Supporting and Transforming Business** ,2nd Edn ,2010, Wiley  
McLeod-**Management Information Systems** 10/e, Pearson  
O'brien, James,**Management Information System (SIE)**, 9e TMH 2009  
JawadekarWaman,**Management Information Systems:Text & Cases**, 4e TMH 2009  
Davis, Keith,**Management Information Systems**, 2e TMH 2009

## **RDBMS using ORACLE**

### **Course Objective**

The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

## Course Contents

1. Database Management Systems: Data, Database, Database Management Systems, Types of Database Management Systems – Relational, Hierarchical, Network, and Object oriented database management systems, Entity Relationship Model (E-R Model) Normalization Theory, Codd's Rules for RDBMS.
2. Relational Database Management Systems: Concepts of RDBMS, Components of RDBMS, Introduction to SQL, Data Definition language, Data Manipulation Language, Query Language, Data Control Language, Cartesian Product and Joins, Use of Union, Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL, View, Sequence and synonyms SQLPLUS, creating reports using SQLPLUS.
3. SQL/PLSQL: Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, PL/SQL constructs like If..Else..Endif, Loop. .Endloop, while loop etc. working master detail relationship, writing triggers informs and creating list of values with cursors, creating and using stored functions, procedures and packages.
4. Advanced Database Concepts: Data mining, data warehousing-design, basic principles, OLAP, transaction management, failure & recovery.

## Text Readings

Dasgupta, **Database management System, Oracle, SQL&PL/SQL 2010**, PHI, Learning  
Deshpande, **SQL & PL/SQL for Oracle 10g Black Book**, 1st Edn, 2007, Dreamtech  
Dreamtech, **Oracle 10g Administration in Simple Steps**, 1edn, 2008, Dreamtech  
Harrison-Oracle **Performance Survival Guide A Systematic Approach to Database**, 2010 Pearson

## Reference Books

Ramez Elmasri & Shamkant B. Navathe, **"Fundamentals of Database Systems"**, Addison-Wesley, New Delhi,  
Ivan Bayross, **"SQL / PLSQL"**, BPB Publications, New Delhi,  
Abraham Silberschatz, Henry F. Korth, S. Sudershan, **"Database System Concepts"**, Mc Graw Hill Inc., New York,  
Bipin C. Desai, **"An Introduction to Database Systems"**, Gogotia Publications  
Ivan Bayross, **"Commercial Application Development using Oracle / Developer 2000 Form 5"**, BPB Publications, New Delhi  
C.J. Date, **"An Introduction to Database Systems"**, Addison-Wesley, New Delhi  
George Koch & Kevin Loney, **"ORACLE 8 – The Complete Reference"**, TMH,

## **Strategic Technology Management**

### **Objective**

Objective of this course is provide the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

### **Course Contents**

1. Technology Issue and Implications: Concepts and Definition, Aspects and Issues,
2. Technology Change: Implication
3. Technology Development and Acquisition: Forecasting and Decasting, Identifying
4. Technological Change, Generation and Development and Technology Transfer..
5. Technology Absorption and Diffusion: Absorption: Accommodate and Management
6. Technological Change, Evaluation and Assessment and Diffusion
7. Technology Environment: Science and Technology in India, Policies, Linkages.
8. Technology Support Systems: Financing, Information Systems, Organization at Enterprise Level.

### **Text Books**

Khalil, Tarek, **Management of Technology**, 1e TMH 2009  
Burgelman, Robert, **Strategic Management of Technology & Innovation**, 4e TMH 2009  
Narayanan, **Managing Technology and Innovation for Competitive Advantage**, 2010, Pearson  
White, **The management of Technology and Innovation** 1st 2008 Cengage Learning  
Frenzel, **Management of information Technology**, 4th, 2008 Cengage Learning  
Tidd, **Managing Innovation: Integrating Technological Market and Organizational Change**, 2006 Wiley

### **Reference Books**

Betz and Fredrick, **Managing Technology**, New Jersey, Prentice Hall Publications, .  
Dodgesonmark, **Technology Strategy and the Firm**, U.K., Longman Publications, .  
Stoneman, **Economic Analysis of Technological Change**, Oxford Univ. Press  
Micheal Earl, **Information Management**, London, Oxford University Press.  
Rohtangi, K. Rohtangi and B. Bowonder, **Technology Forecasting**, TMH Publications,  
Peter F. Drucker, **Technology Management and Society**, London, Pam Books  
IGNOU **Notes on Technology Management (MS-94)**, Meerut, IGNOU Pub,

## **Product Innovation and Planning**

### **Objective**

Improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas. The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

### **Course Contents**

1. Product strategy Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis,.Development of a Product/Market Program, Product Mix Strategy. Analysis of product line and product mix decisions.
2. Idea generation, concept and product development and evaluation, and business analysis.Characteristics of Successful Product Development, New Product Development Process and Organizations.
3. Testing products and other critical elements of marketing mix. Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch.Test market planning, evaluation, and introduction strategies.
4. Materials Planning and Control: Input Required for Materials Planning and Control, Steps in Materials Planning and Control, Techniques of Materials Planning and Control, Machining Allowances, Make or Buy Decision, Scientific Stock Control Techniques (Inventory Control Models).
5. Factors Influencing Process Planning: Step in Process Planning and Process Selection.
6. Manufacturing resource planning (MRP II): Introduction, Aggregate production planning, master production scheduling, MRP II (Introduction, concepts), MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II.
7. Scheduling: Factors Influencing Scheduling, Working and Scheduling Charts, Job Sequences (n job on two machines, n job on three machines), Project Scheduling, Critical Ratio Scheduling.
8. Capacity Planning: Capacity Planning, Integrated Production Planning and Control.

### **Text Books**

- Saaksvuori, **Product Lifecycle Management**, 2nd edn ,2009, Wiley  
Stephen N Chapman, **Fundamentals of Production, Planning and Control**, 1st Edition, 2007  
Alan Muhlemann, **Production and Operations Management**, 6th Edition, 2007  
R K Srivastava, **Product Management & New Product Development**, 2010, Excel Books

### **Reference Books**

- Jhamb, "**Production Planning and Control**", Pune: Everest Publications,  
Hari Raghu Rama Sharma, "**Production Planning and Control Concepts and Application**", New Delhi: Deep and Deep Publications,  
Bill Scott, "**Manufacturing Planning System**", London: McGraw-Hill Publications,  
George W. Plossl, O. R. Licky's. "**Materials Requirement Planning**", New York: McGraw-Hill Publications

## **Work Study and Productivity**

### **Objective**

The objective of the course is to expose students to the of productivity and various techniques of time and motion study, and help them develop abilities and skills required for the enhancement of value and productivity.

### **Course Contents**

1. Concepts and Definition of Productivity, Productivity Improvement Factors (Both Internal and external to the Organization)
2. Work Content of a Job, Management Techniques to Reduce Work Contents and Ineffective Time.
3. Human Aspects in Application of Work. Study.
4. Introduction and Selection of Jobs, Flow Diagram, String Diagram, Flow Process Chart, Multiple Activity Chart, Travel Chart ..
5. Principles of Motion Economy, Classification of Movements, Micro Motion' Study, Simo-chart.
6. Purpose, Use Techniques and Procedure of Work Measurement, Time Study.
7. Studied and Making a Time Study, Rating, Allowance, Techniques of Work, measurement, Activity
8. Sampling, Synthesis, Analytical Estimating, Predetermined motion Time Systems.

### **Text Readings**

Barnes, **Motion and Time Study Design and Measurement of Work**, 2009, Wiley International Labour Office, Geneva, **Introduction to Work Study**, Universal Book Corporation, 3rd Revised Ed.

## **Business Statistics**

### **Objective**

The process of fact-based decision-making requires managers to know how to summarize, analyse and interpret data to facilitate his/her decision-making. Statistical analysis is a fundamental method of quantitative reasoning that is extensively used for decision-making. This module is aimed at providing participants with the most often used methods of statistical analysis along with appropriate statistical tests. The module is oriented towards application rather than the theoretical aspects.

### **Contents**

Different types of data; Data summarization methods; Tables, Graphs, Charts, Histograms, Frequency distributions, Relative frequency measures of central tendency and dispersion; Box Plot; Chebychev's inequality

Basic probability concepts, Conditional probability, Bayes Theorem, Probability distributions, Continuous and discrete distributions, Sequential decision-making

Sampling and estimation: Estimation problems, Point and interval estimates

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.

## **Predictive Analytics**

### **Objective**

Predictive analytics search for patterns found in historical and transactional data to understand a business problem. In many business problems, we try to deal with data on several variables. Regression models help us understand the relationships among these variables. Forecasting models are tools for predicting future values of variables such as sales from past data. Primary objective of this module is to understand how regression and forecasting models can be used to analyse real-life business problems. The focus will be case-based practical problem-solving using predictive analytics techniques to interpret model outputs. The participants will be exposed to software tools such as MS Excel, SPSS and SAS and how to use these software tools to perform regression, logistic regression and forecasting.

### **Contents**

Simple linear regression: Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals

M Bangalore Course Brochure

Business Analytics and intelligence Programme Page 6 Multiple linear regression: Coefficient of multiple coefficient of determination, interpretation of regression coefficients, Categorical variables, heteroscedasticity, Multi-collinearity, outliers, Auto regression and Transformation of variables

Logistic and Multinomial Regression: Logistic function, Estimation of probability using logistic regression, Deviance, Wald Test, Hosmer Lemshow Test

Forecasting: Moving average, Exponential smoothing, Trend, Cyclical and seasonality components, ARMA (autoregressive integrated moving average).

Application of predictive analytics in retail, direct marketing, health care, financial services, insurance, supply chain, etc.

### **Optimization Analytics**

Optimization models are methods of arriving at optimal or near optimal decisions for a given set of managerial objectives under various constraints. The objective of the module is to acquaint participants with the construction of mathematical models for managerial decision situations and use freely available Excel Solver to obtain solutions and interpret the results.

### **Contents**

Introduction to Operations Research (OR), linear programming (LP), formulating decision problems using linear programming, interpreting the results and sensitivity analysis.

Multi-period LP models. Applications of linear programming in product mix, blending, cutting stock, transportation, transshipment, assignment, scheduling, planning and revenue management problems. Network models and project planning.

Integer Programming (P) problems, mixed-integer and zero-one programming. Applications of P in capital budgeting, location decisions, contracts.

Multi-criteria decision making (MCDM) techniques: Goal Programming (GP) and analytic hierarchy process (AHP) and applications of GP and AHP in solving problems with multiple objectives.

Non-linear programming, portfolio theory.

## Fourth Semester

Students can opt for dual specialization – Major & Minor. They are required to choose three electives for Major & Minor both. In case of minor weightage will be less, half of the major i.e. one credit.

S. No.	Course Code	SUBJECT	PERIODS			CREDIT
			L	T	P	
<b>CORE</b>						
1	MBA 401	Corporate Governance & Global Business Environment	2	1		
2	MBA 402	Strategic Management	2	1		
3	MBA 406	Major Research Project (MRP) –2nd phase leading to Research Publication before MBA Degree is awarded	2	1		
<b>SPECIALIZATION</b>						
<b>MARKETING MANAGEMENT</b>						
4	MKTSP 403	International Marketing	2			
5	MKTSP 404	Service and Retail Marketing	2			
6	MKTSP 405	Consumer Behavior and Rural Marketing	2			
7	MKTSP 406	Virtual Marketing	2			
8	MKTSP 407	Event Marketing	2			
9	MKTSP 408	Social Marketing	2			
<b>FINANCIAL MANAGEMENT</b>						
10	FSP 403	International strategic Finance	2			
11	FSP 404	Financial Engineering & Risk Management	2			
12	FSP 405	Investment Analysis & Portfolio Management	2			
13	FSP 406	Corporate Restructuring & Valuation	2			
14	FSP 407	Financial Analysis & Reporting	2			
15	FSP 408	Behavioral Finance	2			
<b>HUMAN RESOURCE MANAGEMENT</b>						
16	HRSP 403	Compensation Management	2			
17	HRSP 404	Business Process Transformation	2			
18	HRSP 405	Organizational Developments	2			
19	HRSP 406	Measuring HR	2			
20	HRSP 407	Participative Management & Diversity Management	2			
<b>INFORMATION SYSTEMS MANAGEMENT</b>						
21	SSP 403	UNIX and Linux Operating System	2			
22	SSP 404	Visual Basic Programming	2			
23	SSP 405	Computer Networks	2			
<b>PRODUCTION AND OPERATIONS MANAGEMENT</b>						
24	POSP 403	Production Planning and Control	2			
25	POSP 404	Total Quality Management	2			

26	POSP 405	Business Process Reengineering	2			
<b>BUSINESS ANALYTICS</b>						
27	BASP 403	Stochastic Models				
28	BASP 404	Advanced Analytics 1				
29	BASP 405	Advanced Analytics 2				
<b>PRACTICAL</b>						
30	BASE (Business Aptitude and Skill Enhancement with Reference to Soft Skill)		2			
<b>Total</b>			<b>2</b>			<b>20</b>

## Corporate Governance & Global Business Environment

### Course Objective

The objective of this course is to acquaint the participants with the fundamentals and practices of corporate governance in India and other countries in the light of the prevailing legal provisions and codes to good governance, and contemporary changes in the global business environment

### Course Contents

1. Corporate Governance: Evolution. Principles. Main Drivers, Theories and Models. Global Practices on Corporate Governance in the World and their impact on corporate world
2. 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,
3. Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic. Technological Environment
4. International Strategic Management, International Organization Structure, International Strategic Alliances, Integration Between Countries,
5. Balance of payments, International Monetary Systems; Forex Markets and Risk Management, International Operations Management, International Marketing,
6. International Financial Management, Financing Foreign Trade, International Accounting International Human Resource Management
7. Business Ethics; Corporate Social Responsibility World Economic Growth and the Environmental Issues; Future of International Business , E-Business

### Text books

K.Ashwathapa, A.Trehan, **Global Business Environment**, 2011Tata McGraw Hill  
Francis Cherunilam **International Business Environment**, 2010, Himalaya Pub. House  
Parthasarthy **Corporate Governance**, Bizetantra  
Sumit Khurana, **Corporate Governance** Dreamtech,

### Reference Books

Daniels, **Globalization &Business**, PHI Learning

Tamer Cavusgil-**International Business**-(Indian Reprint) Pearson  
Mandal, SK **Ethics in Business and Corporate Governance** 1e2010Tata McGraw Hill  
V. Sharan-**International Business**-(Indian Original) Pearson  
Hamilton **The International Business Environment**, Oxford Press

## **Strategic Management**

### **Course Objective**

The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

### **Course Contents**

1. Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organizations; Strategic Decision–Making Processes – Rational–Analytical, Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management.
2. Mission, Business Definition and Objectives; Need, Formulation and changes; Hierarchy of objectives, Specificity of Mission and Objectives.
3. SWOT Analysis, General, Industry and International Environmental Factors; Analysis of environment, Diagnosis of Environment – factors influencing it; Environmental Threat and opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting; techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).
4. Strategy Alternatives, Grand Strategies and their sub strategies; Stability, Expansion, retrenchment and Combination; Internal and External Alternatives; Related and Unrelated alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.
5. Strategic Choice and Analysis; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.
6. Strategy Implementation, Concept, Barriers, Implementation Process; Project & Procedural Implementation, Resource Allocation; Structural Implementation; Plan and Policy Implementation; Leadership Implementation; Behavioral Implementation, Implementing Strategy in International Setting.
7. Strategy Evaluations and Control, Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

### **Text books**

Kazmi Azhar **Strategic Management and Business Policy**, 3e, 2009Tata McGraw Hill  
Lomash & P.K. Mishra **Business Policy & Strategic Management** Vikas Publication  
Alpana Trehan **Strategic Management** 1st edn 2010 Dreamtech,  
A. Nag **Strategic Management.Analysis.Implementation.Control.** 2011, Vikas Publication

Parthasarthy, **Fundamentals of Strategic Management**, 2008, Wiley India

### **Reference Books**

Pankaj Ghemawat-**Strategy and the Business Landscape**, 2/e.Pearson

Thompson Strickland, **Crafting & Executing Strategy (SIE)**, 16e2011Tata McGraw Hill

Haberberg **Strategic Management**,2010 Oxford Press

Tushman Managing **Strategic Innovation& Change**,2010, Oxford Press

Wheelen/Rangarajan,**Concepts in Strategic Management and Business Policy**, 9/e Pearson

## **MAJOR RESEARCH PROJECT**

### **Objective**

The objectives of Major Research Project are enable to develop the understanding of the given problem and to enhance the analytical and problem solving ability and implementation capabilities of research process.

### **Examination**

The Major Research Project (MRP) shall be compulsory. University will constitute an expert committee to review and approve the synopsis. The student shall submit duly approved synopsis within 15 days from the completion of MBA II semester examination. During the entire III semester & IVth Semester the student shall undertake the MRP with extensive exposure to and interaction with Industry under the guidance of a faculty and Industry guide.

Students will be required to submit the final MRP Report in the hard bound form in the number specified by the University fifteen days before beginning of IVth Semester examination and based on the MRP each student under the guidance of his/her faculty guide shall publish a paper in a journal of repute with ISSN before his/her MBA Degree is awarded.

## **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**

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.

2. Scanning of International Environment: Social, Political, Legal, And Economic.
3. Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.
4. Foreign Trade Policy: EXIM Policy 2002-2007 Salient features.
5. Export Documentation and Procedures and Institutional support for export promotion in India.
6. Product: Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding Strategies.
7. 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.
8. Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.
9. 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**

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

#### **Reference Books**

Francis Cherunilam **International Marketing**,2010,Himalaya Pub.House  
 Paul, Justin,**International Marketing : Text & Cases**1e2011Tata McGraw Hill  
 Lee, **Global Marketing Management**,Oxford Press  
 Shaw,**International Marketing Analysis and Strategy** Wiley India

#### **Service and Retail Marketing**

##### **Course Objective**

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

##### **Course Contents**

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

3. Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies.
4. Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.
5. Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs. Retail Marketing: Retailing and Marketing, Consumer Behaviour and Retail Operations. Strategic marketing planning for Retailing.
6. Retail Marketing Mix: Retail Product: Merchandising, Store Design, Layout ,Pricing: Pricing objective, Policies and Strategies. Distribution: Location, Logistics, SCM, Channels. Communication & Promotion; Developing Promotion Mix for Retailing. Managing Retail Brand.
7. Retail Service Quality: Quality audit. Managing People Retail : HRM, CRM, IT in Retailing & Future trends

#### **Text Books**

Zeithmal, Bitner, **Service Marketing (SIE)**, 4e Tata Mcgraw Hill  
 Hoffman, **Marketing of Service** 1st 2008 Cengage Learning  
 Cullen, **Retailing: Environment & operation** ,1st 2008 Cengage Learning  
 A Sivakumar **Retail Marketing** Excel Books  
 C Bhattacharya Ravi Shanker, **Services Marketing**, Excel Books

#### **Reference Books**

Nargundkar Rajendra, **Services Marketing**, 3e Tata Mcgraw Hill  
 Clow **Services Marketing: Operation, Management and Strategy**, 2ed, Wiley  
 Apte, **Services Marketing**, Oxford Press  
 Jauhari **Services: Marketing, Operations, and Management**, Oxford Press

### **Consumer Behavior and Rural Marketing**

#### **Course Objectives**

The objectives of this course are to help students gain an understanding of various aspects of Consumer Behaviour and their applications & rural marketing as an integral part of marketing management, and developed an understanding of rural marketing

#### **Course Contents**

1. Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.
2. Consumer Decision Processes, Pre-purchase process: Information processing, Purchase Processes: Consumer Decision rules. Post Purchase processes: Framework, dissonance satisfaction / dissatisfaction.
3. Consumer Behaviour Models, Nicosia Model, Howard-Sheth Model , Engel- Blackwell and Miniard Model , Sheth Family Decision Making Model

4. Individual Determinants of Consumer Behavior: Demographics Psychographics,
5. Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding, social class, family. Family life-cycle group and personal influence, word of mouth communication, opinion leadership. Future of consumer behaviour.
6. Rural Marketing: Concept, importance and scope of rural marketing, Understanding rural market, rural environment, infrastructure and rural trade practices, Rural consumer behaviour, factors affecting consumer behavior and psychology of rural customers,
7. Product, branding and packaging, Distribution in the rural markets, types of rural channels, selection and management of channels, factors influencing channel decisions, retailing, transportation, warehousing, Promotion in Rural Markets: role of advertising, sales promotion, publicity, and personal selling in rural markets.

### **Text Books**

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

### **Reference Books**

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

## **VIRTUAL MARKETING**

1. **E Business Fundamentals:** Internet Basics: Internet, Intranet, Extranet, Portals, Web and Wireless. Concept of e-Business & e-Marketing. Markets (including B2C, B2B and C2C)
2. **The Virtual Value Chain:** Marketplace vs. Market space - Visibility, Mirroring Capability and New Customer Relationships - The Network Economy - "Moore's Law" and "Gilder's Law" - E-Marketplaces and Economic Impacts
3. **Consumer Behavior on the Internet:** Demographic, geographic, psychographic and 89 behavioral factors important to e-Marketing. Motivations for shopping on the net - attributes of online shopping.
4. **Information for Competitive Marketing Advantage:** Marketing Research on the Net - Using Data Tools to Enhance Performance & for marketing intelligence.
5. **The Internet Marketing Mix:** Continuum of purely virtual to purely physical products- Product in the Internet Marketing Mix - presenting product online, building a brand – Price in the Internet Marketing Mix - Importance of price competitiveness to e-Business - Place in the

Internet Marketing Mix : the importance of fulfillment, logistical considerations- Promotion in the Internet Marketing Mix - reaching the econsumer

**6. Customer Experiences on the Web:** The web's 'unique capabilities' – Interactive communications with customers for - organizational learning, service capability, convenience.

**7. e-Customer Relationship Management:** The Economics of e-Loyalty – The importance of trust - The importance of focusing on the "right" customers – Price rational vs. price obsessive consumers, loyalists vs. butterflies - Upselling and crossselling. Relationship Capital – eCRM - Internet strategies facilitating CRM – including personalization, collaborative filtering, data mining, data warehousing and real-time profiling. Introduction to Operational, Collaborative, Analytical CRM.

**8. Virtual Communities:** Building Partnerships through Community - User-Generated Content, Blogs

**9. Legal and Ethical Issues:** Privacy and Security Concerns - Electronic Payment System - Different types of payment modes, e-cash, e-check, e-money - E-Security – Firewalls

**10. The Future of e Marketing.**

**Books Recommended:-**

1. e-Marketing: Strass, El-Ansary, Frost
2. Digital Marketing for Dummies: Carter-Brooks-Catalano-Smith
3. e-Service-New Directions in Theory & Practice: Roland T. Rust and P.K. Kannan
4. eCRM-Concepts & Cases: Madhavi Garikaparthi
5. e-CRM: Business & System Frontiers: M.P. Jaiswal & Anjali Kaushik
6. Prasad Gadkari's Guide to E-Marketing

**EVENT MARKETING**

**COURSE OBJECTIVE:**

To Understand the structure of event industry, economy, culture and trends of Market.

**COURSE OUTCOME:**

Applying the Concepts and practices of Marketing research on event related issues.

**INTRODUCTION**

An overview of event marketing – types of events – Understanding the structure of event industry, economy, culture and trends – Marketing skills for event marketers, requirement analysis .

**DESIGNING EVENT MARKETING**

Application of Marketing mix to events – designing and developing – Adoption of events – Event life cycle analysis – Key drivers influencing strategic planning and execution of different types of events – Branding issues for events.

## **PRICING STRATEGIES**

Pricing methods for events – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Profitability analysis – Negotiations for the best deal.

## **EVENT PROMOTION**

Campaign for sports cultural - Entertainment - Formal functions – Event advertising – Establishment – Festivals – Conventions – Exhibitions - Public relations – Interpersonal relationship – Media management – Role of regulatory authorities.

## **EVENT DELIVERY**

Dealing with agents, Promoters and event executors – Event Planning Implementation and evaluation from stake holders perspectives - Concepts and practices of Marketing research on event related issues.

## **TEXTBOOKS**

1. Leonard H.Hoyle, Event Marketing : How to successfully promote Events, Festivals, Conventions and Exposition, John Wiley and Sons, 2002.
2. Lieberman, Patricia Esgate, Pat Esgate, The Entertainment Marketing Revolution : Bringing the Moguls, the Media, and the Magic to the world, FT Press, 2002.

## **REFERENCES**

1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley, 2003
2. Allison Saget, The Event Marketing Handbook : Beyond Logistics & planning, Kaplan Publishing, 2006.
3. Shannon Kilkenny, The complete guide to successful Event Planning : A guide book to producing Memorable Events, Atlantic Publishing Company.
4. Judy Allen, Event Planning, Wiley India, 2007.
5. Gaur S S / Saggene S V. Event Marketing and Management

## **SOCIAL MARKETING**

### **COURSE OBJECTIVE:**

To enhance Competiveness in Social Marketing by ethical values and social media in Marketing.

### **EXPECTED OUTCOME:**

Applying Ethical Principles in Social Marketing through advanced marketing medias

## **UNIT I INTRODUCTION**

Social marketing - Definition - Scope and concept - Evolution of Social marketing - Need for Social marketing - A comparative study between Commercial and Social marketing - Use of

market research - social change tools - Factors influencing Social marketing - Challenges and opportunities.

### **SOCIAL MARKETING PROCESS AND PLANNING**

Introduction - Environment Monitoring - Social Class and self-efficacy - social capital – Social ecology - Advocacy - A global phenomenon - Social marketing Process - Stages – Ethical considerations. Planning - Formative Research in Social marketing. Analysis - Problem - Environment - Resource. Segmentation - Motives and benefits - Sheth's and Frazier's attitude - behavior segmentation - Stage approach to segmentation - Selecting target audiences - Cross cultural targeting – cultural and individual tailoring.

### **SOCIAL MARKETING MIX**

Social marketing mix - policy - product - place - price - promotion - people - partnership. Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing – Advertisement - Publicity - Edutainment - Civic or Public - Choosing media & methods. Role of media in social marketing campaigns - planning and developing Social media campaigning – Campaign vs Programme - Programme planning models – conceptual model Lawrence Green's PRECEDE-PROCEED model.

### **ETHICAL ISSUES AND CHALLENGES**

Ethical principles - Codes of behaviour - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing- Definition - monitoring - countering competition - competition and principle of differential advantage - Internal competition.

### **TRENDS IN SOCIAL MARKETING**

Future of Social marketing - setting priorities in social marketing - Repositioning strategies- Future of Public sector – NGO – Private sector social marketing.

Social Media marketing - Importance - Big Brands & Small business - E mail marketing – Social Media Tools –Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic

### **TEXTBOOKS**

1. Rob Donovan & Nadine Henley. (2011). Principles and Practice of Social Marketing-an international perspective. Cambridge University Press.
2. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing – Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc. ISBN: 978-1-4129-5647-5 (paperback).

### **REFERENCES**

1. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010.
2. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes? Oxford

## **International strategic Finance**

### **Course Objective**

The objective of this course is to provide a conceptual framework of the Working of International Financial Institutions, Money Markets, Exchange Transactions and Capital Markets.

### **Course Contents**

1. International Financial management- an overview, International Financial management and domestic financial management, motivations for international finance. Theories of Foreign Exchange rate movement and International Parity Conditions -Purchasing Power Parity, International Fisher Effect
2. The Foreign Exchange markets- Functions of the Foreign Exchange Market, The Foreign Exchange rates -direct and indirect quotations. Spot market and forward market – forward premiums and discounts, Bid - ask spread, Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory,
3. Management of Foreign Exchange Risk -Translation exposure - Functional Versus Reporting Currency. Comparison of Four Translation Methods, Transaction exposure- Measurement and Management of Transaction exposure. Currency Correlation and Variability as Hedging Tools. Economic Exposure, Transaction Exposure Versus Economic Exposure.
4. Financial Management of the Multinational Firm - Cost of Capital and Capital Structure of the Multinational Firm - determining capital structure components, Cost of Capital for MNCs VS Domestic Firms,
5. Multinational Capital Budgeting - Problems and issues in foreign investment analysis. Techniques of capital budgeting - NPV, IRR. APV.
6. Multinational Cash management - Centralized perspective of cash flow analysis. Techniques to optimize cash flow - leading and lagging, netting, matching. Country risk analysis.
7. Managing Foreign Operations — Eurocurrency markets, International Bonds Markets, External Commercial Borrowings, Advantages of Euro Issues. GDRs and ADRs

### **Text Book**

Apte, PG **International Financial Management** 5e,Tata Macgraw Hill  
Madura **International Financial management** 1st , 2008 Cengage Learning  
Shapiro,**Multinational Financial Management**, 8ed,Wiley India  
Madhu Vij **International Financial Management**,2010,Excel books

### **Reference Book**

Eun &, Rusnik **International Financial Management** ,4eTataMacgraw Hill  
Clark, **International Financial management**, 2nd 2008 . Cengage Learning  
R M Srivastava **Multinational Financial Management** Excel books  
Bhalla. V.K.**International Financial Management:Text and Cases** Anmol Publi  
Kevin,**Fundamentals of International Financial management**,PHI Learning

## **Financial Engineering & Risk Management**

### **Course Objective**

The objectives of this course are to explain to the student the risk return tradeoff and manage financial risk through the use of various derivatives and to make them understand operations of derivatives market.

### **Course Contents**

1. An overview of risk management - Investors and risk management. the profitable side of risk management; Risk management process - risk models; Derivative – Hedging Currency Risk , Hedging Risk through Forward Contracts. Indian Derivatives Market.
2. Interest rate Swaps - rationale, liability and asset based interest rate swaps, pricing of swaps, forwards and options on swaps.
3. Creating value with risk management- financial distress and investment, risks in banking credit risk, foreign exchange risk, political risk and country risk, liquidity risk
4. Financial Engineering; Construction of option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase
5. Option Market: Types of Options, Uses of Options, Payoffs from Options, Trading Strategies, Involving Options Bull-Bear, Butter Fly, Calendar and Diagonal Spread, Straddles, Strip and Straps, Options Valuation and Pricing. Factors Determining Option Price. Black Scholes Models. Concept of Delta, Theta, Gamma Vega, Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity.
6. Exotic options: Compound, binary, barrier and Asian options, options involving several assets. Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. credit default swaps.
7. Future Contracts: Introduction to Futures Markets, Future Contract and Future Trading, Specification of the Future Contract, Newspaper Quotes, Hedging using Futures, Index Futures. Basics of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future, Mechanism of Future, Contracts, Operations of Margin, Convergence Clearing Process, Clearing house and Clearing Margins, Hedging, Difference between Forward and Future contracts.

### **Text Books**

Hull. J. C **Options Futures and Other Derivatives** 7ed,2009 PHI New Delhi  
Varma, Jayanth,**Derivatives and Risk Management**1eTataMcgrawHill  
Stulz **Risk management and Derivatives**,1st ,2008 Cengage Learning  
Parasuraman **Fundamentals Of Financial Derivatives**, 2nd Ed,Wiley

### **Reference Book**

Marshal& Bansal,**Financial Engineering**,2010, PHI New Delhi  
Bhalla. V. K. **Financial Derivatives: Risk Management**: S. Chand & Company  
Chance **Derivatives and Risk Management Basics** 1st 2008 Cengage Learning  
Dorfman,**Introduction To Risk Management**, PHI New Delhi  
Ashthana, **Financial Risk Management**, 2010 Himalaya Pub.House  
Johnson **Introduction to Derivatives - Options, Futures, and Swaps**,Oxford Press

## **Investment Analysis & Portfolio Management**

### **Course Objective**

The objective of this course is to provide the students in-depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

### **Course Contents**

1. Introduction: Concept of Investment, Investment V/S Speculation, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment. Selecting Investments in a global market.
2. Risk Return: Concept Of Risk and Return, Systematic and Unsystematic Risk, Multifactor Model of Risk & Return, Efficient capital Markets, Concept of Beta, Capital Assets Pricing Model, SML and CML Valuations.
3. Securities Valuation: An Introduction to Security Valuation, Macroeconomic & Market Analysis: The Global Asset Allocation Decision
4. Valuation of Bonds: Bond Fundamentals, Bond Valuation Models: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Conservity, Bond Value Theorem. Valuation of Equity: Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.
5. Security Analysis: Stock Market Analysis, Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing.
6. Portfolio Concepts: Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model. Factor Models and Arbitrage Pricing Theory. Portfolio Investment Process.
7. Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures. Portfolio Management Strategies: Bond Portfolio Management Strategies and Equity Portfolio Management Strategies

### **Text Books**

Bodie & Mohanty, **Investments: An Indian Perspective**, 8, Tata Mcgraw Hill  
Reilly, **Investment Analysis and portfolio management** 2009 Cengage Learning  
Bhalla. V.K **Investment Management**. 2008 Sultan Chand New Delhi:  
Sudhindra Bhat **Security Analysis and Portfolio Management** Excel books  
Elton **Modern Portfolio Theory and Investment Analysis**, 7th Edition, Wiley

### **Reference Books**

Maheshwari, **Investment Management**, PHI Learning  
V.A. Avadhani, **Securities Analysis & Portfolio Management** Himalaya Publi House  
Mayo **An Introduction to Investments** 1st 2009 Cengage Learning  
Luenberger **Investment Science** Oxford Press  
Ho, **Securities valuation-Application of Financial Modelling** Oxford Press

## **Corporate Restructuring & Valuation**

### **PART A - Corporate Restructuring (50 Marks)**

#### **1. Introduction and Concepts**

- Meaning of Corporate Restructuring
- Need, Scope and Modes of Restructuring
- Historical Background
- Emerging Trends
- Planning, Formulation and Execution of Various Corporate Restructuring Strategies - Mergers, Acquisitions, Takeovers, Disinvestments and Strategic Alliances, Demerger and Hiving off
- Expanding Role of Professionals

#### **2. Merger and Amalgamation**

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

#### **3. Corporate Demerger and Reverse Merger**

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

#### **4. Takeover**

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

#### **5. Funding of Merger and Takeover**

- Financial Alternatives; Merits and Demerits
- Funding through various Types of Financial Instruments including Equity and Preference Shares,

Debentures, Securities with Differential Rights, Swaps, Stock Options; ECBs, Funding through Financial Institutions and Banks

- Rehabilitation Finance
- Management Buyouts/Leveraged Buyouts

#### **6. Financial Restructuring**

- Reduction of Capital
- Reorganization of Share Capital
- Buy-Back of Shares – Concept and Necessity
- Procedure for Buy-Back of Shares by Listed and Unlisted Companies

#### **7. Post Merger Reorganization**

- Factors involved in Post Merger Reorganization
- Integration of Businesses and Operations
- Assessing Accomplishment of Post Merger Objectives; Measuring Post Merger Efficiency

#### **8. Case Studies**

### **PART B – Valuation (30 Marks)**

#### **9. Introduction**

- Meaning, Objective & Scope of Valuation
- Principles of Valuation
- Preliminary Work relating to Valuation
- Valuation Standards and Valuation Analysis

#### **10. Valuation Techniques**

- Historical Earnings Valuation
- Asset Based Valuation
- Market Based Valuation

#### **11. Regulatory and Taxation Aspects**

- Legal & Regulatory aspects related to Valuation such as SEBI Regulations/ RBI Regulations
- Income Tax Implications

#### **12. Valuations for Different Strategies**

- Merger & Acquisition, Demerger, Slump Sale
- Liquidation and Corporate Insolvency
- Internal & External Restructuring
- Valuation of Intangibles
- Valuation of Securities

## **PART C – Insolvency (20 Marks)**

### **13. Introduction**

- Concept of Insolvency, Historical Developments
- History of Bankruptcy Laws in USA, UK and India

### **14. Revival, Rehabilitation and Restructuring of Sick Companies**

- Sick Companies and their Revival with Special Reference to the Law and Procedure relating to Sick Companies

### **15. Securitization and Debt Recovery**

- Overview of the Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002; Process; Participants
- Special Purpose Vehicle (SPV), Asset Reconstruction Companies (ARCs), Qualified Institutional Buyers (QIB)
- Overview of the Recovery of Debts Due to Banks and Financial Institutions Act, 1993
- Tribunal, Procedure; Compromises and Arrangements with Banks and Creditors

### **16. Winding Up**

- Concept; Modes of Winding Up; Administrative Machinery for Winding Up
- Winding up Process and Procedure; Managing Stakeholders and Parties in Liquidation; Conducting Meetings of Shareholders/Creditors; Dealing with Contracts; Managing Estate
- Outsourcing Responsibilities to Professionals/Service providers such as Valuers, Security Agencies
- Best Practices in Performing Liquidation/Administrator Functions; Accountability and Liabilities; Role of Liquidators and Insolvency Practitioners
- Consequences of Winding Up; Winding Up of Unregistered Companies; Dissolution

### **17. Cross Border Insolvency**

- UNCITRAL Model Law on Cross Border Insolvency
- UNCITRAL Legislative Guide to Insolvency Law
- World Bank Principles for Effective Insolvency and Creditor Rights
- Asian Development Bank Principles of Corporate Rescue and Rehabilitation
- Bankruptcy under chapter 11 of US Bankruptcy Code

**LIST OF RECOMMENDED BOOKS**  
**MODULE I**  
**PAPER 3 : CORPORATE RESTRUCTURING, VALUATION AND INSOLVENCY**

**Recommended Readings and References:**

1. A. Ramaiya : Guide to Companies Act, LexisNexis Butterworths, Wadhwa, Nagpur
2. M.C. Bhandari : Guide to Company Law Procedures, LexisNexis Butterworths Wadhwa Nagpur
3. ICSI : Handbook on Mergers Amalgamations and takeovers.
4. K. R. Sampath : Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications
5. S. Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur
6. Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PHI

**Important Websites**

- (a) [www.sebi.gov.in](http://www.sebi.gov.in)
- (b) [www.rbi.org.in](http://www.rbi.org.in)
- (c) [www.finmin.nic.in](http://www.finmin.nic.in)
- (d) [www.dipp.nic.in](http://www.dipp.nic.in)
- (e) [www.mca.gov.in](http://www.mca.gov.in)

Students are advised to read relevant Bare Acts and Rules and Regulations relating thereto. 'Student Company Secretary' and 'Chartered Secretary' should also be read regularly for updating the knowledge.

## **Financial Analysis & Reporting**

### **Objectives**

The main objective of this course would be to facilitate the understanding of graduate students of Finance of the diverse Financial Technical Frameworks and Tools applicable to the Indian and Global Financial Markets, with a greater thrust on Global Inter-Market Analysis. The course is modeled to provide would-be managers with the right balance of Financial Technical Analysis Theory and its applicability to the Indian and Global Financial Markets using real-life charts. In the course, the participants will learn sophisticated quantitative and analytical skills and charting techniques to better analyze various financial markets such as equities, bonds, commodities and currencies. A special emphasis would be placed on Indian Equities Markets and Commodities Markets through Real-time Charting Techniques.

In the wake of increasing Globalization of Financial Markets worldwide, the course would undoubtedly render the students capable of making better and more informed decisions in the realm of Investment Analysis, Asset Allocation and Hedging Mechanism.

By the end of the course the participants should be better able to:

- Understand the philosophy and rationale of the Financial Technical Analysis approach
- Understand the underpinnings of important theories and frameworks in Financial Technical Analysis
- Identify, interpret and analyze the varied financial technical patterns and indicators presented on the real-life stock charts.
- Understand the important inter-linkages between global financial markets including equities, bonds, commodities, currencies and their underlying futures markets

### **Topics**

#### **A. FINANCIAL TECHNICAL ANALYSIS**

##### **1. Introduction to Financial Technical Analysis**

- Philosophy & Rationale of Technical Approach to Investing
- Flexibility and Adaptability of Technical Analysis
- Technical Analysis Applied to Different Trading Mediums and Time Dimensions

##### **2. The Dow Theory**

- Introduction

- Basic Tenets of Dow Theory
- The Forerunner of All Technical Theories
- Characteristic Phases of Bull and Bear Trends
- Stocks as Economic Indicators
- Critical Appraisal of Dow Theory

### 3. The Japanese Candlestick Theory

- Introduction to Japanese Candlestick Charting Techniques
- Candlestick Construction & Analysis
- Major Candlestick Reversal and Continuation Patterns
- The Rule of Multiple Technical Techniques

### 4. The Basic Concepts of Trend

- Definition of Trend
- Trend has Three Directions
- Trend has Three classifications
- Trendlines – Support and Resistance
- Definition of Support and Resistance Levels
- How They Reverse Their Roles
- Reasons for Support / Resistance Phenomena
- Tests for Determining Potential
- Importance of Volume

### 5. The Major Reversal Patterns

- Introduction
- Price Patterns
- Two Types of Patterns
- Reversal and Continuation
- The Head and Shoulders Reversal Pattern
- The Importance of Volume
- Finding a Price Objective
- The Inverse Head and Shoulders
- Double and Triple Tops and Bottoms
- Saucers and Spikes
- How Insiders Distribute

- Volume Characteristics

## 6. The Major Continuation Patterns

- Introduction
- Triangles
  - The Symmetrical Triangle
  - The Ascending Triangle
  - The Descending Triangle
- The Broadening Formation Flags and Pennants
  - The Wedge Formation
  - The Rectangle Formation
  - The Measuring Formula

## 7. Price Gaps

- Their Significance
- Various Kinds of Gaps
- Breakaway Gaps, Continuation or Runaway Gaps
- Measuring Implications
- Exhaustion Gaps
- Island Reversals

## 8. The Moving Averages

- The Technical Oscillators
- The Stock Market Indicators
- Volume and Breadth Indicators as crucial determinants of the Overall Health of a Particular Stock Market
- Measuring Market Breadth
- The Advance
- Decline Line
- AD Divergence
- New Highs Versus New Lows
- New High
  - Upside Versus Downside Volume
  - The Arms Index
- New Low Index

## B. GLOBAL INTER-MARKET ANALYSIS

## 1. The Study of International Financial Markets

- A New Dimension in Technical Analysis
- Interlinkage of Various Financial Markets like Currencies, Bonds, Commodities, Equities across the Globe
- Global Inter-Market Analysis with the help of Technical Analysis

## 2. Understanding the Business Cycle through Global Inter-Market Analysis

- The Impact of the Business Cycle on Various Market Sectors
- The Six Stages of Business Cycle
- Stovall's Diagram to Describe a Complete Economic Cycle

### Reference 1

#### External Financial Reporting Decisions

Kieso, Donald E., Weygandt, Jerry J., and Warfield, Terry D., *Intermediate Accounting*, 15th edition, Wiley & Sons, Hoboken, NJ, 2011.

Nikolai, Loren A., Bazley John D., and Jones, Jefferson P., *Intermediate Accounting*, 11th edition, SOUTH-WESTERN CENGAGE Learning, Mason, OH, 2010.

Hoyle, Joe B., Schaefer Thomas F., and Douppnik Timothy S., *Advanced Accounting*, 11th edition, McGraw Hill, New York, NY, 2013.

#### Planning, Budgeting and Forecasting

Wheelen, Thomas L., et. al., *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, 14th edition, Prentice Hall, Upper Saddle River, NJ, 2014.

Hill, Charles W.L., et. al., *Strategic Management: An Integrated Approach*, 11th edition, Cengage Learning, Stamford, CT, 2013.

Blocher, Edward, J., Stout, David E., Juras, Paul E., and Cokins, Gary, *Cost Management: A Strategic Emphasis*, 6th edition, McGraw Hill, New York, NY, 2013.

Hornigren, Charles T., Datar, Srikant, and Rajan, Madhav, *Cost Accounting: A Managerial Emphasis*, 14th edition, Prentice-Hall, Upper Saddle River, NJ, 2012.

Anderson, David, R., Sweeney, Dennis J., Williams, Thomas A., Camm, Jeff, and Martin, R. Kipp, *Quantitative Methods for Business, 11th Edition*, Mason, Ohio: South Western, 2010.

### **Performance Management**

Blocher, Edward, J., Stout, David E., Juras, Paul E., and Cokins, Gary, *Cost Management: A Strategic Emphasis*, 6th edition, McGraw Hill, New York, NY, 2013.

Horngren, Charles T., Datar, Srikant, Rajan, Madhav, *Cost Accounting: A Managerial Emphasis*, 14th edition, Prentice-Hall, Upper Saddle River, NJ, 2012.

### **Cost Management**

Blocher, Edward, J., Stout, David E., Juras, Paul E., and Cokins, Gary, *Cost Management: A Strategic Emphasis*, 6th edition, McGraw Hill, New York, NY, 2013.

Horngren, Charles T., Datar, Srikant, Rajan, Madhav, *Cost Accounting: A Managerial Emphasis*, 14th edition, Prentice-Hall, Upper Saddle River, NJ, 2012.

### **Internal Controls**

Simkin, Mark G., Rose, Jacob M., Norman, Carolyn S., *Core Concepts of Accounting Information Systems*, 12th edition, John Wiley & Sons, Hoboken, NJ, 2012.

Bodnar, George, H., and Hopwood, William S., *Accounting Information Systems*, 10th edition, Prentice-Hall, Upper Saddle River, NJ, 2010.

*Sawyer's Guide for Internal Auditors*, 6th edition, The Institute of Internal Auditors Research Foundation (IIARF), Altamonte Springs, FL, 2012.

## **BEHAVIOURAL FINANCE**

### **Objectives**

- To help students appreciate the limitations of 'rational' models of investment decision making
- To introduce students to an alternate framework for understanding price discovery in the markets
- To help students identify persistent or systematic behavioral factors that influence investment behavior

## Topics

1. Investment Decision Cycle: Judgment under Uncertainty
2. Utility/ Preference Functions: Expected Utility Theory [EUT]
3. Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage
4. Paradoxes (Allais and Others)
5. Prospect Theory
6. Information Screening Biases
7. Information Processing: Bayesian Decision Making, Heuristics and cognitive biases
8. Forecasting Biases
9. Emotion and Neuroscience
10. Group Behavior: Conformism, herding, fatal attractions
11. Investing Styles and Behavioral Finance

### Introduction to Behavioral Finance:

[Why Smart People Make Big Money Mistakes](#) - Belsky and Gilovich

[The Little Book of Behavioral Finance](#) - Montier

[Predictably Irrational](#) - Ariely

[Misbehaving](#) - Thaler

[Animal Spirits](#) - Akerlof and Shiller

### Compensation Management

#### Course Objective

The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India.

#### Course Contents

1. Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill based pay, Factors affecting wage concept of pay of performance.
2. Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).
3. Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys.

4. Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948; Payment of wages Act 1948; Payment of Bonus Act, 1965.
5. Current Trends in Compensation and Reward Management.
6. Concept of human capital and its implications for compensating human resources. Determinants of intra and inter-industry differentials in compensation. Internal and external equity in compensation systems.
7. Designing compensation for Chief Executives, senior managers, knowledge workers etc.

### **Text Books**

Milkowich, Newman **Compensation(SIE )** Tata Mcgraw Hill  
Armstrong. & Murlis **Reward Management A Handbook of Salary administration.** London  
Kegan Paul  
Bhattacharya, **Compensation Management**, Oxford Press  
Tapomoy Deb **Compensation Management**, Excel Books

### **Reference Books**

Garry Dessler, **Human Resource Management**, 11e, Pearson Education  
B D Singh **Compensation and Reward Management** Excel Books  
Henderson. **Compensation Management in a Knowledge Based World New** Pearson Edu

## **Business Process Transformation**

### **Course Objectives**

The objective of the course is to study business transformation through managing people with special emphasis on innovation, Creativity, team building, TQM and BPR

### **Course Contents**

1. Innovation and Creativity: Theories of innovation and creativity, Managing People Side of innovation, Resistance To innovation, the Creative Process, Releasing creativity, Creative Techniques of Problem Solving, the Creative Environment, Creative Organization, Creativity Training, Introduction To Learning Organizations, Architecture of Learning Organization.
2. Team Building: Redesigning Work, Developing Teams, Building Teams Structure and Skills, Managing Disruption and Conflict, Improving Work Process and Work Flow, Appraising Team Performance, Leading High Performance Teams.
3. Total Quality Management: History & Philosophy of TQM, Total Quality As A System, Step By Step TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification, Malcolm Baldrige Award Criteria, Demings Award, Rajiv Gandhi National Quality Award.
4. Basic HR issues in Total Quality Management: Leadership Vision and Continuous Process of Improvement, Kaizen, Performance Appraisal and TQM, People Capability Maturity Model (PCMM), Quality Based HR Practices.

5. Business Process Re-Engineering: Basic Concepts, Process Mapping, Work Flow Mapping, Effectively Applying BPR in the Organizations.
6. Management of Change: Theories of Change, leading Change, Resistance to Change, Change Proneness, Visioning, HRM and Culture of Change.
7. Knowledge Management: Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge officer in organization.

### **Text Book**

Grover **Business process Transformation**, 2010, PHI Learning  
Poirier **Business process management Applied** 1st 2008 Cengage Learning  
Evans, **Total Quality management** 1st 2009 Cengage Learning  
Tapan Panda **Knowledge Management** Excel Books

### **Reference Books**

Kavita Singh **Organisation Change and Development** Excel Books  
Pradip N. Khandwala, **Fourth Eye: Excellence Through Creativity**, Wheeler Pub

## **ORGANISATIONAL DEVELOPMENT**

### **Course Objectives**

The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD programmes.

### **Course Contents**

1. Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization Development & Transformation
2. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.
3. OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.
4. Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.
5. Emerging Trends in OD with special emphasis on future organizations.
6. Organisation Design, Processes and Culture. Life Cycle & Phases of growth Organisational Effectiveness & Excellence, Organisation Culture, Values & Ethics
7. Organisation Development Planned change strategy Managing Change in Times of Turbulence.

### **Text Books**

Srivastava **Organization Design and Development: Concepts and Applications**, Wiley  
Kavita Singh **Organisation Change and Development**, Excel Books  
Wendell L. French and Cecil N. Bell Jr., **Organization Development** Prentice Hall

## **MEASURING HR**

As HR professionals respond to the challenge of taking a more strategic perspective regarding their role in the organization, measuring HR's performance and its contribution to the firm's performance consistently emerge as a key theme. This course addresses the question of how HR practitioners can measure their contribution to their firm's growth.

The course specifically aims to achieve the following objectives

- ✓ To appreciate the importance of bottom-line focus to the Human Resource function and the trend toward HR accountability
- ✓ To understand the various approaches and techniques of measuring HR
- ✓ To get hands on experience of studying the HR function of an organization to understand its impact on bottom-line

### **Topics**

#### **1. Introduction and Overview**

- Changing Role of HR
- HR as a Strategic Partner
- The Need for Measuring HR

#### **2. Approaches to Measuring HR**

- Competitive Benchmarking
- HR Accounting
- HR Auditing
- HR Cost Monitoring
- HR Effectiveness Index
- HR Key Indicators
- HR MBO
- HR Profit Centre
- HR Reputation

- Return on Investment
- Surveys

### **3. Measuring Specific Impact**

- Measuring HR's Contribution to Enterprise Goals
- Cost Benefit Analyses for HR Interventions
- Measuring HR's Impact on Processes
- Measuring HR's Value Added
- Balanced Scorecard and HR Scorecard

### **4. Special Issues in Measurement Process**

- Principle of Good Measurement
- Integrating Alternative Measures of Behavioral and Performance Outcomes
- End-to-end HR Value Report
- Measuring HR Alignment

### **5. Conclusion**

- The Next Generation HR Valuation
- Human Resource Valuation Strategy for Inventing Future

## **PARTICIPATIVE MANAGEMENT & DIVERSITY MANAGEMENT**

### **Objectives**

Participative Management is one of the important areas of Personnel Management and Industrial Relations. It is the process in which employees contribute their ideas and involve in management process. Many organizations are obliged to provide some means of permitting their employees to participate in the process of decision-making. This course provides the basic inputs that are necessary to understand and appreciate the concept of Participative Management and its forms and levels.

Managers are now faced with the challenge of leading an increasingly heterogeneous workforce that is diverse along the lines of race, age, sexual orientation, physical ability and ethnicity. Some organizations are trying to frame diversity as a process to be leveraged rather than a problem to be solved. Inherent in the diversity management agenda of these organizations is the assumption that best, talented and creative employees come from diverse backgrounds. Effective management of diversity would ensure retention of best and brightest employee pool and thereby ensure sustainable competitive advantage.

## Topics

1. Concept and Philosophy of Participation
2. Perspectives on Participation: Political, Sociological, Classical, Human Relations and Human Resource Perspectives
3. Forms and Levels of Participation: Direct and Representative
4. Planning for Participation and Problems in Developing Participation
5. Participative Management in Different Countries
6. Understanding the issues and challenges involved in managing a diverse workforce
7. Gaining deeper insights about individual biases towards diversity management
8. Enhancing skills for effective diversity management
9. Appreciating contemporary development in the field

## UNIX and Linux Operating System

### Course Objective

The objective of this course is to help students to understand the concepts of Multi-user, Multitasking Operating System Unix and related issues and their use in organization and processing complex business information.

### Course Contents :

**1.Introduction to Operating Systems and UNIX:** Concepts, History, and Functions. The UNIX Operating System: Back ground, Philosophy, General Overview of the system, Introduction to Kernal concepts Help Facility.

**2.The File Systems, Utilities and Filters:** File Systems: Structure of file system, Internal representation of files, system calls for the file system, pwd, cd ls, cat, mkdir, rmdir, chmod, cp rm, mv commands. Utilities: more, file wc, od, cmp, comm., diff, lp, banner, cal, date who tty, sty commands. Simple Filter: Pr head, tail, cut, paste, sort, unip, nl commands, advanced filters: grep, egrap, sed tr, join, awk, filtering

**3.Shell and Shell Programming:** The Bourne shell: Sh, proceeding a command by its path, combining commands, pattern matching, echo, pipes, tees, shell variables, shell scripts.

Programming with the Shell: System variables, the profile conditional execution, script termination, if, case, while-until, for, et shifts statements.

**4.The Process:** The structure of process, process control, process scheduling and time, Shell process, parent and children process, process status, system process, multiple job in background, wait command, premature termination of a process, job execution with low priority, multiple jobs in foreground-shell layers, timing processes.

**5.Communicating and Scheduling :** Bulletin Board, Message of the day, Two way communication, Insulation from the other users, using Mailbox, Address all users, Delay, Execute in shell script later, running jobs periodically.

**6.System Administration:** Super user, security, user services, floppy disk management, operation, file system administration, backups.

**7.Introduction to Linux Operating System:** Basic Commands & Utilities.

#### **Text Books:**

Ambawade & Shah **Linux Lab:Hands on Linux**,2011, Dreamtech Press  
Sumitabha Das, **Unix Concepts and application**, New Delhi, Tata McGraw Hill  
Forouzan, **Unix and Shell programming**.1st 2009 Cengage Learning  
Bach, **Design of the UNIX Operating System**,PHI Learning

#### **Reference Books**

Mike Mcgrath **Linux in easy steps**,2010 Dreamtech Press  
Rosen **UNIX: The Complete Reference**, Tata McGraw Hill,2010.  
Diaz, **Introduction to Unix/ Linux With DVD** 1st 2009Cengage Learning  
Stevanse,**Unix Programming** ,PHI Learning  
Peter Norton, **Guide to Unix**, New Delhi BPB Publication  
Promod Koparkar, **Unix for you**, New Delhi, Tata McGraw Hill.

### **Visual Basic Programming**

#### **Course Objective**

The objective of this course is to help students to understand the visual Programming and concepts of front-end tool using visual basic and their use in organization and processing complex business information.

#### **Course Contents**

1. Introduction to Visual Basic: enhanced features, introduction to graphical user interface, introduction to front end tools. Event driven programming, object and controls. Attributes and events of objects, form events and properties, and using control: text box control, command buttons, list box , combo box and Scroll bars, working with control array.
2. Managing Projects: control structures, scope and life time of variables, arrays, static array, Dynamic array, User defined data type, Collections understanding projects, structure of visual basic application, variables, methods, procedures, functions.

3. Working with Forms: loading, showing and hiding a form, controlling forms, creating menus using menu editor, menu control array, creation of objects during run time. MDI (Multiple Document Interface)
4. Files: sequential file, random file, Binary file, File controls: Drive list box, directory list box, and file list box.
5. Creating graphical applications: timer object, mouse events, drags and drop event, image box and picture box, shape control.
6. Active X control: common dialog box, grid control, tool bar & status bar, animation control, tree view control, list view control, image list control, Tabstrip, SSTab control, Slider and Progress bar control.
7. Database Management: Introduction to MS-Access & Oracle 8i, Properties of Data controls, Navigating Database through data control, using DB combo & dblist with data control, using DB grid with data control, data control and SQL.
8. ADO: Creating application using ADO, understanding ADO, hierarchy using methods and properties of ADO objects, ADO and SQL, Introduction to client server environment connecting to oracle with data control.
9. Crystal Report 8.0: Creating simple reports, using crystal reports control, simple application with crystal reports, properties of crystal report query.

#### **Text Books**

Steven Holzner **Visual Basics ,Net Programming Black Book**, Dreamtech Press  
 Jerke **Visual Basic 6: The Complete Reference** TataMcGrawHill, 2010  
 Zak **Visual Basics 2008** 1st 2008 Cengage Learning  
 Mohammed Azam **Programming With Visual Basic 6.0** Vikas Publication

#### **Reference Books**

Kogent Solutions **Visual Basics 2008 Programming** Black Book Dreamtech Press  
 Peter Norton, **A guide to Visual Basic**, Techmedia, New Delhi  
 Scott Warner, **Teach yourself Visual Basic 6**, Tata McGraw-Hill Publishing Co. Ltd.  
 Allert **Visual C++ Programming** 1st 2009 Cengage Learning  
 Petrusha, **Visual Basic 2005: The Complete Reference** TataMcGrawHill, 2010  
 Evangelos Petroustos, **Mastering VB 6.0**, BPB Publications, New Delhi

#### **Computer Networks**

##### **Course Objective**

The objective of this course is to help students to understand the concepts of Data Communication and Computer Networks and related issues and their use in organization and processing complex business information.

##### **Course Content**

1. Computer Networks: Introduction, Distributed Systems, Network Goals & its Applications, Protocol Hierarchies, network architecture, design issues for the layers, simplex, halfduplex, full-duplex, interfaces and services, connection oriented and connection less services, service primitives.

2. Reference Models: The OSI Reference Model, The TCP/IP Reference Model, Comparison and Critique of the OSI and TCP/IP Reference Models.
3. Physical Layer: Concepts of data transmission, transmission media, guided and unguided media, digital and analog transmission, transmission impairments, Multiplexing- TDM, WDM, FDM, Switching techniques- circuit, packet and message, Cellular Radio, wireless transmission, Modems, DSL, cable modem, ISDN- introduction, ISDN channels, ISDN layers, services, and Communication Satellites.
4. Data Link Layer: Framing, error control, flow control, unrestricted simplex, simplex stop and wait protocol, sliding window protocols, HDLC, SLIP, PPP.
5. Network Layer: Internal organization, routing, congestion, routing-shortest path, multipath, congestion control algorithms, preallocation of buffers, choke packets, deadlocks and Services of network layer.
6. Transport Layer: Services of transport layer, Transport protocols, connection management.
7. Upper OSI layers: Session layer and Transport Interaction , Presentation Layer – Translation, Authentication, Data Compression, Application layers – Message Handling System(MHS), File transfer ,Access and Management (FTAM)
8. Transmission Technology: Broadcast networks, Point-to-Point Networks, LAN, MAN & WAN topologies, Wireless networks, Internetworking, Introduction to Bridges, Routers, Switches, Gateways, and Repeaters, Introduction, Functioning and Services- Novell Netware, Window NT, NOS (Network Operating Systems)

### **Text Books**

Gallo **Computer communication & networking technologies** 1st2009 Cengage Learning  
 Andrew S Tanenbaum, **Computer Networks**, PHI, New Delhi  
 ISRD Group **Data Communications & Computer Networks** TataMcgrawHill, 2010  
 Rajneesh Agarwal & B Tiwari **Data Communication & Computer Networks** Vikas Pub.

### **Reference Books**

Miller Delmar **Introduction to Data & Network Communications** Cengage, 2010  
 Martin, J., **“Computer Networks and Distributed Processing”**, Prentice-Hall,  
 Tom Sheldon, **“Encyclopedia of Networking”**, Tata McGraw Hill Pub.  
 William Stallings, **Data and Computer Communication**, Prentice Hall India,  
 A. Shay, **“Understanding Data Communications and Networks”**, Vikas Publishing  
 S. Keshav, **“An Engineering Approach to Computer Networking”**, Addison- Wesley

## **Production Planning and Control**

### **Course Objective**

The course is design to equip the students with the concepts of Production Planning and Control (PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

### **Course Contents**

1. Introduction to Production Planning and Control: Need of PPC, Functions of PPC, Factors Influencing PPC in the Organization, Manufacturing Methods and Managerial Policies and Prerequisites of PPC.
2. Materials Planning and Control: Input Required for Materials Planning and Control, Steps in Materials Planning and Control, Techniques of Materials Planning and Control,
3. Machining Allowances, Make or Buy Decision, Scientific Stock Control Techniques (Inventory Control Models).
4. Factors Influencing Process Planning: Step in Process Planning and Process Selection.
5. Manufacturing resource planning (MRP II): Introduction, Aggregate production planning, master production scheduling, MRP II (Introduction, concepts), MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II.
6. Scheduling: Factors Influencing Scheduling, Working and Scheduling Charts, Job Sequences (n job on two machines, n job on three machines), Project Scheduling, Critical Ratio Scheduling, Assignment Techniques (Assignment - Model).
7. Capacity Planning: Capacity Planning, Integrated Production Planning and Control.

### **Text Books**

Jhamb, **Production Planning and Control**, Pune: Everest Publications.  
Hari Raghu Rama Sharma, **Production Planning and Control Concepts and Application**, New Delhi: Deep and Deep Publications,  
Bill Scott, **Manufacturing Planning System**, London :McGraw-Hill Publications,  
George W. Plossl, O. R. Licky's. **Materials Requirement Planning**, New York: McGraw-Hill Publications,

### **Total Quality Management**

#### **Course Objective**

The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance.

#### **Course Contents**

1. Concept of Total Quality and its evolution, Components of a Total Quality Loop.,
2. Quality of Design; Taguchi's Loss Function,
3. Quality of Purchasing; Supplier Qualification
4. Critical-to-Quality Characteristics: Attributes and Variables, Theory of Acceptance Sampling,
5. Statistical process control, Process Capability Studies, difference between inspection and quality control, application of quality control in industries.
6. Concepts & Application of 6 – Sigma Quality: Comparison between 3-sigma & 6- sigma quality, DMAIC approach to 6-sigma implementation application to service industry, link between 6- sigma & DOE.
7. ISO 9000 and ISO 14000 Series and SPC, Quality Circles

#### **Text Books**

Mitra A., **Quality Control Applications**, Pearson Education.

Basterfield, **Total Quality Management**, Pearson Education  
Logothitis, **Total Quality Management**, PHI.  
Janakiraman & Gopal **Total Quality Management : Text and cases**, PHI

## **Business Process Reengineering**

### **Course Objective**

The objectives of this course are to acquaint the student with understanding process orientation in business management and develop skills and abilities in re-engineering and business process for optimum performance.

### **Course Contents**

1. Introduction to BPR: Concept, Philosophy of BPR, Fundamental tenets of BPR, Benefits & pitfalls of BPR, Drivers to BPR.
2. Process reengineering framework: Opportunity assessment, planning the process reengineering project.
3. Organizing for process reengineering.
4. Process analysis and design: a) Process analysis (b) Process design.
5. Planning and implementing the transition: Planning the transition, implementing the transition, tracking and measuring process performance.
6. Tools and techniques used in BPR: Case tools, Workflow systems, Imaging technology, Floware, Business design facility tools, and Change management tools.
7. Risk and impact measurement.

### **Text Books**

Lon Roberts, **Process Re-engineering: The Key to Achieving Breakthrough Success**, Tata McGraw Hill,  
Henry J. Johanson, Palrik Mchine, A. John Pandilebury, William A Wheeler, **Business Process Reengineering: Breakpoint Strategies for Market Dominance**, Chichester, John Wiley & Sons

### **Stochastic Models**

Stochastic models offer a powerful analytical approach to model and examine complex problems in the domains of finance, marketing, operations and economics. In management as well as in business, many measurements change with time and are inherently random in nature. Stochastic models can be used to model and measure changes in metrics used for finance, marketing, operations, supply chain, etc. over a period of time. The objective of this module is to provide an introduction to stochastic processes and their applications to business and management. Our approach will be non-measure theoretic, with an emphasis on the applications of stochastic process models.

## **Content**

Introduction to stochastic models, Markov models, Classification of states, Steady-state probability estimation, Brand switching and loyalty modeling, Market share estimation

Poisson process, Cumulative Poisson process, Applications of Poisson and cumulative Poisson in operations, marketing and insurance

Renewal theory, Applications of renewal theory in operations and supply chain management

Markov decision process, Applications of Markov decision process in sequential decision making

## **Advanced Analytics 1**

Advanced analytical tools will be taught in two modules. The participants will be exposed to a complex decision-making scenario under uncertainty and how to deal with such problems using advanced tools. Discussion problems will be drawn from many sectors such as finance, banking, insurance, T, TeS, retail, service, manufacturing, pharmaceuticals, etc.

## **Content**

Principal component analysis, Factor analysis, Conjoint analysis, Discriminant analysis, ARCH (autoregressive conditional heteroscedasticity) and GARCH (autoregressive conditional heteroscedasticity), Monte Carlo simulation

Survival analysis and its applications: Life tables, KapMeier estimates, Proportional hazards, Predictive hazard modeling using customer history data

Six Sigma as a problem solving methodology, DMAC and DMADV methodology, Six Sigma Tool Box: Seven quality tools, Quality function deployment (QFD), SPOC, Statistical process control, Value stream mapping, TRZ

Classification and regression trees (CART), Chi-squared automatic interaction detector (CHAD)

Lean thinking: Lean manufacturing, Value stream mapping

## **Advanced Analytics 2**

Advanced analytical tools will be taught in two modules. The participants will be exposed to a complex decision-making scenario under uncertainty and how to deal with such problems using

advanced tools. Discussion problems will be drawn from many sectors such as finance, banking, insurance, T, TeS, retail, service, manufacturing, pharmaceuticals, etc.

## **Content**

Dynamic pricing and revenue management, high dimensional data analysis, financial data analysis and prediction.

Supply chain analytics

Analytics in finance, Discounted cash flows (DCF), Profitability analysis. Asset performance: Sharpe ratio, Calmar ratio, Value at risk (VaR), Brownian motion process, Pricing options and Black–Scholes formula

Game theory

Insurance loss models: Aggregate loss models, Discrete time ruin models, Continuous time ruin models