

**DELHI SCHOOL OF MANAGEMENT**

**DELHI TECHNOLOGICAL UNIVERSITY**

**Syllabus and Scheme of Examination**

**Master of Business Administration (Full Time)**

**(Two Year Full Time Programme)**

**(Effective from Academic Year 2021-22)**



**DELHI SCHOOL OF MANAGEMENT**

**DELHI TECHNOLOGICAL UNIVERSITY**

(Formerly Delhi College of engineering)

Shahbad Daultpur Bawana Road Delhi -110042

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## **Vision of Delhi School of Management**

To be among the leading world class management education and research institutions for meeting the contemporary and emerging challenges of business and society.

M1

To develop socially responsible and ethically driven innovative managers and future leaders.

M2

To evolve a system of quality education and research in management through sustained institutionalized efforts of students and faculty.

M3

To equip the students with contemporary and emerging developments in the field of management.

## **About the Department**

### **Delhi School of Management**

Delhi School of Management (DSM) was established in 2009 with Delhi College of Engineering (DCE) acquiring a University status, being officially renamed as Delhi Technological University (DTU) through a legislature passed by the Delhi State Assembly. DSM envisages at developing distinctive future managers, keeping up with the tradition of DCE (and now DTU) by providing excellent world class education. DSM was established with a vision of inculcating a penchant for innovation, research, and experimentation in the aspiring managers. DSM aims at extending the seven-decade long legacy of DCE by incubating and developing techno-managers, who are adept at identifying pertinent and critical business problems and apply their technical skills and competencies in solving those issues. In order to train its students to face the challenges of an information and knowledge driven work environment, DSM provides them with the Triple E: Education, Experience and Exposure. DSM strives to inculcate in its students the managerial competence through specialized knowledge and skills, while simultaneously empowering their minds through quality teaching, consultancy, and other professional services in order to fulfill its role of a vibrant and model institution capable of imparting quality education in the area of Management Studies. DSM envisions at developing a knowledge society by providing equitable access to the masses and broadening the span of their participation in the areas of higher education.

## **About the Program**

### **Master of Business Administration (MBA)-Full Time**

The Master of Business Administration (MBA) programme, is designed to be highly industry centric that will enable students to learn all the essential basic management knowledge required for handling business. The students will learn broad business understanding, effective communication skills, strategic problem solving, networking skills, resource and time management, analytical skills and leadership. The program focuses on enhancing the capabilities of the students to lead and manage businesses. The curriculum has been designed in a way that it encourages cross-functional and innovative decision making. The MBA program aims at imparting training in such a way that the students strive to make positive differences in the world. The core courses in an MBA program will cover various areas of business such as accounting, finance, marketing, human resources, operations, and statistics. The specialisations include Marketing Management, Financial Management, Human Resource Management, Operations & Supply Chain Management, Information Technology Management, International Business and Entrepreneurship Management

- The MBA programme is a two-year full time professional programme spread over four semesters, which combines rigorous academic schedules with proactive efforts to develop new perspectives and a higher level of knowledge and understanding.
- The Programme focuses on inculcating effective managerial and leadership skills.
- The first year of the program offers core courses to develop the right attitude, knowledge and skills which are essential for a leader in the long term.
- The elective courses offered in the second year give students an opportunity to delve deeper in their respective areas of specialization and thus cater to the role and sector specific career objectives.

## **Semester System and Choice Based Credit System (CBCS)**

For the MBA program, DSM follows a semester system and choice based credit system adhering to the guidelines issued by UGC and AICTE. The semester system accelerates the teaching learning process and enables horizontal and vertical mobility in learning. The credit based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a “cafeteria” type approach in which the students can take the courses of their choice, learn at their own pace, undergo additional courses and adopt an inter-disciplinary approach to learning.

### **Courses in the MBA program are of two kinds: Core and Elective**

**Core Courses:** This is a course which is to be compulsorily studied by a student as a core requirement to the completion of the program

**Elective Courses:** This is a course that is supportive to the discipline of study, provides an expanded scope, enables exposure to some other domains or nurtures proficiency/skills.

### **Definition of key words**

**Program:** An educational program leading to the award of a Degree, diploma or certificate.

**Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.

**Semester:** Each semester consists of 14-15 weeks of academic work. The odd semester may be scheduled from July to December and even Semester from January to June.

**CBCS:** It provides choice for students to select from the prescribed courses.

**Course:** It is usually referred to as “Papers”. All courses need not carry the same weight/ credit. A course may comprise lectures/ tutorials/ practicals, field work, outreach activities/ project work/ vocational training/ viva/ seminars etc., or a combination of a few of these.

**Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching or two hours of practical work.

**Semester Grade Point Average (SGPA):** It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It is expressed up to two decimal points.

**Cumulative Grade Point Average (CGPA):** It is a measure of overall cumulative performance of a student over all the semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of total credits of all courses in all the semesters. It is also expressed up to two decimal points

**Grade Point:** It is the numerical weight allotted to each letter grade on a 10 point scale.

**Letter Grade:** It is an index of the performance of students in a said course. Grades are

denoted by letters O, A+, A, B+, B, C, P and F.

**Transcript or Grade Card:** Based on the grades earned, a Marksheet is issued to all registered students after every semester. The Marksheet displays the course details along with SGPA of that semester and CGPA earned till that semester

**Tutorial-** For students it will be on an average one hour per student per week. Students may be formed in a group of five and they would interact with the faculty over case based/ project based assignment.

(Since the batch consists of advanced learners, slow learners, research oriented students, foreign students etc. hence the tutorial should be delivered in flexible mode. It will help in concept clarification, practical applications, research etc. as per the need of the student.)

**Practical-** Hands on experience of the concepts/techniques on defined tools/software/database- psychometrics- personality profile- group dynamics etc. The student will be required to work in group of up to 20 students. It will inculcate skills in critical areas like decision making, also focus on being industry ready.

**Workshops-** Engagement in class will be of 12-20 hours in the whole semester depending upon out of class engagement.

### **Summer Internship Program**

At the end of the first year of the programme, the students will undergo an industry internship or summer training with an organization. The internship spans over an eight to ten-week period. This is a compulsory component of the curriculum for the completion of the academic programme. It is designed to provide exposure to organizational working, to develop an understanding of business realities, and to learn to apply theory to real life business situations. Upon completion of the internship programme, the student will submit a project report. The submission guidelines will be intimated to the students prior to start of internship.

**Capstone Project/Major Research Project:** The project is a year-long course that requires students to build on what they've learned so far and apply it to real-world business problems. Students will be attached with a mentor from industry as well as faculty and they will be required to pair with a company with a product or service challenge for students to address. The evaluation of the research project shall be carried out jointly by a panel of internal and external examiner. The department may invite external examiners across the specialization and industry.

### **Finishing School for Professional Development & Leadership**

The course will be delivered in Finishing School format in which there will be predominance of application-based and other activities with the core purpose of making the students ready for absorption in the corporate sector. This course will go beyond communication skills, focusing on personality development, social skills, soft skills, decision making, and application of theory to practical situations, emotional intelligence, critical and creative thinking and negotiation skills. The courses are designed to give a finishing touch to the character, personality and professional competence so that the employability quotient of the students is considerably enhanced.

## **Pedagogical Notes:**

1. Entrepreneurial thinking will be promoted in the delivery of various courses.
2. Case study approach as a critical learning tool will be thoroughly used to enhance the student abilities in delineating critical thinking dilemmas faced by organizations, help them in applying concepts and solve practical problems.
3. Predictive and real-life exposure will be provided to the students at all levels.
4. In addition to the focus on the corporate sector, exposure to the social sectors and public policy issues will be suitably incorporated in the delivery of the curriculum.
5. Students will be trained in innovative and out-of-box thinking in various courses to meet workplace challenges in the VUCA world.
6. The whole curriculum will be delivered in the ethical contexts and will emphasize human values.
7. The delivery will incorporate global contexts for wider perspectives and thinking.
8. The overall delivery will to provide an integrated and holistic foundation of the different fields of business management with a clear focus on problem-solving.
9. Throughout the curriculum delivery, the emphasis will be on developing leadership skills through practical exercises.
10. Successful Indian business models will be shared with students in different courses.
11. Contemporary pedagogical tools like Moderator-Supported Learner Approaches, Simulation Exercises and Crossword Play will be used to enhance learning experience.

The learning pedagogy will be complemented with self-learning tools such as poster sessions, break-and- build and free-fall learning and innovative business education methods including design thinking, project- based learning, contemplative practices, assumption-busting and theatre techniques to deepen learning.

## **Program Educational Objectives (PEOs)**

**PEO 1:** To equip students with subject knowledge and expertise of managerial functions.

**PEO 2:** To develop critical and a holistic approach among students for designing and implementing solutions to problems of business, government and society.

**PEO 3:** To nurture the spirit of innovation, creativity and entrepreneurship among students.

**PEO 4:** To develop effective communication, interpersonal, motivational, decision making and leadership skills among students.

**PEO 5:** To inculcate value-based leadership, ethical qualities and a sense of social purpose among students.

## **Program Outcomes (POs)**

### **The Management Graduates will be**

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Aware and sensitive to societal concerns and work towards development of sustainable solutions to problems at large.

## **Program Specific Outcomes (PSOs)**

### **The Management Graduates shall have :**

1. Ability to demonstrate entrepreneurial approach and skillset.
2. Proficiency with technology and analytical techniques for decision-making.

## **MBA Syllabus Revision**

The department carries out major revision of its course every 3-4 years, apart from the minor changes carried out as per requirement and industry needs time to time. The last major revision was carried out in 2017. This time, the syllabus revision was carried out considering three major objectives:

1. To make the contents more relevant to contemporary industry needs and practices with special emphasis on incorporating courses on new skill-set which may be high in demand in during next couple of years.
2. To provide more flexibility and freedom to students to choose and make a basket of their preferred courses from among the list.
3. To develop a culture of experiential learning.

## **Types of Specialization**



The new syllabus is designed to provide more flexibility and freedom to the students to choose a combination of specialization and electives from the basket.

A student now can opt for:

**Major/Minor Specialization**

Or

**Dual Specialization**

**Note:** In addition to major/minor/dual specialization, students may also make their own basket of courses across functional areas. In such cases, MBA degree without any specialization shall be awarded.

**No. of papers to be opted under the above combinations:**

- **Major** (3 each in III & IV Sem)
- **Minor** (1 each in III & IV Sem)
- **Dual** ( 2 each in III & IV semester)

*However, as per the policy, a particular elective paper shall be offered only as per University norms. The department may also restrict some of the combinations of specialization/electives keeping in view the industry trend, job opportunities and students' preferences.*



# **DELHI TECHNOLOGICAL UNIVERSITY**

## **Master of Business Administration**

### **Semester Wise Scheme of the Programme**

#### **FIRST SEMESTER**

S. N O	Course Code	Name of the Course	Type/ Area	Course Credits	Course Type			Examination		Relative Weights				
					L	T	P / S T	TH	PR/ ST	CWS	PRS/ STE/ CMS	MTE	ETE/ EME	PRE/ STE
1	MBA -101	Management Process and Organizational Behavior	Core Course	4	3	1	0	Yes	No	25	–	25	50	–
2	MBA -103	Managerial Economics	Core Course	4	3	1	0	Yes	No	25	–	25	50	–
3	MBA -105	Financial & Cost Accounting	Core Course	4	3	1	0	Yes	No	25	–	25	50	–
4	MBA -107	Marketing Management	Core Course	4	3	1	0	Yes	No	25	–	25	50	–
5	MBA -109	Legal Aspects of Business	Core Course	4	3	1	0	Yes	No	25	–	25	50	–
6	MBA -111	Decision Sciences	Core Course	4	3	0	2	Yes	No	25	–	25	50	–
7	MBA -113	Business Communications and Interview Skills*	Skill Based	1	0	0	2	No	Yes	-	50	-	-	50
8	MBA -115	Data Management Lab (skill based)	Skill Based	1	0	0	2	No	Yes	-	50	–	–	50
Total				26	18	5	6							
*can be conducted in workshop/Seminar Mode														

**(Lecture; T-Tutorial ; P- Practical/Lab ( has been redefined for management education as proposed)**

**Tutorial-** For students it will be on an average one hour per student per week.

(Since the batch consists of advanced learners, slow learners, research oriented students, foreign students etc. hence the tutorial should be delivered in flexible mode. It will help in concept clarification, practical applications, research etc. as per the need of the student.)

**Practical-** Hands on experience of the concepts/techniques on defined tools/software/database- psychometrics- personality profile- group dynamics etc. The student will be required to work in group of up to 20 students. It will inculcate skills in critical areas like decision making, also focus on being industry ready.

**Workshops-** Engagement in class will be of 12-20 hours in the whole semester depending upon out of class engagement.

## **SECOND SEMESTER**

S. N O	Course Code	Name of the Course	Type/ Area	Course Credits	Course Type			Examination		Relative Weights				
					L	T	P / S T	TH	PR/ ST	CW S	PRS/ STE/ CMS	MTE	ETE/ EME	PRE/ STE
1	MBA -102	Human Resource Management	Core Course	4	3	1	0	Yes	No	25	—	25	50	—-—
2	MBA -104	Business Research Methods	Core Course	4	3	0	2	Yes	Yes	25	—	25	50	—
3	MBA -106	Financial Management and Policy	Core Course	4	3	1	0	Yes	No	25	—	25	50	—
4	MBA -108	Operations and Supply Chain Management	Core Course	4	3	1	0	Yes	No	25	—	25	50	—
5	MBA -110	Business Environment	Core Course	4	3	1	0	Yes	No	25	—	25	50	—
6	MBA -112	Management Accounting	Core Course	2	2	0	0	Yes	No	25	—	25	50	—
7	MBA -114	Information Technology Management	Core Course	3	2	1	0	Yes	No	25	—	25	50	—
8	MBA -116	Managing Start-Ups (skill based)	Skill Based	2	1	0	2	Yes	Yes	25	25	—	—	50
9	MBA -118	Data visualization Lab	Skill Based	1	0	0	2	No	Yes	-	50	—	—	50
Total				28	20	5	6							

**(Lecture; T-Tutorial ; P- Practical/Lab ( has been redefined for management education as proposed)**

**Tutorial-** For students it will be on an average one hour per student per week.

(Since the batch consists of advanced learners, slow learners, research oriented students, foreign students etc. hence the tutorial should be delivered in flexible mode. It will help in concept clarification, practical applications, research etc. as per the need of the student.)

**Practical-** Hands on experience of the concepts/techniques on defined tools/software/database- psychometrics- personality profile- group dynamics etc. The student will be required to work in group of up to 20 students. It will inculcate skills in critical areas like decision making, also focus on being industry ready.

**Workshops-** Engagement in class will be of 12-20 hours in the whole semester depending upon out of class engagement.

### **THIRD SEMESTER**

S. N O	Course Code	Name of the Course	Type/ Area	Course Credits	Course Type			Examination		Relative Weights				
					L	T	P / S T	TH	PR/ ST	CW S	PRS/ STE/ CMS	MTE	ETE/ EME	PRE/ STE
1	MBA -201	Strategic Management	Core Course	4	4	0	0	Yes	No	25	–	25	50	–
2	MBA -203	Corporate Governance and Social Responsibility	Core Course	2	2	0	0	Yes	No	25	–	25	50	–
3	MBA -205	Applied Business Analytics and Intelligence	Core Course	4	3	1	0	Yes	No	25	–	25	50	–
		Elective-I	Elective Course	4	3	1	0	Yes	No	25	–	25	50	–
		Elective-II	Elective Course	4	3	1	0	Yes	No	25	–	25	50	–
		Elective-III	Elective Course	4	3	1	0	Yes	No	25	–	25	50	–
		Elective-IV	Elective Course	4	3	1	0	Yes	No	25	–	25	50	–
8	MBA -207	Critical Thinking and Problem Solving	Skill Based	1	0	0	2	No	Yes	-	50	–	–	50
9	MBA -209	Summer Internship Program	Skill Based	4	0	0	0	No	Yes	–	–	–	–	100
	Total			31	21	5	2							

**(Lecture; T-Tutorial ; P- Practical/Lab ( has been redefined for management education as proposed)**

**Tutorial-** For students it will be on an average one hour per student per week.

(Since the batch consists of advanced learners, slow learners, research oriented students, foreign students etc. hence the tutorial should be delivered in flexible mode. It will help in concept clarification, practical applications, research etc. as per the need of the student.)

**Practical-** Hands on experience of the concepts/techniques on defined tools/software/database- psychometrics- personality profile- group dynamics etc. The student will be required to work in group of up to 20 students. It will inculcate skills in critical areas like decision making, also focus on being industry ready.

**Workshops-** Engagement in class will be of 12-20 hours in the whole semester depending upon out of class engagement.

## **FOURTH SEMESTER**

S. N O	Course Code	Name of the Course	Type/ Area	Course Credits	Course Type			Examination		Relative Weights				
					L	T	P / S T	TH	PR/ ST	CW S	PRS/ STE/ CMS	MTE	ETE/ EME	PRE/ STE
		Elective-I	Electiv e Course	4	3	1	0	Yes	No	25	–	25	50	–
		Elective-II	Electiv e Course	4	3	1	0	Yes	No	25	–	25	50	–
		Elective-III	Electiv e Course	4	3	1	0	Yes	No	25	–	25	50	–
		Elective-IV	Electiv e Course	4	3	1	0	Yes	No	25	–	25	50	–
5	MBA -202	Major Research Project*	Skill Based	4	0	0	4	No	Yes	-	50	-	-	50
6	MBA -204	Finishing School for Work Life Balance and Professional Etiquettes	Skill Based	1	0	0	2	No	Yes	-	50	-	-	50
	Total			21	12	4	6							

**(Lecture; T-Tutorial ; P- Practical/Lab ( has been redefined for management education as proposed)**

**Tutorial-** For students it will be on an average one hour per student per week.

(Since the batch consists of advanced learners, slow learners, research oriented students, foreign students etc. hence the tutorial should be delivered in flexible mode. It will help in concept clarification, practical applications, research etc. as per the need of the student.)

**Practical-** Hands on experience of the concepts/techniques on defined tools/software/database- psychometrics- personality profile- group dynamics etc. The student will be required to work in group of up to 20 students. It will inculcate skills in critical areas like decision making, also focus on being industry ready.

**Workshops-** Engagement in class will be of 12-20 hours in the whole semester depending upon out of class engagement.

\*The course will start in the third semester and continue in the fourth semester with evaluation at the end of the fourth semester.



**Course Objectives, Learning Outcomes,  
Contents and Suggested Reference of Core  
Papers/ Lab/Workshops**

**FIRST SEMESTER**

# **MBA-101: Management Process and Organizational Behaviour**

**Credits - 4**

## **Course Objectives :**

To study the functions and principles of management and learn the application of the principles in an organization.

1. To study the system and process of effective decision making and control in the organization.
2. To understand leadership and how to be an effective leader and be able to differentiate between leadership, power and management.
3. To learn individual and group behaviour, communication, conflict and various management styles, motivational techniques and coordination in the work environment.

## **4. Course Outcomes:**

5. Upon successful completion of the course the student should be able to:
6. Examine what management is and why it is important
7. Examine and understand the theories on how managers should motivate and control employees
8. Evaluate ethical issues as related to organizational behavior and challenges of effective organizational communication.
9. Assess the impact of culture on organizational behavior.

## **Unit 1: Introduction**

Meaning and Nature of Management, The evolution of management thought, Functions and skills of a manager. Management Approaches, Processes, Managerial Skills, Tasks and Responsibilities of a Professional Manager, Social and ethical issues in management, Challenges of managing 21st century corporations/organization.

## **Unit 2: Planning and decision making**

Planning: need for planning, types of planning, and the elements of planning; Managerial decision making- types of managerial decisions, steps in decision-making process.

## **Unit 3: Organizational Structure and Process**

Organizational design, six key elements of organizational design, types of organizational design, organizational structure.

## **Unit 4: Controlling**

Problem Solving Techniques, Controlling: Process and Techniques, Budgetary and Non-Budgetary control techniques, PERT, CPM, Key performance indicators.

## **Unit 5: Organization Behavior: An Introduction, Behavioural Dynamics**

Foundations of individual behavior, Personality, Perception, Learning, Values, Attitudes, Motivation, Interpersonal Dynamics, Team work and Group Dynamics; Leadership theories and styles. Management of conflict and negotiation.

## **Unit 6: Organisational Culture and Change**

Organisational culture, Organisational change: nature and forces of change, resistance to change: and management of resistance to change; Organisational power and politics; Toxic workplace; Workplace diversity, Work stress: sources and consequences of stress and its management.



**Text Books:**

- Robbins, S.P., Judge, T.A., Edwards, M., Sandiford, P., Fitzgerald, M., & Hunt, J. (2019) Organisational Behaviour, 9th Edition, Melbourne: Pearson
- Wood, J., Zeffane, R.M., Fromholtz, F., Wiesner, R. Morrison, R., Factor, A. & McKeown, T. (2016), Organisational Behaviour Core Concepts and Applications, 4th Australi
- Nahavandi, A., Denhardt R. B., Denhardt, J. V., Aristigueta M. P. (2015), Organizational Behavior, Sage Publications.

**Reference Books:**

- Greenberg, J. and Baron, R.A. (2015), Behaviour in Organization, Pearson Education.
- Newstrom, J.W. & Davis, K (2014), Organizational Behaviour at Work, Tata Mc GrawHill.
- **Suggested Readings:**
- George, J. M. & Jones, G.R. (2012), Understanding and Managing Organizational Behaviour 6/e, Pearson Education.
- Nelson D.L., Quick, J.C. & Khandelwal, P. (2014), ORGB, 2/e, Cengage Learning.

## **MBA-103: Managerial Economics**

**Credit: 4**

**Course Objective:**

1. To familiarize students with the concepts and techniques used in economics, and to develop managerial capabilities for effective decision-making.
2. To develop critical thinking and analytical skills for effective decision-making in varied business situations and market conditions.
3. To better understand the linkages between Economics and the nuances in different functional areas of management.

**Course Outcomes:**

1. Understanding the role of scarcity in making economic choices
2. Apply demand and supply function in understanding market behaviour and consumers
3. Understanding the production problem and how managers make input purchase decisions
4. Relating different market structures with pricing decisions
5. Understanding the external environment, common information problems faced by managers

**Unit 1: Introduction**

Introduction to Managerial Economics: Meaning, Significance, Decisions of Business Firms under Different Objectives, Resources and Constraints: Economic Choices

**Unit 2: Demand and Supply Analysis**

Concept of Demand and Supply, Factors affecting demand, Demand function, Factors affecting supply, Supply function, Elasticity of demand, Demand Forecasting; Theory of Consumer Behaviour, Utility analysis: Managerial Applications

**Unit 3: Production and Cost**

Production functions, Law of Variable Proportions, Laws of Returns to Scale, Economies and

Diseconomies of scale, Equilibrium of the firm; Cost function: Theory of Costs, Short Run and Long run costs; Revenue Functions: Total, Average and Marginal Revenue, Break-even Analysis

#### **Unit 4: Market Structure and Pricing Strategies**

Profit Maximization under Different Market Structures - Perfect competition, Monopoly, Price Discrimination, Monopolistic Competition, Oligopoly

#### **Unit 5: Market Failures**

Externality, Public Goods.

#### **Text Books**

- Pindyck, Rubinfeld and Mehta (2009). *Micro Economics* (7th Edition). Pearson
- Geetika, Ghosh P., & Roy Chowdhury, P. (2017). *Managerial Economics* (3<sup>rd</sup> ed.). McGraw Hill Education.

#### **Reference Books**

- Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. (2009). *Managerial Economics: Theory, Applications and Cases* (7<sup>th</sup> ed.). W. W. Norton & Company
- Bernheim, B. D., Winston, M., & Sen, A. (2008). *Microeconomics*. McGraw Hill Education.
- Hirschey, M. (2009). *Managerial Economics: An Integrative Approach*. Cengage Learning.
- Koutsoyiannis, A. (2008). *Modern Microeconomics* (2<sup>nd</sup> ed.). Palgrave, McMillan.
- Salvatore, D. (2009). *Principles of Microeconomics* (5<sup>th</sup> ed.). Oxford University Press
- Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). *Managerial Economics* (7<sup>th</sup> ed.). Pearson
- Thomas C. R., & Maurice, S.C. (2010). *Managerial Economics: Foundations of Business Analysis and Strategy* (10th ed.). McGraw Hill Education
- Varian, H. R. (2010). *Intermediate Microeconomics* (8<sup>th</sup> ed.). East-West Press Pvt. Ltd.
- GS Gupta, GS. (2011). *Managerial Economics*. Tata McGraw Hill

### **MBA-105: Financial and Cost Accounting**

**Credit – 4**

#### **Course Objectives:**

1. Understand the theoretical and practical aspects of accounting for decision making
2. Describe concepts and principles used to produce financial statements
3. Interpret four basic financial statements: balance sheet, income statement, statement of retained earnings and cash flow statement;
4. Identify major differences between financial accounting and cost accounting accounting;

#### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Understanding how accounting decisions affect real company practices.
2. Explain and apply accounting concepts, principles and conventions in examining financial statements.
3. Analyse, interpret and communicate the information contained in basic financial statements.
4. Describe cost accounting terminologies and methods, their rationale of classification, and their relevance to business decisions.

5. Apply cost management ideas in determining product/service costs and in making business decisions.

### **Unit 1 Introduction**

Introduction to Accounting: Importance, Accounting Concepts and conventions, (GAAP)., Accounting Standards (Focus on importance of Standards to give a general view on Financial Reporting Practices).

### **Unit 2 Accounting Process**

Accounting Process - Books of Original Record. Ledger& Trial Balance, Classification of Capital and Revenue expenses, Concepts and contents of financial statements and drafting of Financial Statements.

### **Unit 3 Asset Valuation and Inventory Valuation**

Concept\ and Methods of inventory valuation, Concept of goodwill and methods of valuation l, concept, methods and accounting for depreciation.

### **Unit 4 Financial Statement Analysis**

Users of financial statement, Techniques of analysis and interpretation of financial statements: Ratio Analysis; Liquidity, Leverage, Solvency and Profitability ratios – Du Pont Chart -. Horizontal Analysis and Vertical Analysis, statement of changes in Financial position: Cash flow statement, Working capital changes.

### **Unit 5 Concepts and Elements of Cost**

Material, Labour and Overheads: Direct vs. Indirect; Fixed vs Variable; Methods of costing: Unit costing, Contract Costing and Service Costing.

#### **Text Books:**

- R. Narayanswamy , Financial accounting: A Managerial Perspective, PHI
- Horngren, T. C., Datar, S. M., Foster, G., Rajan, M. V., & Ittner, C. (latest Edition).
- Cost Accounting: A Managerial Emphasis (13th ed.). New Delhi: Prentice Hall of India.

#### **Reference Books:**

- Robert N. Anthony, Essentials of Financial accounting, Prentice Hall.

## **MBA-107: Marketing Management**

**Credit - 4**

### **Course Objective**

1. To develop an understanding of the underlying concepts, strategies and the issues involved in managing the marketing efforts of a firm.
2. To analyze the role and application of marketing within the firm and society.
3. To study the four basic variables of marketing: product, price, place and promotion.

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Identify the roles and functions of marketing within a diverse range of organizations.
2. Describe key marketing concepts, theories and techniques for the analysis of dynamic marketing environment.

3. Develop the marketing mix for an organization.
4. Critically analyze an organization's marketing activities.

### **Unit 1 Introduction**

Introduction to marketing function; genesis, approaches to marketing, concept of customer value, customer satisfaction and delight, Customer Engagement, Customer Journey, Customer Touch Points. Marketing mix concept, classification of goods and services; goods- service continuum.

### **Unit 2 Marketing Environment**

Analyzing needs and trends Macro Environment - Political, Economic, Socio-cultural, Legal, Ecological and Technical Environment – PEST analysis. Micro Environment – Industry & Competition.

### **Unit 3 Market Segmentation, Targeting and Positioning**

Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP.\

### **Unit 4 Product and Pricing Decisions**

Types of new product, new product development, managing Product Life Cycle, test marketing a new product. Branding decisions; packaging and labeling; new trends in packaging. Pricing objectives, Factors influencing pricing decision - approaches to pricing – Price & Non-price competition, setting the price and managing the price changes.

**Unit 5 Distribution and Promotion Decisions:** Importance, functions of distribution channels - introduction to the various channels of distribution, designing marketing channels. Direct Marketing, Concept of Omnichannel, Impact of technology & Internet on distribution: Market place model, hyper local model. Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations. Impact of technology & Internet on Promotion

**Unit 6 Marketing Organization and Control:** Concept, Types - Functional organization, Product Focused organization, Geographic Organization, Customer Based Organization, Matrix organization. Organization structure for a wide customer orientation. Marketing Matrix. Need of marketing control and audit.

### **Text Books**

- Kotler Philip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar - Marketing Management: A South Asian Perspective (Pearson Education 14th Edition).
- Lamb CW, Hair JF, Sharma, D and McDaniel, C- MKTG-A South Asian Perspective, Cengage Publication.

### **Reference Books**

- Stanton William J - Fundamentals of Marketing (Mc Graw Hill)
- Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
- Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) Marketing Management, Tata McGrawHill, New Delhi.
- Mc. Carthy and Perreault -Basic Marketing: A Global Marketing Approach (Tata Mc Graw Hill, 15th Edition).

- Saxena, Rajan (2009), Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi.

## **MBA-109: Legal Aspects of Management**

**Credits - 4**

### **Course Objective:**

1. This course aims to cover the principal laws impacting business.
2. To provide the students with an understanding about the basic nature of law and how it affects business decision making.
3. To provide students with increased knowledge concerning important legal issues in business
4. To equip students to avoid the legal issues before they occur and control and manage legal problems

### **Course Outcomes:**

On successful completion of the course the student will be able to :

1. understand the legal framework within which the business organization operates
2. develop insight into the legal provisions and its consequences while making decisions
3. safeguard the interests of the business organization from a legal perspective
4. comprehend the larger role of business in society and the need to regulate it in order to ensure balance in stakeholder benefits.
5. utilize the provisions of law to create - generate - realize wealth

### **Unit 1: Business Legislation**

Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law, Indian legal System, An introduction of the various legislations under the Indian Legal Framework.

### **Unit 2: Indian Contract Act, 1872 and Sale of Goods Act**

Concept of Agreement, Contract, Formation of a Contract, Essential of a Valid Contract, Offer and Acceptance, Consideration, Discharge of Contract, Remedies for Breach of Contract, Special Contracts, Cases on Indian Contract Act, 1872. Sales of Goods Act, 1930- Meaning and Essential Elements of Contract of Sale, Meaning of Goods, Conditions and Warranties, Implied Conditions and Warranties, Rights of unpaid seller. .

### **UNIT 3: Consumer Protection Act and Competition Law**

The Consumer Protection Act, 2019, Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices, Rights of Consumers, Consumer Disputes Redressal Agencies,- rules for e commerce. Competition Act 2002: Objective, Anti-Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India.

### **Unit 4: Companies Act 2013 and Depositories Act and SCRA Act / SEBI Act**

Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus; Company Meetings; Company Management: Directors and Independent Directors, Responsibilities, Appointment and Liabilities of Directors; One Person Company. Agreement between depository and participant, Services of depository, Surrender of certificate of security , Registration of

transfer of securities with depositories, Options to receive security certificate or hold securities with depository, Securities in depositories to be in fungible form 10. Rights of depositories and beneficial owner , Register of beneficial owner, Basics of SCRA Act and principal SEBI guidelines

#### **UNIT 5 : Banking Law and Information Technology Act**

Negotiable Instruments Act . Meaning Features and Types / Dishonour of Cheque

Some essential concepts of Banking Law such as set off - lien - garnishee order - the resolution of debts through the Insolvency and Bankruptcy Code

#### **UNIT 6 : Overview of IPR Laws , Labour Codes and Environment Laws**

Nature of IPR ; Various types of IPR ; Advantages and Disadvantages of IPR ; IPR and Business Models; The need for Labour Reforms ; The main contents of the labour codes and how it benefits business ;labour and society, Environment Protection Act (Principal Provisions), Principles of Environment Law; Environment Impact Assessment.

#### **Reference Books**

- Khuchhal and Khuchhal, Business and Corporate Law (2014), Vikas Publishing.
- Kapoor ND, Business Laws (2015), Sultan Chand and Sons. ● Linda Thomas-Mobley; Legal Concepts for Facility Managers, Wiley Publications.
- Matthew Lippman; Law and Society, Sage Publishing

# **MBA-111: Decision Sciences**

**Credits - 4**

**Course Objective:** To develop data analysis based decision making skills of students using application of quantitative methods

## **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Understand the role of statistics in management.
2. Understand the basic quantitative techniques and their applications in management.
3. Apply statistical techniques to present, analyze and interpret data for drawing meaningful inferences for decision making.
4. Identify real life business problems and transform them into appropriate quantitative models.

## **Unit 1: Introduction**

Role of statistics in management, Graphical representation of data, Measures of central tendency and dispersion.

## **Unit 2: Probability Distributions**

Introduction to probability theory, Probability distributions - continuous and discrete;

## **Unit 3: Statistical estimation, hypothesis testing**

Sampling distributions, Point and interval estimation, Hypothesis testing: Z-test, test of proportions, t-test, ANOVA, Chi-square test, Non-parametric tests; correlation and linear regression analysis

## **Unit 4: Operations Research**

Linear Programming: Formulation and applications, solution through graphical method and sensitivity analysis, Transportation and assignment problems, Monte Carlo Simulation-concepts and applications in business

(The overall course delivery through lectures and lab based practical exercises)

### **Text Books**

- Keller G. and Malhotra G.(2018). *Statistics for Management and Economics*, 11e, Cengage Learning.
- Aczel A., Sounderpandian J. and Saravanan P. (2017). *Complete Business Statistics*, 7e, Tata McGraw-Hill Education
- Stair R.M., Hanna M.E., Hale T.S. and Badri T.N. (2016). *Quantitative Analysis for Management*, 12e, Pearson.
- Vohra N.D. (2017). *Quantitative Techniques in Management*, 5e, Tata McGraw Hill Publications.
- **Reference Books**
- Levine D.M. (2017). *Statistics for Managers using Microsoft Excel*, 8e, Pearson Education India.
- Hiller F.S., Lieberman G.J., Nag B. and Basu P. (2017). *Introduction to Operations Research*, 10e, Tata McGraw Hill Education.

# **MBA-113: Business Communications and Interview Skills**

**Credit - 1**

## **Course outcomes:**

Upon successful completion of the course the student should be able to:

1. Demonstrate proficiency in Communication skills across business settings, purposes and audiences.
2. Apply critical thinking to develop innovative and well-founded perspectives on communication globally.
3. Identify the nuances of business communication.
4. Demonstrate good business writing skills.
5. Apply the basics of nonverbal communication in professional setting.

## **Unit 1:**

Conceptual Issues in communication, Model of Communication; Barriers and Facilitators in Communication, Aspects of Verbal and Written Communication, Principles of Effective Communication. 7 C's of communication, role of communication in business

## **Unit 2:**

Making effective presentations, Meeting, Interview, Listening Negotiating for Business: Strategy & Tactics, Legal Aspects of Business Communication, Corporate Communication, Global Business Etiquette & Cross Cultural communication

## **Unit 3:**

The importance of skillful writing, Deductive, Inductive & AIDA approach to writing business letters, Writing for Inquiries, Claims, Invitations, Reservations and Orders, Refusal & Collection Letters. Sales Letters; Inter-office Memos; Resume Writing & Recommendation, Essentials of good reports, classification of reports, Report writing.

## **Unit 4:**

Importance of non-verbal communication: Kinesics, Proxemics, Haptics, Chronemics, Paralanguage, Artifacts

## **Text Books**

- Lesikar, R. V., & Petit, J. D. (2007). Business communication. London (7th ed.). Homewood: Richard D. Irwin
- Murphy, H. A., & Hildebrandt, W. (2007). Effective business communications. New Delhi: McGraw Hill.
- Post, P., & Collins, P. P. (2005). The etiquette advantage in business (2nd ed.). New York: Harper Resource.
- Thill, J., & Bovee, C. L. (2010). Excellence in business communication (9th ed.). Michigan: Prentice Hall.
- How to write anything by Laura Brown, W.W. Norton and Company

## **Reference Books**

- Dent, F. O., & Brent, M. (2006). Influencing. India: Palgrave Macmillan.
- Hogan, K. (2008). The secret language of business: how to read anyone in 3 seconds or less. New Jersey: John Wiley & Sons.
- Weeks, H. (2010). Failure to communicate. Boston: Harvard Business Press.
- Ludlow, R. & Panton, F; The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
- Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product; Dryden Press, Chicago. Communication to Inspire: A guide to leaders by Kevin Murray, Kogan Page



## **MBA-115: Data Management Lab**

**Credit: 1**

**Objective:** The course aims to introduce the students to various data management tools and facilitate the decision making through intelligent data analysis.

**Course Outcomes:** Upon successful completion of the course the student should be able to:

1. Understand the basics of MS excel.
2. Demonstrate the ability to perform advanced MS excel functions
3. Demonstrate the practical use of SPSS for data analysis.
4. Assess and apply emerging analytical tools

### **Unit 1: Introduction to MS Excel**

Essential shortcuts, Paste Special (Value, Transpose), Absolute & Relative referencing, sorting & Filter, SUBTOTAL, SUMIFS, COUNTIFS, Computations, Sum, Max, Min, Average, Count, Generating multiple reports, LEFT, RIGHT, MID, UPPER, PROPER, LOWER, TRIM, Find & Replace, Go to, Hide-Unhide Columns & Rows, etc.

### **Unit 2: Application of advanced MS excel functions**

Data Cleaning and MIS reporting: VLOOKUP, HLOOKUP, IF, Nested IFs, AND, OR, Pivot Table for multivariable analysis, Automatic row-wise Subtotal, Conditional Formatting, File Password Select Dashboard Techniques, Grouping, Solvers, Macros, Goal Seek etc.

### **Unit 3: Introduction and application of SPSS package**

Defining variables and entering data, missing data, Importing an Excel file, Sort Cases and Select Cases, Recoding variables, Computing variables, Creating and saving output, Frequencies command, Descriptive command, Cross-tabulations, Parametric and Non-Parametric Tests, T Tests, Correlation, Regression, Chi Square, ANOVA etc.

### **Unit 4: Introduction to advanced and contemporary analytical tools**

Introduction to Python and R, Installation, Data Type and operations, Data exploration, import and export of data, Statistical Data Analysis using Python and R, Data Manipulation and Other emerging analytical tools.

### **Text Books:**

- Andy Field; Discovering Statistics Using IBM SPSS Statistics, 4th Edition; Sage Publications
- John Walkenbach; Excel 2016 Bible; Wiley Publications
- Mark Lutz: Learning Python; O'Reilly Media
- Hadley Wickham and Garrett Goremund; R for Data Science; O'Reilly Media

### **Reference Books:**

- John MacInnes; An Introduction to Secondary Data Analysis with IBM SPSS Statistics, Sage Publishing.
- Anil Maheshwari; DATA ANALYTICS; McGraw Hill Education
- Brad Dayley; python Phrasebook; Sams Publishing
- Garrett Goremund; Hands on Programming With R;



**Course Objectives, Learning Outcomes,**  
**Contents and Suggested Reference of Core**  
**Papers/ Lab/Workshops**

# **SECOND SEMESTER**

## **MBA-102: Human Resource Management**

**Credits -4**

### **Course Objectives:**

1. To Critically assess existing theory and practice in the field of HRM.
2. To evaluate HRM related social, cultural, ethical and environmental responsibilities and issues.
3. To understand the human resource skills and the ability to assess the challenges and opportunities in managing employees in different contexts.
4. To understand the responsibilities of HRM specialists and managers in managing the employment relationship.

### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Understand the basic concepts, functions and processes of human resource management.
2. Examine the role, functions and functioning of the human resource department of the organizations.
3. Respond positively to problems in familiar and unfamiliar contexts in the field of Human Resource management.
4. Identify and apply new ideas, methods and ways of thinking to enhance effectiveness in employee performance.

### **Unit 1: Introduction**

Human Resources Systems- Historical Evolution of the field; Role of Human Resource management in a competitive business environment; Factors influencing Human Resource Management; Strategic Human Resource Management; Business excellence through HRM; Creating high performance work systems, Practices and applications of HRM, International Human Resources Management.

### **Unit 2: Human Resource planning**

Objectives, Importance & Problems of HR Planning Job analysis – concept and Techniques, Job Description & Job specification Determining Human Resource Requirements; Hiring and Developing Human Resources, The process of forecasting-concept & techniques, Human Resource Auditing, Human Resource Accounting.

### **Unit 3: Recruitment and Selection**

Concept, identifying job recruitments, recruitment resources and efficacy. Selection, process and methods, Psychometric tests & its relevance, interview Technique, induction & placement, Introduction to software for selection

### **Unit 4: Training and Development**

Training and development concept, need, strategy, Identification of needs, designing & implementing training programmes Management Development, Evaluation of Training & development

### **Unit 5: Performance and Reward Management**

Performance Management – Concept and Practices Principle and objectives of Performance Appraisal and potential Evaluation, Feedback. Career planning, Succession Planning & Retention – Scope, concept Principles & Practices Competency mapping; Talent Management. The problems in managing & advantages. Compensation Management, Job evaluation, Transfer, Promotion and Reward Policies; Code on wages 2019

### **Unit 6: Industrial Relations**

Definition, concept, context of Industrial Relation, Discipline (Red hot stove principle of discipline, counselling, collective bargaining, Quality of work life; Safety and Health, Employee Welfare, Employee Assistance Programmes, Separation, Attrition,

#### **Text Books:**

- Dessler, G. & Varkkey B., (2015), Human Resource Management, 14/e, Pearson Education.
- Denisi, A., Griffin, R. and Sarkar, A. (2014), HR, Cengage Learning (India Edition)

#### **Reference Books:**

- DeCenzo, D. A. and Robbins, S. P. (10th ed., 2011). Fundamentals of Human Resource Management. John Wiley.
- Torrington et al (2014), Human Resource Management 9/e, Pearson Education.

#### **Suggested Readings:**

- Lepak, D. & Gowan M. (2009), Human Resource Management, Pearson Education.
- Ivancevich, J.M. (2014), Human Resource Management, 10/e, Tata Mc Graw Hill.
- Byars, L.L. & Rue, L.W. (2014), Human Resource Management, 10/e, Tata Mc Graw Hill.

# **MBA-104: Business Research Methods**

**Credits: 4**

## **Course Objective**

1. To understand meaning, role and scope of business research.
2. To familiarize students with the process of research problem identification and definition.
3. To provide a hands-on session on key data analysis techniques commonly used in business research.

## **Course Outcomes**

1. Apply the major types of research designs, methodologies and analysis methods (both qualitative and quantitative).
2. Design a questionnaire.
3. Comprehend data using various Univariate analysis, Bivariate and Multivariate techniques.
4. Be able to write a formal research report and research paper.

## **Unit I: Introduction**

Introduction to business research-types of research, process of research, Formulation of the research problem, development of the research hypotheses, Types of Hypotheses.

## **Unit II: Research Design**

Definition, functions, exploratory, descriptive, experimental; Experimental research designs- pre-experimental, quasi-experimental, true experimental, statistical; Validity of research instruments-face and content, construct validity; Reliability of research instruments internal consistency procedures; Methods of data collection-primary and secondary sources; Attitudinal scales- Likert, Thurstone, Guttman scales; Questionnaire designing.

## **Unit III: Sampling and Data Analysis**

Concept, designs; Types of sampling designs- probability, non- probability, mixed sampling designs; sampling frame; Sample size determination; Data processing- editing, coding and tabulating; Data analysis-univariate, bivariate, multivariate.

## **Unit IV: Quantitative Analysis Techniques**

Advanced data analysis techniques: factor analysis, Cluster analysis and Conjoint analysis simple and multiple regression and discriminant analysis.

## **Unit-V: Qualitative Analysis Techniques**

Content analysis, narrative analysis, discourse analysis, thematic analysis, grounded theory, Interpretative Phenomenological Analysis (IPA), writing research reports: executive summary, abstract, referencing style.

## **Text Books:**

- Cooper Donald, Schindler Pamela, Sharma J K (2014), Business Research Methods, 12/e, McGraw Hill Education
- Malhotra K. Naresh, Dash Satyabhushan (2015), Marketing Research 7/e, Pearson Education Ltd.

## **Reference Books:**

- Bryman Alan, Bell Emma (2015), Business Research Methods, 4/e, Oxford University Press

- Saunders Mark, Lewis Philip, Thornhill Adrian (2011), Research Method for Business Student, 5/e, Pearson Education.
- Hair F. Joseph, Black C. William, Babin Barry J. Anderson E. Rolph (2015), Multivariate Data Analysis, 7/e, Pearson Education

## **MBA-106: Financial Management and Policy**

**Credit - 4**

### **Course Objectives:**

1. To examine the role of finance managers of modern corporate firms in order to achieve the objective of wealth maximisation.
2. This course will familiarize students with the financial concepts, techniques, tools and decision making in business enterprises
3. To enable students to compute the price, yield, coupon, and time to maturity for bonds and return for stocks and understand cost of capital
4. To enable students to describe how people analyze the corporate leverage under different conditions.
5. Implement various investment criteria and demonstrate how risk is assessed.

### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Understand the evolution and growth of finance function and the objective function of Financial decision making
2. Apply techniques for estimating the cost of each component of the cost of capital to incorporate it into investment decision making and also to analyse the criteria for deciding the optimal finance mix.
3. Apply the appropriate capital budgeting techniques for evaluating projects and investments.
4. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.
5. Evaluate the Dividend decisions of a company and also apply the concepts of financial management to contemporary financial events.

### **Unit 1: Overview of Finance Functions**

Financial management: Functions, scope and objectives, Environment of Financial Management; Time Value of Money – Annuity and present value of different types of cash flows, concept of Risk and Return, Equity & Bonds - YTM.

### **Unit 2: Financing Decision**

Capital Structure; The concept of Operating, Financial and Combined Leverage; Designing the capital structure- Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Hypothesis with and without Corporate Taxes; EBIT-EPS analysis, Concepts and estimation of Cost of Capital- WACC, levered/unlevered cost of capital, Cost of Capital in practice, Dynamic cost of capital.

### **Unit 3: Investment Decision**

Need for Investment Decision; Estimation of Cash Flows, Project evaluation techniques: Discounting Methods and non-Discounting techniques, Factoring Risk and Price change; Risk Analysis in Investment Decisions-Certainty Equivalent; Risk Adjusted Discount Rate; Decision Tree Approach.

#### **Unit 4: Working Capital Decision**

Concept of Working Capital - Fixed and Fluctuating, Gross vs Net, Factors affecting Working Capital Management; Working Capital gap, Management of Cash, Inventories, Receivables and Trade Liabilities.

#### **Unit 5: Dividend Decision**

Retained Earnings and Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Dividend Policy Decision, ESOP and Bonus Shares.

#### **Unit 6: Special Issues in Finance**

Structured Finance, Infrastructure Financing, Crowd funding

##### **Text Books:**

- Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. Principles of corporate finance (8th ed.) New Delhi: Tata Mc-Graw Hill.
- I.M.Pandey – Financial Management (Vikas),( 11th Edition)

##### **Reference Books:**

- E. F. Brigham , Financial Management, Theory and Practice, Cengage publication.
- J.C. Van Horne, Financial Management and Policy, Pearson publication.
- Aswath Damodaran, Corporate Finance Theory and Practice, 2ed (WSE) Paperback, Wiley publication
- Robert C. Higgins , Analysis for Financial Management, (XX Edition) ,McGraw Hill/Irwin Series.
- Ross, Westerfield & Jaffe, Principles of Corporate Finance, McGrawHill Education.
- Damodaran, Aswath , Applied Corporate Finance

### **MBA-108: Operations and Supply Chain Management**

**Credits- 4**

**Course Objectives:** The course introduces students to the foundations of operations and supply chain management and helps them to understand its importance in business functioning

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

Upon successful completion of the course the student should be able to:

1. Understand the foundations of operations management
2. Identify issues related to managing operations processes and implement controls
3. Understand the criticality of resource planning in ensuring effectiveness of operations
4. Appreciate the important role of supply chain management in ensuring business operations both within and outside of organizations
5. Learn about the foundation concepts of distribution and logistics management

#### **Unit 1 : Introduction to Operations Management**

Operations Management: Objectives, Types of Production Systems, Operations Strategy, Product Life – Cycle, Functions and Scope, Design of Products and Services: Product Development Process, Value Engineering Concepts, Project Management : Network-Planning Models, Contemporary issues in OM

#### **Unit 2 : Operation Processes & Control**

Process planning : Manufacturing, Services, Process Analysis, Facility Planning : Location, Layout, Production Planning : Loading, Routing, Sequencing, dispatching, Expediting , Concept of Quality : Total Quality Management (TQM), Total Productive Maintenance (TPM), Quality Control tools, Emerging approaches in operations control

### **Unit 3 : Resource Planning & Management**

Forecasting : Qualitative and Quantitative methods, Time Series Analysis, Inventory Management : Inventory Control, Economic Order Quantity (EOQ) Models, Problems, Production Quantity Model, Classification of inventory, Risk pooling, Sales and Operations Planning, Material Planning: Aggregate Production Planning, Capacity Planning, Material Requirement Planning (MRP), Enterprise Resource Planning (ERP), Use of advanced tools & techniques in resource planning

### **Unit 4 : Introduction to Supply Chain Management**

Objective and importance of SCM, Evolution of SCM, Process views of SCM, Decision phases in SCM, Value of Information and supply chain integration : Managing uncertainties in SCM, Bullwhip effect, Key issues in Supply Chain Management, Distribution and logistics in supply chains

### **Unit 5 : Performance Measurement of Supply Chain**

SCM Drivers and Metrics, Performance Measurement System in SCM : Balance Scorecard, SCORE, Procurement and Outsourcing strategies, Role of IT in SCM

### **Unit 6 : Application of Supply Chain Management**

Contemporary issues and sectoral analysis from SC perspective

#### **Text Books :**

- Operations and Supply chain management by Richard B. Chase, Ravi Shankar
- Operations management : Theory and practice by B. Mahadevan
- Supply chain management by Sunil Chopra, Peter Meindl, D.V. Kalra

#### **References :**

- Operation Management: K. N. Dervitsiotis, McGraw-Hill International Company.
- Operations Management: R.S. Russell, and B.W. Taylor, Pearson Education
- Lean Supply Chain and Logistics Management by Paul Myerson

## **MBA-110: Business Environment**

**Credits: 4**

#### **Course Objectives:**

1. To introduce students to the changing dynamics of the business environment comprising the Indian Business Environment in a global context.
2. To understand the factors contributing to the diverse and complex international business environment
3. To understand how multinational enterprises manage competition in response to the varying business environment.

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

1. Understanding the components of Business Environment;
2. Understanding how business is affected by different types of environments (i.e. economic, political, social, cultural, financial, and technological) in which it operates;



3. Understanding international trade policy, regional economic integration, and the global regulation of international trade, multilateral institutions;
4. Understanding the foreign market entry mode strategies, organizational structure and how firms achieve global competitiveness;
5. Understanding the sustainability issues in global business.

### **Unit 1 Introduction to Indian Business Environment**

Business Environment and its contours, Analysis of Sectors, Economic Planning in India; Structural adjustment and Economic reforms: Industrial policy, Sectoral reforms, Agriculture Policy; Liberalization.

### **Unit 2: Components of Business Environment**

Political environment and Business: Types of Political Systems, Political Risks Socio-Cultural environment of Business: Elements of Culture, Doing Business in India- A cultural Perspective, Demographic Environmental Factors, Legal Environment and Business: Indian Legal System.

### **Unit 3 Global Business Environment**

Globalization and its impact, Theories of International Trade, Political Economy of International Trade – Tariff and Non -Tariff Barriers, Global Regulation of International Trade – WTO, UNCTAD; Regional Economic Blocs.

### **Unit 4: Global Business Operations**

Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Mergers and Acquisitions and Brownfield Investment, Motives of FDI, FDI contrasted with FPI, Modes of Foreign Market Entry, Country Evaluation and Selection, Entry and Expansion Strategies, Direct Investment versus Collaborative Arrangements, Organizational Structure in the global context, Global Competitiveness.

### **Unit 5: Emerging Issues in Global Business**

Technology and Innovation, Production, Outsourcing and Global Value chains, Environmental Issues in International Business, Sustainability issues in international business, International Entrepreneurship, Dynamics in Multinational Enterprises

#### **Textbooks:**

- Paul J., Business Environment-Text and Cases, Tata McGraw Hill
- Varma, S. (2012). International Business (1st ed.). Pearson.

#### **Suggesting Readings:**

- Paul J. and Gupta P., Economic Environment and Policies for Business, Tata McGraw Hill Education Private Ltd
- Adekola, A., & Sergi, B.S. (2007). *Global Business Management: A Cross-Cultural Perspective* (1st ed.). Routledge.
- Hill, C. W., & Arun, K. (2017) *International Business: Competing in the Global Marketplace* (10th ed.). McGraw Hill Education
- Daniels, John D, Lee H Radenbaugh, Daniel P Sullivan, Prashant Salwan (2010) *International Business – Environments and Operations*, (12th ed.), Pearson Ltd.
- Michael R. Czinkota, Ilka A. Ronkainen and Michael H. Moffett, *International Business*, John Wiley & Sons Inc., eighth edition, 2011.

- Griffin, Ricky R and Michael W Pustay (2007) International Business: A Managerial Perspective, Prentice Hall.
- Morrison, Janet (2012) International Business: Challenges in a Changing World, Palgrave Macmillan

## **MBA-112: Management Accounting**

**Credits – 2**

### **Course Objective:**

1. To give students a good understanding about the concepts and techniques of management accounting.
2. It will also develop the Student's ability to collect, analyze, and communicate quantitative and non-quantitative information to assist management in making more effective planning and control decisions.
3. To understand cost behavior and perform cost-volume-profit analysis and profit planning;
4. Prepare budgets: sales budget, production budget, direct material budget, direct labor budget, manufacturing overhead budget, cash budget, and budgeted financial statements

### **Course Outcomes:**

Upon successful completion of this course students will be able to:

1. Describe the role and importance of management accounting
2. Critically analyse and provide recommendations to improve the operations of organisations through the application of management accounting techniques.
3. Evaluate different costing systems, cost management systems, budgeting systems and performance measurement systems.
4. Evaluate complex ideas and tolerate ambiguity in managerial and organisational problem-solving.

### **Unit 1: Introduction to Management Accounting:**

Concepts, uses and changing scenario, Foundations of Management Accounting, Role of Management Accountant – controllership function.

### **Unit 2: Cost analysis**

Variable vs Absorption Costing, Marginal Costing and its application in Decision-Making, Cost-Volume-Profit Analysis - Break-Even Analysis, Profit Volume graph, multi product BEP.

### **Unit 3: Approaches to Cost Management**

Activity based approaches to management, Analysis of common costs in manufacturing and service industry, Life cycle costing, , Back flush costing, Quality Costing.

### **Unit 4: Budgetary Control & Performance measurement**

Fixed vs. Flexible Budget, Performance Budgets, Zero based Budgets; Responsibility accounting - Cost, Expense and Profit centers. Standard Costing and Variance Analysis.

### **Unit 5: Alternative choice decisions**

Cost concepts for decision making – Sunk cost, Relevant vs Irrelevant cost, non-cost factors in decision making, Make or Buy, shut down decision

### **Text Books:**

- Atkinson, A. A. (latest Edition). Management Accounting (4th ed.). New Delhi: Pearson Education.

- Horngren, T. C., Datar, S. M., Foster, G., Rajan, M. V., & Ittner, C. Cost Accounting: A Managerial Emphasis (13th ed.). New Delhi: Prentice Hall of India.

**Reference Books:**

- Khan and Jain, Management Accounting, TMH education
- M.N.Arora, “Cost Accounting” Vikas publishing House, Delhi
- I.M. Pandey, Management Accounting, Vikas publishing House, Delhi

## **MBA-114: Information Technology Management**

**Credits – 03**

**Course Objective:** To familiarize students with the application of Information Technology for operational excellence and competitive strategies and, the associated issues and challenges in the management of IT

**Course Outcomes:**

Upon successful completion of this course students will be able to:

1. Analyze the components of Information Systems and IS based competitive strategies in the context of organizations
2. Critically analyze the requirements of IT infrastructure in organizations and the associated management issues
3. Identify issues related to the management of databases and knowledge in organizations
4. Analyze the impact of social computing on organizations, employees and customers
5. Understand IT based enterprise systems
6. Understand system development process and management

### **Unit-I Introduction to Information Systems**

Overview of information systems; competitive strategies using information systems – Porter’s competitive forces, value chain model; ethical, social and political issues raised by information systems; recent advances such as cloud computing, big data, block chain, artificial intelligence; machine learning; IoT

### **Unit -II Information Technology Infrastructure**

Overview of IT infrastructure; current trends in computer hardware and software platforms; challenges of managing IT infrastructure; types of networks; working of internet; wireless computer networking; Information systems vulnerability

### **Unit- III Data and knowledge management**

Overview of data; difficulties of managing data; data governance; type of databases – relational, non-relational; information policy, data administration, and data quality assurance; data warehouse and data marts; knowledge management concepts and definition; knowledge management systems

### **Unit IV Social Computing**

Overview of social computing; Enterprise social networks; social computing in Business; Social shopping; Social advertising; Social computing and CRM, Social computing and HRM

### **Unit-V Enterprise applications**

Overview of enterprise systems; supply chain management systems; customer relationship management systems; challenges of enterprise systems; e-governance; overview of e-

commerce, decision support systems; business intelligence and analytics

### **Unit-VI Building and managing systems**

System development process; importance of project management in information systems development; overview of information system project; global information systems

#### **Text books**

- Laudon K. & Laudon J. (2017). *Management Information Systems: Managing the Digital Firm (15th ed.)*. Pearson.
- Rainer K., Prince B. and Watson H. (2015). *Management Information Systems: Moving Business Forward (1st ed.)*. Wiley India.
- Suri P.K. & Sushil (2017), *Strategic Planning and Implementation of E-governance*, Springer: Singapore.

#### **Reference Books**

- De R. (2018). *MIS: Managing Information Systems in Business, Government and Society (2<sup>nd</sup> ed.)*. Wiley India.
- Turban, Volonino, Wood, Wali O.P. (2021). *Information Technology for Management: Advancing Sustainable, Profitable Business Growth, (2<sup>nd</sup> e.)*, Wiley India.

## **MBA-116: Managing Start-ups**

### **Credits-2**

#### **Course Objectives:**

The objectives of this course are:

1. To inspire students and help them imbibe an entrepreneurial mind-set.
2. To develop an understanding of transforming an innovative idea into a usable product.
3. To prepare students to create, run and sustain a new venture.

#### **Learning Outcomes:**

Upon successful completion of the course the student should be able to:

1. Develop an entrepreneurial mind-set by learning key skills
2. Create and validate a business model and business plan for their idea
3. Make a growth plan and pitch it to all stakeholders
4. Understand the basics of organization and team building

### **Unit 1 -Start-ups and Entrepreneurship:**

Concept and definitions, Start-ups characteristics, Entrepreneurship vs. start-ups, Start-up and entrepreneurship eco-system, Business start-up ideation, Methods of generating ideas, Methods of innovation and creativity, Start-up equation, Stories of start-ups, Feasibility analysis, Customer discovery- Identifying the suitable market, Common mistakes in investors' pitch, Product life cycle – product road map, Basics of networking for success, Discovering entrepreneurs within you.

### **Unit 2- Venture Launch, Survival, and Expansion Opportunities:**

Venture funding, Entry strategies for start-ups, Choosing the legal form of new venture, Protection of intellectual property, Marketing the new venture, Managing new ventures, Venture ability to execute: organizing, staffing, leading, operational management considerations, Lessons on managing team and team expectations.

**Unit 3- Action Based Learning on** Market research & customer feedback, Developing a business plan, Dummy business & service portfolio build.

**Workshops/certification/awards in areas like:**

Ideation, Business model canvas, Design innovation, Technological innovation & designing, entrepreneurship, Start-up ecosystem management, Enterprise development, Negotiation, Marketing & research, Lean start-up models, Venture funding, Government support for start-ups, etc.

**Reference books:**

- Vozikis, Mescon, Feldman, & Ligouri, Entrepreneurship: Venture Initiation, Management and Development, Routledge
- Robert Hisrich, Michael Peters, Dean Shepherd; Entrepreneurship; McGraw Hill
- Kendall, Paul, The New Entrepreneur's Guide to Setting Up and Running a Successful Business, Taylor & Francis
- Szycher, Michael, Szycher's Practical Handbook of Entrepreneurship and Innovation, Taylor & Francis
- Alejandro Cremades, The Art of Startup Fundraising: Pitching Investors, Negotiating the Deal, and Everything Else Entrepreneurs Need to Know, Wiley
- Batra, The startup launch book: A practical guide for launching customer centric ventures, Wiley
- Malcolm Gladwell; Outliers: The Story of Success ; Little, Brown and Company.

## **MBA-118: Data Visualization Lab**

### **Credits-1**

The objectives of this course are:

1. To discuss the importance of data visualization
2. To demonstrate basic and advanced data visualization tools
3. To compare and illustrate charts and maps for data visualization
4. To explain the steps of visual data storytelling
5. To describe the process of creating interactive dashboards

### **Course outcomes**

Upon successful completion of the course, the student will be able to:

1. Describe the importance of data visualization in today's business environment
2. Differentiate between single and multiple variable visualizations
3. Select the most appropriate charts and maps
4. List and apply data visualization tools
5. Explain the steps of visual data storytelling
6. Design interactive dashboards

### **Unit-I Introduction to data visualization**

Evolution of data visualization; graphical literacy; graphical landscapes; the science of storytelling; importance of context in storytelling; exploratory vs explanatory analysis; structuring stories; audience analysis for storytelling; overview of data visualization, basic and advanced visualization tools.

## **Unit-II Building blocks of data visualization**

Single variable vs multiple variable visualization, Bar chart; line chart; Pie and donut charts; scatter plot; tree map; heat map; proportional symbol map; task-based chart classification; visual design; visual perception

## **Unit-III Visual data story telling**

Data interpreter; data cleaning; Visualizing pattern over time, Trends and Seasonality in Data, story boarding process; story building; time lines; bar-in-bar charts; word clouds; steps of visual data story telling

## **Unit-IV Interactive Dashboards**

Creating a new dashboard; placing charts on dashboards; dashboard pane; dashboard actions; filter actions; dashboard best practices; case studies

**Note** – The data visualization tool (Power BI/Tableau/R/Python/Excel) for this lab shall be used for equipping students with practical skills.

### **Reference books:**

1. Knafllic, N. C. (2015). *Storytelling with Data: A Data Visualization Guide for Business Professionals* (1st ed.). Wiley.
2. Camões, Jorge (2016). *Data at Work: Best practices for creating effective charts and information graphics in Microsoft Excel*, New Riders.
3. Scott Berinato; *Good Charts: The HBR Guide to Making Smarter, More Persuasive Data Visualizations*; HBR press
4. Ryan, L. (2018). *Visual Data Storytelling with Tableau*. PEARSON INDIA.
5. Loth, A. (2019). *Visual Analytics with Tableau* (1st ed.). Wiley.
6. Ferrari, A., & Russo, M. (2017). *Analyzing data with power BI and Power Pivot for Excel*.

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**Course Objectives, Learning Outcomes,  
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**THIRD SEMESTER**

# **MBA-201: Strategic Management**

**Credits – 4**

## **Course Objectives:**

The primary objectives of the course are:

1. To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape
2. To develop the knowledge about strategy making process that is informed, integrative and responsive to rapid changes in organization environment
3. To provide an underpinning of the strategy execution process, framework and its criticality.
4. To help students develop skills for applying these concepts to the solution of business problems

## **Course Outcomes:**

Upon successful completion of this course students will be able to:

1. Identify strategic macro environmental issues; analyse industry factors, and identify their impact on profitability and strategic positioning.
2. Assess organizational performance; identify strategic capabilities and gaps.
3. Compare and evaluate organizational strategies.
4. Select appropriate strategies & approaches to facilitate putting strategy into action.
5. To analyze how firms make entry into global markets and implement and evaluate strategy at an international level.
6. To understand strategic planning under various industry situations and unfavorable business environments

## **Unit 1: Nature of Strategic Management**

Role and concept of Strategy, Mintzberg's 5Ps of Strategy, Strategic Decision Making, Strategic Management Process, Business Models, Strategic Fit, Stretch & Leverage, Strategic Intent- Vision Mission, Goals and Objectives. Business ethics and strategic planning.

## **Unit 2: Environmental Analysis**

External Environmental Analysis: Constructing scenarios, Environmental scanning techniques, External Factor Evaluation (EFE) matrix, ETOP, Competitive Profile Matrix; Analysis of task environment; Analysis of internal environment– Resource Based View (RBV), Value chain analysis, Internal Factor Evaluation (IFE) Matrix.

## **Unit 3: Strategic Choices**

Strategic options at corporate level: Growth, stability and retrenchment strategies; Corporate restructuring; Strategic options at business level- Michael porters' competitive strategies and cooperative strategies. Evaluation of strategic alternatives – Product portfolio models (BCG matrix, GE Matrix, etc).

## **Unit 4: -Situation Specific Strategies**

Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, challengers, and runner-up firms. Strategic Planning under unfavorable business environments.

## **Unit 5: Strategy Implementation and Evaluation**



Issues in strategy implementation- Resource Allocation, Structural Considerations and Organisational Design, Leadership and Corporate Culture, Operational Strategies, Budgets and support system commitment. etc. McKinsey's 7S Framework, Importance and Nature of Strategic Evaluation.

### **Unit 6: Globalization and Strategy**

International entry options, Outsourcing strategies, Multi Domestic, Global, Transnational Strategies, International Cooperative Strategy, Blue and red ocean strategies.

#### **Suggested Readings:**

- Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. & Charles, E. Bamford (2017). Strategic Management and Business Policy: Globalization, Innovation and Sustainability. Pearson.
- Hill, Charles W. L. & Jones, R. G. (2012). Strategic Management: An Integrated Approach. Cengage Learning, India.
- Jersey Davidson, W. H. (2013). Global Strategic Management. John Wiley, New York.
- Frynas, J. G. & K., Mellahi (2014). Global Strategic Management. Oxford University Press.
- Ghemawat, P. (2017). Strategy and the Business landscape. Pearson Publishers
- Hitt, Michael A., Ireland, R. D., Hoskisson, Robert, E. & S., Manikuttu (2016). Strategic Management: A South- Asian Perspective. Cengage Learning,
- Thompson, Arthur A. & A., J. Strickland (2012). Strategic Management. McGraw Hill, New York.

## **MBA-203: Corporate Governance and Social Responsibility**

**Credits – 2**

**Course Objectives:** The primary objectives of the course are:

1. Assess ethical perspective of personal and business cases
2. Exposure and experience to manage the shift from old administration methods to new corporate techniques and best practices
3. Perspective to devise and implement strategies for long-term success and sustainability
4. Comprehension of the essentials to build an effective structural framework for accountability and ownership among stakeholders

#### **Course Outcomes:**

At the end of course, student should be able to:

1. Adhere to sound Ethical system in personal and profession
2. Adopt the appropriate mechanism for effective governance
3. Value the shareholder and stakeholder rights and responsibilities
4. Understand the significance of audit committee, its composition and responsibilities
5. Implement best practices on corporate management
6. Understand the importance of corporate governance in sustainable development.

### **Unit I: Concepts and Theories of Business Ethics**

Indian Ethos and Gandhian Ethics, Principles of Personal Ethics , Principles of Professional Ethics, Significance of Business Ethics, Honesty, Integrity and Transparency, Values and Ethics in Business, Ethical Decision-making, Benefits from Managing Ethics in Workplace, Characteristics of an Ethical Organization, Morality and Law, Religion and Morality,

Management and Ethics, Ethical Theories in Relation to Business, Comprehensive Case Studies.

### **Unit II: Corporate Governance**

Corporate History, Structure and ownership Pattern, Theoretical Roots of Governance, Concept of Corporate Governance, Shareholders vs. Stakeholder's approach, Agency Theory, Stewardship Theory, Stakeholder Theory, Sociological Theory, Resource Dependency Theory, Transaction Cost Theory, Types of Directors, The role of Board of directors in Corporate governance, The role of Auditors in Corporate governance, Corporate Fraud, Contemporary Board Structure/Practice, Corporate Governance and the Financial Crisis, Comprehensive Case Studies.

### **Unit III: Corporate Social responsibility and Subsistence Marketplaces**

Corporate Social responsibility (CSR), Historical Perspective and emerging theories of CSR, CSR – A New Paradigm, Phases and Generations of CSR, Theories of CSR and Need of CSR, Pyramid of CSR, Corporate Responsibilities and Ethics, Companies Act 2013 and CSR, Introduction to Subsistence Marketplaces, Characteristics of Subsistence Marketplaces, Patterns of interactions between buyers and sellers, Understanding needs and wants of people at Subsistence level, Generating ideas for Subsistence marketplaces. Challenges of Sustainable Development, Emerging trends in Subsistence Marketplaces, Comprehensive Case Studies.

#### **Text Books:**

- C. Fernando (2009) : Corporate Governance: Principles, Policies and Practices
- C. Fernando (2009) : Business Ethics: An Indian Perspective
- B.N. Ghosh (2017) : Business Ethics and Corporate Governance
- Colin Fisher and Alan Lovell (2009). Business ethics and values: Individual, Corporate and International Perspectives, Prentice Hall.
- Jayati Sarkar, Corporate Governance in India (2013), Sage Publication Ltd.

#### **Reference Books:**

- C. Fernando (2009) : Corporate Governance: Principles, Policies and Practices
- John Zinkin; Challenges in Implementing Corporate Governance: Whose Business is it Anyway? Wiley Publications.
- Donald Nordberg; Corporate Governance: Principles and Issues, Sage Publishing.

## **MBA-205: Applied Business Analytics and Intelligence**

**Credits- 4**

#### **Course Objective:**

1. To equip students with techniques for making data driven business insights for decision making

#### **Course Outcomes:**

Upon successful completion of this course students will be able to:

1. Identify challenges related to business analytics/business intelligence projects.
2. Apply techniques for ensuring quality data for business analytics/ business intelligence projects
3. Apply appropriate analytical/mining methods for business problem solving and decision making.

### **Unit 1**

Introduction to Business Analytics. Organization/sources of data, Data quality issues, data classification.

### **Unit 2**

Data Preparation, Data exploration using SQL, dealing with missing values and outliers.

### **Unit 3**

Illustrations of Descriptive analytics, Prescriptive analytics and Predictive analytics for decision support.

### **Unit 4**

Overview of Data Mining, Data Pre-processing, Data transformation, Distance measures, Applications of Data Mining .

### **Unit 5**

Mining Frequent Patterns, Associations, Correlations, Classification, Prediction, Clustering, Accuracy measures.

(The course delivery involves lectures and lab based practical exercises)

### **Text Book**

- Albright S.C. and Winston W.L. (2019). *Business Analytics: Data Analysis and Decision Making*, 6<sup>th</sup> edition, CENGAGE.
- Kumar, U. Dinesh (2017). *The Science of Data Driven Decision Making*, Wiley
- Tan P., Steinbach M. and Kumar V. (2016). *Introduction to Data Mining*, Pearson.

### **Reference Books**

- Camm et Al. (2015). *Essentials of Business Analytics*. Cengage
- Specific URLs to be shared by Instructor

## **MBA–207: Critical Thinking and Problem Solving**

**Credits: 1**

**Course Objectives:** In today's business environment, organizations have identified critical thinking and problem solving as skills that are integral to an employee's—and their organization's—success. The most successful professionals can assess the environment, analyze a situation, design a solution, and ultimately win in a competitive scenario.

This course will demystify, discuss, and provide application techniques for critical thinking and problem solving in a business context. Learners will draw connections to their work experience by analyzing and critiquing case studies. Best practices for problem-solving will be discussed and illustrated including how to weigh alternative solutions, incorporate feedback from stakeholders, and how and when to start over.

### **The proposed sessions are:**

1. Analysing and evaluating reasoning
2. Construction of an argument
3. Exercising the skills of reasoning
4. Techniques for sparking ideas and problem solving

5. Developing conclusions and logical outcomes
6. Implementing the solution

Students will be engaged in activities or complete assignments that build competence in the above area.

**The proposed activities are:**

1. Given a problem, develop and compare technical solutions
2. Examine a case study for a clinical problem, and provide and compare a range of solutions.
3. Given a portfolio of information about a social problem, write a report recommending specific actions and clarifying costs, benefits and other implications.
4. Implement and evaluate a program that will address the needs of a social agency.
5. Think–Pair–Share to encourage deeper thinking, problem-solving, and/or critical analysis
6. The Worst-Case Scenario
7. Big Paper - Building a Silent Conversation
8. Gap Fill In exercise to enhance Meta cognition skills by asking what prior knowledge brought to the conclusion.
9. Barometer—Taking a Stand on Controversial Issues

## **MBA- 209: Summer Internship Program**

**Credits – 4**

The students are required to undertake a Summer Internship Project (SIP) for 6-8 weeks duration at the end of second semester. The students may take SIP preferably in his/her intended area of specialization to be opted in next semester or any other functional area. Ideally the assigned research project during internship must reflect a cross – functional orientation. It is mandatory for the students to give prior information to the department about the organization before commencement of the internship. The internship can be carried out in corporate entity, NGO, MSME, Govt. Dept. or Co- operative sector.

The department may faculty guide to supervise and assist the students during the internship and project report preparation. Two hard copies and one soft copy of the project reports are required to be submitted to the as per the dates declared by the department. The report should clearly focus on the learning outcomes and reflect the nature and quantum of the research project carried out. The evaluation of the report shall be done at the end of the third semester by a panel of external and internal examiner.

The broad guidelines for the evaluation of the projects may be based upon:

- Nature of the work done in the semester internship
- Research methodology and data analysis
- Outcome of the project
- Utility of the project to the organization and society



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**FOURTH SEMESTER**

## **MBA-202: Major Research Project**

**Credits -4**

In Sem IV, all the student are required to work on a major research project under the supervision of assigned faculty member by the department. The students are required to select a research problem preferably on a topic related with contemporary issues in management. It is mandatory for the students to get advance written approval of the supervisor before finalization of the topic. Each student shall prepare a detailed research proposal and the copy of the same is required to be submitted to faculty co-ordinator duly signed by the supervisor. On the prescribed date, two hard and one soft copy of the reports are required to be submitted to the department as per the format provided by the concerned supervisor. The completion of the research project must be certified by the supervisor and approved by the HOD.

The evaluation of the research project shall be carried out jointly by a panel of internal and external examiner. The department may invite external examiners across the specialization and industry.

### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Design and implement a research-based project.
2. Demonstrate time and project management in the successful identification of a research project,
3. development of a research design, collection of accurate and precise data, critical analysis and
4. interpretation of results, retrieval of information, and critical reading of literature.
5. Report research findings in written and verbal forms
6. Use research findings to advance education theory and practice.

## **MBA-204: Finishing School for Work Life Balance and Professional Etiquettes**

**Credits: 1**

**Course Objective:** The aim and objective of Finishing School is to transform its participants into corporate citizens with signature personalities. Corporate world is always on the lookout for employees with outstanding professional and leadership qualities, communication skills, and people who are self-driven, positive and energetic.

During different semesters, the programme enables students to learn and practice all these skills to make them a dynamic professional. The finishing school gives participants the competitive advantage to have an edge over others and further refine these essential skills, thereby increasing competence, confidence, positivity, marketability and work life balance.

### **The proposed sessions are:**

Health and wellness

- Smart Work life balance
- Social Graces and Etiquettes
- Image and confidence building
- Art of decision making
- Leadership skills
- Company specific on-boarding and appointment and interaction with on-boarding buddy

# List of Electives

## Finance

### Semester: III

- MBAFM 211 -Investment Management
- MBAFM 213 -Investment Banking and Financial Services
- MBAFM 215- Financial Markets and Institutions
- MBAFM 217- Wealth Management and Financial Planning
- MBAFM 219- International Financial Management
- MBAFM 221- Project Appraisal and Finance
- MBAFM 223- Financing the Entrepreneurial Business

### Semester: IV

- MBAFM 212- Behavioural Finance
- MBAFM 214- Data analytics in Finance
- MBAFM 216- Time series Analysis
- MBAFM 218- Corporate Mergers, Acquisitions and Restructuring
- MBAFM 220- Financial Derivatives and Risk Management
- MBAFM 222- Financial Modeling and Forecasting

## Human Resource Management

### Semester: III

- MBAHR 211- Industrial Relations & Labor Legislation
- MBAHR 213- Compensation Management
- MBAHR 215- Organizational Development
- MBAHR 217- Strategic Human Resource Management
- MBAHR 219- Changing Paradigms in Leadership
- MBAHR 221- Negotiation skills and conflict Management
- MBAHR 223- HRM in service sector

### Semester: IV

- MBAHR 212- Cross Cultural and International Human Resource Management
- MBAHR 214- Performance Management
- MBAHR 216- Training and Development
- MBAHR 218- Interpersonal Processes and Counseling Skills for Managers
- MBAHR 220- Team Building
- MBAHR 222- Talent Management
- MBAHR 224- HR Analytics

## Marketing

### Semester: III

- MBAMK 211- Digital Marketing Strategy
- MBAMK 213- Consumer Behaviour
- MBAMK 215- Product and Brand Management

- MBAMK 217- Entrepreneurial Marketing
- MBAMK 219- Marketing Research
- MBAMK 221- Marketing of Services

#### **Semester: IV**

- MBAMK 212- Marketing Analytics
- MBAMK 214- Digital Marketing Tools
- MBAMK 216- Integrated Marketing Communications
- MBAMK 218- Business to Business Marketing
- MBAMK 220- International Marketing
- MBAMK 222- Sales and Distribution Management
- MBAMK 224- Customer Relationship Management
- MBA MK 226- Retail Management

#### **Operations and Supply Chain Management**

##### **Semester: III**

- MBASC 211- Operations Analytics
- MBASC 213- Total Quality Management
- MBASC 215- Logistics Management
- MBASC 217- Purchasing & Supplier Relationship Management
- MBASC 219- Sustainable Supply Chain Management
- MBASC 221- Supply chain planning and execution

##### **Semester: IV**

- MBASC 212- Supply Chain Modelling
- MBASC 214- Service Operations Management
- MBASC 216- Operations Research
- MBASC 218- Warehouse management
- MBASC 220- International Logistics Management
- MBASC 222- Supply chain strategy and Innovation

#### **IT Management**

##### **Semester: III**

- MBAIT 211- Business Intelligence and analytics
- MBAIT 213- Business Process Reengineering and ERP Implementation
- MBAIT 215- Business Systems Analysis and Design
- MBAIT 217- Database Management System
- MBAIT 219- E-Business
- MBAIT 221- Management of Information Security

##### **Semester: IV**

- MBAIT 212- Data mining for business analytics
- MBAIT 214- Application of AI in Business
- MBAIT 216- Big Data analytics
- MBAIT 218- E-Governance for inclusive development



- MBAIT 220 - KM Tools and New Age Business Models
- MBAIT 222- Knowledge and Innovation Management
- MBAIT 224- Software project management

### **Analytics**

#### **Semester: III**

- MBAAN 211 - Business Intelligence and analytics
- MBAAN 213 - Data analytics in Finance
- MBAAN 215 - Operations Analytics
- MBAAN 217 - Time Series Analysis

#### **Semester: IV**

- MBAAN 212 - HR Analytics
- MBAAN 214 - Data mining for business analytics
- MBAAN 216 - Application of AI in Business
- MBAAN 218 - Big Data analytics
- MBAAN 220 - Marketing Analytics

### **International Business**

#### **Semester: III**

- MBAIB 211 -International Trade Logistics
- MBAIB 213 -International Human Resource Management
- MBAIB 215 -Legal Dimensions of International Business

#### **Semester: IV**

- MBAIB 212 -Transnational and Cross Cultural Marketing
- MBAIB 214 -India's Foreign Trade and Investment
- MBAIB 216 -Multinational Business Finance

### **Entrepreneurship**

#### **Semester: III**

- MBAEN 211- Design Thinking and Product Development
- MBAEN 213- Entrepreneurial Marketing
- MBAEN 215- Wealth Management and Financial Planning
- MBAEN 217- Creativity and Innovation.
- MBAEN 219- Financing the Entrepreneurial Business

#### **Semester: IV**

- MBAEN 212- Family Business Management
- MBAEN 214- Social Entrepreneurship
- MBAEN 216- Project Management
- MBAEN 218- Entrepreneurship and E-business

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**THIRD SEMESTER**

## **Area- Finance**

### **Investment Management**

**Credits - 4**

**Course Code: MBAFM 211**

#### **Course Objectives**

- 1.To help explore the theory and practice of investments, covering areas like capital market structure, valuation, security analysis and portfolio management.
- 2.To help understand the economic forces that influences the pricing of financial assets.
- 3.To understand and evaluate portfolio selection techniques

#### **Learning Outcomes**

Upon successful completion of the course the student should be able to:

- 1.To value assets such as stock and bonds
- 2.To allocate investments into stock and bond portfolios in accordance with risk preferences of individuals
- 3.To create and manage diversified portfolios

#### **Unit 1 Introduction**

Investment: Objectives, investment methods – Vehicles of Investments: Security and non-security forms of investment, Concept and measurement of Risk: Diversifiable and Non-diversifiable.

#### **Unit 2 Investment Environment**

Types of markets – Commodity markets, Capital Market-Primary and secondary markets, and Currency Markets – major players and instruments, Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. SEBI and Market Regulations, Efficient Market Hypothesis.

#### **Unit 3 Security analysis**

Fundamental analysis; Concept and measurement of intrinsic value, Company- Economy- Industry Analysis, Technical analysis – Charting the price behavior, identification of indicators and oscillators, outliers, Share price and trading volume; trend analysis, sentiment indicators.

#### **Unit 4 Analysis and valuation of bonds**

Types of bonds, Term structure of interest rate, Bond yields, pricing theorems, , default risk analysis, determination of yield curves, YTM – Concept of Duration and immunization strategies, Valuation of preference and equity shares.

#### **Unit 5 Portfolio Management**

Portfolio design: Asset allocation decision, risky & risk free assets-Utility analysis, Traditional and Modern Portfolio theory, Markowitz diversification model, selecting an optimal portfolio – concept and evaluation techniques

**Unit 6 Introduction to Alternate Avenues of Investment:** Hedge Funds, Crypto currency, Derivatives, Private Equity, Venture Capitals

#### **Text Books:**

- Jordan & Fischer , Investment Analysis and Portfolio management — ( latest edition)
- Zvi Bodie, Kane, Marcus & Mohanty, Investments — TMH – ( latest edition).

#### **Reference Books:**

- Martin J. Pring, Martin Pring's Complete Guide to Technical Analysis An Indian Perspective, Shroff
- Robert Haughen, Modern Investment Theory, Pearson.
- Frank K. Reilly, and Keith C. Brown, Investment Analysis and Portfolio Management, 8<sup>th</sup> Edition, Thomson, 2012.
- Rajiv D. Khatalawala, How to profit from Technical Analysis, Vision Books.
- Aswath Damodaran, Damodaran on Valuation, 2ed Paperback – Wiley.
- Graham, Dodd and Kottle, Security Analysis, McGrawHill

## **Investment Banking and Financial Services**

**Credits – 4**

### **Course Code: MBAFM 213**

#### **Course Objectives**

1. To provide students with the necessary theoretical and conceptual tools used in investment banking
2. 2 To develop general understanding on investment bank functions and the mechanics and financial analysis required for investment banking deals
3. 3 To develop understanding of primary and secondary capital market and factors impacting the capital markets
4. 4 To help student understand various type of financial services and their usability for customers and corporations
5. 5 To help student understand corporate governance, ethics and legal considerations factors into investment banking deals and capital markets.

#### **Course Outcomes**

- 1 Students should be able to apply financial concepts and techniques to analyze activities and transactions in investment banking
- 2 Students should be able to understand capital market issuance process and required due diligence
- 3 Students should be able to understand various type of financial services and their intricacies

#### **Unit 1 Essentials of the Equity/Stock Market:**

The new issue market/Initial Public Offerings (IPOs) -Publicly Traded Markets: Factors affecting the secondary trading market, stock exchanges, market indices, liquidity and volatility issues -Corporate effects on stock pricing, price/earnings ratios, book value, valuation based on expectations vs historical reporting -External and international economic effects on stock market values, liquidity and volatility -Fundamentals of stock market technical analysis -Private Equity/Venture Capital and Direct Investment – Key Global and Indian economic indicators for stock market and their impact – Impact of inclusion/exclusion of stocks in global indices – Emerging structure of companies and rationale

#### **Unit 2 Essentials of the Fixed Income/Bond Market**

Differences between stocks/equity and bonds/credit markets -Fundamentals and mathematics of the credit, fixed income/bond market -Corporate credit and economic impacts on bond markets, interest rates, yields and credit pricing spreads, Investment Grade vs Non Investment Grade (High Yield/Junk Bonds) -Fundamentals of the workings of the credit

markets -Convertible Bonds and Asset Backed Securities -Trading, Positioning, Underwriting and Distribution -Rating Agencies.

### **Unit 3 Investment Banking Functions:**

Underwriting, Initial Public Offers. Rights Issues and Secondary Public Offers, Public Offers of Debt Securities, Overseas Capital Market Issues. Exit Offers

### **Unit 4 Financial Services**

Leasing, Hire-purchase, Consumer finance, Housing Finance, Loan Syndication, Credit Rating

### **Unit 5 Legal/Regulatory Compliance,**

Risk Management and Back Office -Ethics, insider trading, corporate governance, fiduciary responsibilities -Compliance and Regulatory Environment -Credit, Market, Operations/Processing Risk Management -Documentation, Transaction Processing, Financial Control and Reporting.

### **Text Books:**

- Subramanyam, Pratap, Investment banking Tata McGraw-Hill.
- Joshua Rosenbaum & Joshua Pearl, Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions, MISL-Wiley

### **Reference Books:**

- Michel Fleuriet, Investment Banking Explained: An Insider's Guide to the Industry (Professional Finance & Investment), McGraw-Hill Education
- Matthew Kantz and Robert R. Johnson, Investment Banking for Dummies, John Wiley and Son
- Aswath Damodaran, Investment Valuation: Tools and Techniques for Determining the Value of any Asset, University ed, 3ed Paperback, Wiley.
- Dun and Bradstreet, Wealth Management, Tata Mc. Graw Hill

## **Financial Markets and Institutions**

**Credits - 4**

**Course Code: MBAFM 215**

### **Course Description**

The basic purpose of this course is to develop a broad understanding of the various markets comprising the Indian Financial System in a global context and the roles played by various institutions in the functioning of this system.

In addition, the course will examine the present status and developments that are taking place in the financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real-world situation.

### **Course Learning Outcomes**

1. To provide a sound information and knowledge of broad framework of Financial
2. System and its constituents
3. To understand working of financial markets - capital market, money market and debt
4. market in India
5. To understand the instruments and role of institutions in the financial markets

6. To understand the determination of interest rates in the financial markets and its
7. impact on financial markets
8. To understand various types of financial services and current developments in the
9. financial services sector

## **Contents**

### **Unit 1 Introduction to Financial System**

Overview of Financial System - Financial Markets, Institutions and Financial Instruments, Nature and Role of Financial System, Financial System and economic development, Structure of Indian Financial System, Major Financial Sector Reforms, Linkages between Economy and Financial Markets, Regulatory Institutions in India- SEBI and its Role as Regulator in Indian Financial Market

### **Unit 2 Financial Markets**

Introduction to Financial Markets: Role and Importance, Working of Equity/Stock Market, Equity Issuance, Constituents of Depository System, Functions of Depository; Dematerialization and Rematerialization process, Depositories in India, Capital Market – Primary and Secondary Market .; Bond Market - Government Bonds and Corporate Bond market, Money Market, Treasury Bills Market, Call Money Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit, Market for Government Securities

### **Unit 3 Financial Intermediaries and Financial Services**

Depository and Non-Depository Institutions (NBFCs), Banking Institutions, , MFIs, Pension Funds, Mutual Funds, Insurance Companies, Various Financial Services

### **Unit 4 Interest Rate Determination**

Maturity and Term Structure of Interest Rate, Yield Curve, Impact of Interest Rate Changes on Financial Markets

### **Unit 5 FinTech**

Introduction to Fintech & need for digital disruption, Fintech -Global Perspective, SMAC Model, Fintech Infrastructure & Role of NPCI & RBI, Digital Payments

### **Text Book(s)**

1. Mishkin, F.S. & Eakins, E. (2018). Financial Markets & Institutions (9th ed.). Pearson Education.
2. Pathak, B. Indian Financial System. (2018) (4 th ed.) (5 th ed.) Pearson Publication Markets, Institutions and Services), Pearson Education

### **Reference Books:**

1. Bhole, L. M., & Mahakud, J. (2017). Financial Institutions and Markets (6 th ed.). Delhi: McGraw-Hill Education.
2. Fabozzi, F. J., Modigliani, F. P., & Jones, F. J. (2010). Capital Markets –Institutions and Instruments (4 th ed.). Delhi: PHI Learning.
3. Madura, J. (2016). Financial Markets and Institutions. (!2th ed.). USA:Cengage Learning
4. Mankiw, N. G., & Ball, L. M. (2010). Macroeconomics and the Financial Systems. USA: Worth Publishers.
5. Saunders, A. & Cornett, M. (2018).Financial Institutions Management (9<sup>th</sup> ed.). McGraw-Hill Publishing Company.

6. Saunders, A. & Cornett, M. (2014). Financial Markets and Institutions (6<sup>th</sup> ed.). McGraw Hill Education.
7. Vij, M., & Dhawan, S. (2018). Merchant Banking and Financial Services (2<sup>nd</sup> ed.). India: McGraw Hill Education (India) Private Limited.

## **Wealth Management and Financial Planning**

**Credits - 4**

**Course Code: MBAFM 217**

### **Objective:**

The Course in Wealth Management and Financial Planning intent to enable critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems. This course would serve as stepping stone for a prospective investment professional in the basic understanding of the wealth management concept.

### **Course Outcomes:**

After studying this course the student will be able to:

1. Understand the premise of wealth management and identify the financial goals.
2. Critically evaluate the investment instruments suitable for different financial goals in different time span.
3. Apply appropriate financial instruments to manage individuals' finances.
4. Understand credit planning, retirement planning as well as estate planning.

### **Unit 1 Introduction to Wealth Management**

Concept of wealth management, Wealth management vs. financial planning, Verticals of the wealth management, Wealth cycle, Process of wealth management plan, Components of a wealth management plan, Personal financial ratios to analysis the financial strength, Source of wealth, Trends of the wealth.

**Unit 2 Financial Planning & Investment Environment** Financial planning process, Ascertainment of financial goals, Time value of money applications, Building financial plans using spreadsheets, Rule of financial planning, Types of risks measuring risk, Managing risk, Risk profiling and asset allocation, Risk return analysis, Inflation adjusted return and discount rate, CAGR in future and present value, Economic cycles and indicators.

### **Unit 3 Investment Vehicles of Wealth Management**

Basic tenets of investments planning, Critical analysis of investment alternatives in financial plans- Bonds, Equity Shares, Mutual Funds, Fixed Deposits, PPF, IPO, NPS, Derivatives, SIP/ SWP/ STP and Index Funds, Commodity and energy markets, gold & bullion. Insurance and tax saving instruments, Risk analysis and insurance planning, Identification of durable competitive advantage of equity, Principles of value investing system.

### **Unit 4 Credit & Retirement Planning**

Assessment of credit, EMI: calculation, cost and benefit analysis, Reverse mortgage, Optimal use of education loan, Credit card management, Overdraft protection, Retirement need analysis techniques, Development of retirement plan, Retirement schemes, Hybrid plan, Group life and health insurance, Relationship of retirement planning with other financial goals.

## **Unit 5 Estate planning**

1. Features of real estate investment, Difference between real estate and security investments, Wealth manager perspective, Real estate mutual fund, Objectives of will, Creating a valid will; Power of attorney

### **Suggested Readings:**

- Buffet. Marry and Clark. David. (2011). Warren Buffett and the Interpretation of Financial Statement.
- Fisher. A. Philip. (2010). Common Stocks and Uncommon Profits. Wiley.
- Graham, Benjamin. (2017). The Intelligent Investor, 6th Edition.
- Keown, A J. (2017). Personal Finance – Turning money into wealth. Pearson Publication.
- Madura, Jeff. (2016). Personal Finance, 6th Edition. Pearson

## **International Financial Management**

**Credits – 4**

**Course Code: MBAFM 219**

### **Course Objectives**

1. To develop an understanding of international financial instruments, foreign exchange markets, and institutions
2. To provide a detailed understanding international finance theory (exchange rate determinants, foreign exchange exposure, foreign exchange exposure, interest rate parity etc.)
3. To develop knowledge, capability and skills necessary for making sound financial decisions for a multinational firm

### **Learning Outcomes**

Upon successful completion of the course the student should be able to:

1. To demonstrate the understanding of international financial theory and applications
2. To understand forces influencing global finance and their role in global business strategies
3. Evaluate cross-border investment opportunities for undertaking various capital budgeting and short-term cash flow management decisions etc.

### **Unit 1 Introduction**

International financial Environment- Importance, rewards & risk of international finance- Goals of MNC- International Business methods-Exposure to international risk- International Monetary system- Multilateral financial institution-Government influence on exchange rate.

### **Unit 2 International flows of funds**

Balance of payments (determination of current account, capital account & ORA)- International Trade flows-International Capital Flows-Agencies that facilitate International flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits.

### **Unit 3 International Financial Markets**

Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism.



#### **Unit 4 Foreign Exchange exposure and Foreign exchange risk Management**

Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate forecasting exchange rates- international parity relationship: interest rate parity, purchasing power parity & fisher effects. Management of Transaction exposure-Management of Translation exposure- Management of Economic exposure-Management of political Exposure- Management of Interest rate exposure. Hedging against foreign exchange exposure – Forward market- Futures Market- options Market- Currency Swaps-Interest rate Swap- Cross currency Swaps

#### **Unit 5 International Investment decision**

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Risk Evaluation, and Impact on Value. Foreign Direct investment –Foreign portfolio investment-International Financial instruments, International Bond & Equity market, sovereign risk.

#### **Text Books:**

- P.G. Apte-International Finance Management- ( Tata McGraw Hill),4/e
- Levi, Maurice, International Finance , New York, McGraw Hill Inc., latest edition

#### **Reference Books:**

- Eun & Resnick – International Finance Management ---(TataMcGraw Hill), 4/e
- Jeff Madura, International Finance Management ---(Thomson), 7/e,2004
- Sharan Vyuptkesh, International Financial Management 6th Edition, PHI
- Thummuluri Siddaiah, International Financial Management, Pearson Education India.

### **Project Appraisal and Finance**

**Credits - 4**

**Course Code: MBAFM 221**

#### **Course Objectives**

- 1.To acquaint students with the area of project finance
- 2.To help students to understand the demand, technical, risk and environmental analysis of different projects from financial perspective
3. To help students to build financial models for various kinds of projects
4. To help students in evaluating projects from the perspective of different stakeholders

#### **Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. Understand key concepts of project finance
2. Gain an in-depth understanding of analysing and mitigating risks associated with a project
3. Build financial models for complex projects
4. Evaluate projects from the perspective of a debt and equity investor

#### **Unit 1 An Overview of Project Finance**

Introduction to project finance and overview of the project finance market, project life cycle and its impact on the feasibility, A study of World Bank Project Reports Project Initiation and Resource Allocation: The Importance of a Proper Allocation of Resources, Process of Resource Allocation at the Corporate Level, Process of Resource Allocation at the Business Unit Level, Generation of Project Ideas and Creativity.

#### **Unit 2 Market And Demand Analysis**

Identification of the Target market, choice of the Market Strategy, Projection of Demand

using Primary Data and Secondary Data, Projection of Demand using Qualitative Models.

### **Unit 3 Technical Analysis**

Selection of Appropriate Technology, Acquisition of Technology, Process of Procurement of Materials, Choice of a Good Location for the Project, Design of the Layout of the Facilities at the Project Site.

### **Unit 4 Financial projections**

The Cost of the Project, The Means of Finance, Estimation of Working Capital, Profitability Estimations, Balance Sheet Projections, Projections of Sources and Uses of Funds.

### **Unit 5 Environmental Appraisal of Projects**

Meaning of Environment and Pollution, Pollution Created by Different Industries, Methods of Preventing Pollution, Environmental Regulations in India, Environmental Impact Assessment for Projects. Social Cost Benefit Analysis: The Rationale for SCBA, Different Approaches to SCBA

### **Unit 6 Valuing Projects**

Appraising a Project by Discounting and Non-Discounting Criteria, Appraising Projects with Special Features, FCF Approach, ERR Approach, Real Options – Issues in valuing long term projects, Managing Project Risks: How risk management creates value in project finance.

### **Reference Books:**

1. Prasanna Chandra – Project Planning: Analysis, Selection, Implementation and Review – TMH, 5/e
2. Narendra Singh – Project Management and Control – HPH , 2003
3. Nicholas – Project Management for Business and Technology: Principles and Practice – Pearson / PHI

## **Financing the Entrepreneurial Business**

**Credits - 4**

### **Course Code: MBAFM 223**

**Course objective:** This course has been developed to provide students with an understanding of the financial aspects of starting, funding, operating, and exiting an entrepreneurial venture.

**Course outcomes:** At the end of the course, students will be able to:

1. Understand the relation between entrepreneurial finance and value creation in a business.
2. Analyse the sources of finance for new ventures.
3. Judge the financial performance of an entrepreneurial initiative.
4. Discuss an entrepreneurial perspective on management of short-term funds.
5. Understand the valuation of an enterprise.

### **Unit 1 Introduction**

Introduction: New Venture Financing – Types of entrepreneurship, stages of new venture development, business plans, sources of financing, information issues, term sheets. Methods of Financial Forecasting: Forecasting for new companies, fundamental analysis, incorporating uncertainty.

### **Unit 2 Cash Flow Modeling & Investment Assessment**

Financial modeling for start-ups, incorporating uncertainty. Assessing Financial Needs – Sustainable growth, Break-even analysis, planning for rapid growth, scenario analysis, staged

investing

### **Unit 3 Valuation**

New Venture Valuation – Myths, discounted cash flow, RADR, CEQ, relative value, venture capital method, rates of return Valuation in Practice – Continuing value, multiples, estimating risk free, market risk premium & beta, applying RADR & CEQ, advantages & disadvantages or RADR & CEQ. The Entrepreneur's Perspective on Value – Undiversified investors, partial-commitments, valuing partial commitment with RADR & CEQ

### **Unit 4 Real Options, Deal Structure and Contract Design**

Real options: New Venture Strategy - Strategic planning, financial strategy, real vs. financial options, expansion & abandonment options, decision trees, game trees, game theory. Deal Structure: Deal Structure – Outside investors, contracts, proportional risk sharing, asymmetric risk & return, subsidized investors, active investors, implementation & negotiation, informational issues. Contract Design: Value Creation & Contract Design - Staged investing, signaling beliefs, alignment of interests, valuation-based contracting. Legal entities

### **Unit 5 Sources of Finance**

Choice of Financing - Financing alternatives, considerations, financial decision process, cumulative financing needs, organizational structure, reputation & relationships, financial distress

#### **Text Books:**

- Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
- Entrepreneurial Finance, 2011, Janet Smith, Richard Smith, & Richard Bliss, Stanford University Press.

#### **Reference Books:**

- Hisrich, R., & Peters, M. (2006). Entrepreneurship. New Delhi: TataMcGraw Hill.
- Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi:Prentice Hall of India.
- Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
- Mullins, J. W. (2006). New business road test. New Delhi: Prentice Hall.

## **Area-Human Resource Management**

### **Industrial Relations & Labour Legislation**

**Credits -4**

**Course Code: MBAHR 211**

#### **Course Objectives:**

1. To demonstrate an understanding of the essential theories, models and practices of legal and ethical issues and how these are related to developing organizational policies, procedures and practices
2. To analyze core issues, policies and practices surrounding employee relations and legal issues
3. To evaluate the variety of forms that conflict in work organizations take with emphasis on conflict of interest

4. To differentiate between cooperation and management of conflict within an organization and provide strategic policies relating to the changes that occur in employer-employee relations

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Describe the Labour Laws and Legal Framework of Industrial Relations.
2. Assess the rationale of labour laws in organizations.
3. Examine the labour laws in India viz-a-viz International Labour Organization.
4. Identify issues pertaining to employee relations in an organization.

**Unit 1: Industrial Relation Management**

Concept - Evaluation – Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments: Employment Structure – Social Partnership – Wider approaches to industrial relation – Labour Market.

**Unit 2: Trade Union**

Introduction – Definition and objective – growth of Trade Union in India-trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction, Objective Membership, Financial Status.

**Unit 3: Quality of Work Life**

Workers' Participation in Management – Worker's Participation in India, shop floor, Plant Level, Board Level – Workers' Welfare in India scenario- Collective bargaining concepts & Characteristics – Promoting peace.

**Unit 4: Industrial Disputes**

Meaning, nature and scope of industrial disputes – Cases and Consequences of Industrial Disputes – Prevention and Settlement of industrial disputes in India. The Industrial Disputes Act 1947, Employee Grievances: Causes of grievances – Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances – Standing Orders – Code Discipline.

**Unit 5: Legal Framework of Industrial Relations**

Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factory's Act 1948, The Contract Labor Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961, Overview of these Acts Only.

**Text books:**

- Industrial Relations and Labour Laws Paperback by Piyali Ghosh, Shefali Nandan, McGraw Hill Education; 2015.
- Industrial Relations and Labour Laws Paperback, by S.C. Srivastava Vikas Publishing House; 2012.

**Reference Books:**

- Padhi, P.K. (2011), Labor and Industrial Laws. Prentice Hall of India.

- Srivastava S.C (2012), Industrial Relations and Labour Laws, 6/e, Vikas Publishing House

**Suggested Readings:**

- Sen, R. (2009). Industrial relations: text and cases (2nd ed.). New Delhi: Macmillan Publishers.
- VenkataRatnam, C. S. (2006). Industrial relations. New Delhi: Oxford University Press.

# Compensation Management

Credits -4

**Course Code: MBAHR 213**

## **Course Objectives:**

1. To study the concepts of Minimum wage – Fair wage, Real wage, Issues and Constraints in Wage Determination in India.
2. To understand the ways to strengthen the pay for performance link.
3. To understand the strategies for employee benefits.
4. To understand the concepts of strategic compensation

## **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Describe Minimum wage – Fair wage, Real wage, Issues and Constraints in Wage Determination in India.
2. Illustrate different ways to strengthen the pay for performance link.
3. Evaluate the concepts of employee benefits.
4. Exhibit the knowledge of legal framework required in employee benefits.
5. Demonstrate the implications of strategic compensation and possible employer implications.

## **Unit 1: Introduction**

Compensation: meaning, objectives, nature of compensation. Nature & Significance of wage, salary administration, essentials-Minimum wage – Fair wage, Real wage, Issues and Constraints in Wage Determination in India.

## **Unit 2: Compensation system design issues**

Compensation Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

## **Unit 3: Managing Compensation**

Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy.

## **Unit 4: Variable Pay and Executive Compensation**

Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, EVA. Executive compensation, elements of executive compensation and its management, International compensation Management.

## **Unit 5: Managing Employee Benefits**

Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services-designing a benefits package.

**Text books:**

- Martocchio, J. (2014), Strategic Compensation: A Human Resource Perspective Approach. Pearson Education.
- Henderson, R.I. (2009), Compensation Management in a Knowledge-based world 10/e. Pearson Education.

**Reference Books:**

1. Singh, B.D. (2007), Compensation and Reward Management. Excel Books.
2. Gerhart, B. & Rynes, S.L. (2008), Compensation, Evidence, and Strategic Implications. Sage Publication.

**Suggested Readings:**

1. Milkovich, G & Newman, J.M. (2006). Compensations. New Delhi: McGraw Hill Publishing Company.
2. Berger & Berger. (2008), The Compensation Handbook: A State-of –the –Art Guide to Compensation Strategy and Design. McGraw Hill.

## **Organizational Development**

**Credits -4**

**Course Code: MBAHR 215**

**Course Objectives:**

1. To define, describe how to support and/or control change and initiate and respond to change
2. To explain, evaluate the main theories and practices of Organizational Development
3. To develop, design models of organizational development interventions
4. To identify, interpret, diagnose organizational needs for development and change, recommend and implement strategic interventions and techno structural solutions to organizational problems

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Able to comprehend the principles of OD located in human relations school of management.
2. Identify major types of organizational development interventions.
3. Demonstrate how to evaluate organizational development interventions.
4. Apply human resource intervention techniques in different management scenarios.
5. Describe human resources metrics and how they relate to organizational development

**Unit 1: Organizational Development as a Profession and Field of Practice**

Nature and Characteristics of Organization Development, Organization Development as an evolving field of Practice. Managing the Organization Development Process, Organizational Change Theories and Models, Organizational Change process, Values, Ethics and assumptions of OD, Role and Competencies of the OD practitioner.

**Unit 2: The Diagnostic Process and Introduction to OD Interventions**

Diagnosis: At the Organization, Group and Individual Level. Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Survey

Feedback. Designing Interventions, Characteristics of Effective Interventions, The Intervention Process.

### **Unit 3: Organizational Development Interventions**

Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, MBO.

### **Unit 4: Techno Structural and Strategic Interventions**

Restructuring Organizations, Job Enrichment, Socio-technical Systems, TQM and Quality Circles, Culture Change, Self –Designing Organizations, Learning Organizations, OD practitioners as Agents of Social Change, Future of OD in a VUCA World (Volatility, Uncertainty, Complexity, Ambiguity).

#### **Text books:**

- Cummings T G. & Worley C G (2014) Organisational development and Change. 10<sup>th</sup> edition. Cengage Learning.
- Brown, D.R. & Harvey, D. (2013). An Experiential Approach to Organization Development. Pearson Education.

#### **Reference Books:**

- French, W., Cecil, H. Bell & Jr. (2004). Organizational Development. Prentice Hall of India Pvt. Ltd.
- Jones, B.B. & Brazzel, M (2014), The NTL Handbook of Organizational Development and Change: Principles, Practices and Perspectives (2<sup>nd</sup> Edition), Wiley.

#### **Suggested readings:**

- Burnes B. (1996). Managing Change: A Strategic Approach to Organizational Dynamics. London, Pitman.
- Boss, R.W., & McConkie, M.L. (2008). Team building. In T. G. Cummings (Ed.), Handbook of organization development (pp. 237-259). Thousand Oaks, CA: Sage.
- Jones, G. R. (2010). Organizational Theory Design and Change. Pearson Education.

## **Strategic Human Resource Management**

**Credits -4**

**Course Code: MBAHR 217**

#### **Course Objectives:**

1. To explain the feasibility and nature of the link between business strategy and HR strategy
2. To align the key areas of Strategic Human Resource Management with strategy
3. To describe key aspects of strategic forecasting the human resources needs of an organization and strategic training and development
4. To appraise the strategic HRM and emerging issues.

#### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Apply critical thinking skills in analysing theoretical and applied perspectives of strategic HRM.
2. Analyse problems and develop managerial solutions to employment relations problems at both



3. National and workplace level.
4. Demonstrate the application of problem solving and evaluation skills in HRM through exercises and case study work.
5. Communicate knowledge of SHRM in both written and verbal formats reactive to both audience and purpose.
6. Investigate and communicate the professional values of HRM including the ethical problems inherent in HRM professional roles, including managers and consultants.

### **Unit 1: Understanding Strategic HRM**

Traditional Vs strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach, HR strategy and the role of national context, sectoral context and organizational context on HR strategy and practices, Investment perspective of human resources. HR Strategy Formulation HR Strategy in Multinational, Global and Transnational companies, Corporate Ethics, Values and SHRM

### **Unit 2: Aligning HR Systems with business strategy**

Sustained competitive advantage – how HR adds value to the firm HR as scarce resource inimitable resource non-substitutable resource, HRM leading strategy formulation, Alternative HR systems universalistic contingency configurational, Congruence and Integrated HR systems, Designing congruent HR systems.

### **Unit 3: HR Strategy in workforce utilization**

Efficient utilization of Human resource cross training and flexible work assignment work teams non-unionization, Strategies for employee shortages, Strategies for employee surpluses.

### **Unit 4: HR strategy for training and development**

Benefits, Strategic HR Planning Acquisition and Development planning and strategizing training, integrated learning with performance management system and compensation.

### **Unit 5: High Performance Work Practices**

Individual high performance practices, limitations of individual HPWP, Systems of HPWP skill system motivating system, Individual practices Vs systems of practices, Universal practices Vs contingency perspectives.

### **Unit 6: Strategic HRM in emerging HR issues**

HR Strategy in workforce diversity virtual teams flexitime and telecommuting HR outsourcing contingent and temporary workers Global sourcing of labor, Expatriation and repatriation management in global HRM, Gender discrimination and Glass ceiling effect, Employee engagement strategies, Talent management and retention. Global Environment of HR: Change & Diversity

#### **Text books:**

- Catherine Truss, David Mankin, Clare Kelliher(2012). Strategic Human Resource Management. Oxford
- Tamer K. Darwish. (2013). Strategic HRM and Performance: Theory and Practice. Cambridge Scholars Publishing.

#### **Reference Books:**

- Rees, C. & Edwards, T.(2010), International Human Resource Management, 2/e, Pearson Education.
- Mello, J.A. (2011), Strategic Management of Human Resources, 3/e, Cengage Learning India Pvt. Ltd.
- Dowling, P.J. & Welch, D.E. (2010), International Human Resource Management: Managing People in a Multinational Context, Cengage Learning India Pvt. Ltd.

#### **Suggested Readings:**

- Greer, C. (2008), Strategic Human Resource Management, Pearson Education.
- Kandula S. R. (2009), Strategic Human Resource Development, Prentice Hall India.
- Evans, P., Pucik, V. & Barsoux, J.L.(2010), The Global Challenge: Frameworks for International Human Resource Management, Tata McGraw Hill, Delhi.

## **Changing Paradigms in Leadership**

**Credits - 4**

**Course Code: MBAHR 219**

#### **Course Objectives:**

1. To understand the essence of group dynamics and team work
2. To study the aspects related to effective working styles and leadership
3. To understand the nuances of innovative leadership
4. To study the concepts of game changing innovation

#### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Demonstrate a commitment to social justice.
2. Describe group dynamics and effective teamwork.
3. Exhibit the ability to work effectively with those different from themselves.
4. Generate ideas with the insight of innovative leadership.
5. Exhibit the ability for game changing innovation.

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

Understanding dynamics of Power, Influence and Organizational Politics. Intrapersonal, Interpersonal, Intergroup and Institutional power

#### **Unit 2: Power and Its Distribution**

Bases of Power and Development of Multiple Sources of Power. Impact of ideological factors, structural issues, dependency and scarcity on distribution of power. Learnings from Chanakya, Kautilya.

#### **Unit 3: Spiritual Leadership**

Integrate scriptures and theological tradition with diverse contemporary cultural contexts, Spiritual Leaders: lessons from Swami Vivekananda's Teachings.

#### **Unit 4: Power and Social Influences**

Leaders and use of power. Misuse and loss of power. Introduction: Social Influence processes- Persuasion and Negotiation; principles of influence; influence tactics

#### **Unit 5: Servant Leadership**

Listening, Empathy, Awareness, Stewardship, Conceptualization, Foresight.

### **Unit 6: Disruptive leadership**

The scale of the challenges and the accelerating speed of innovation, innovation leadership— a new way of fostering counterintuitive ideas, forcing improbable insights. Opening minds to uncomfortable solutions. Disruptive Leadership - fostering a culture of game-changing innovation, framework and motivation to generate ideas and execute solutions.

#### **Text Books:**

- Zaleznick . A. (2006). Learning Leadership: The Abuse of Power in Organizations. London: Sage.
- Cialdini, R. B. (2008). Influence: Science and practice. New York: Allyn and Bacon.

#### **Reference Books:**

- Bocankova, M. (2006). Intercultural communication: typical features of the Czech, British, American, Japanese, Chinese and Arab cultures. Praha: Oeconomica.
- Brett, J. M. (2001) Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries. San Francisco: Jossey Bass.

#### **Suggested Readings:**

- Clegg, S.R., Courpasson, D., & Phillips, N. (2006). Power and Organizations. London: Sage.
- Leadership transition by Richard Elser, Kogan Page.

## **Negotiation Skills and Conflict Management**

**Credits - 4**

**Course Code: MBAHR 221**

### **Course Objectives:**

- 1.To study the functions and principles of negotiation skills and learn the dynamics of the conflict management processes in an organization.
- 2.To study the system and process of effective management of negotiation in the organization.
- 3.To understand negotiation style and tactics of negotiation and how to be an effective negotiator.
- 4.To learn ethics and negotiation and trust in the work environment.

### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Examine/understand what conflict management is and why it is important
2. Examine and understand the styles on how managers should negotiate
3. Evaluate ethical issues as related to negotiation styles and conflict management
4. Assess the impact of negotiation and conflict management on organizational effectiveness.

### **Unit 1: Managing Conflict**

Concept and Importance of conflict, Organisation as network of relations and conflicts, nature of conflict, sources of conflict, processes and dynamics of conflict, classification of conflict, strategy and management of conflict.

## **Unit 2: Managing negotiation**

Managing and planning for negotiation, negotiation process, The third-party intervention – Litigation/Conciliation/arbitration, Role of power in negotiation, role of communication and role of influencing style in negotiation, Principles of persuasion. Gaining leverage through power and persuasion: leveraging power from your BATNA (Best Alternative to a Negotiated Agreement), leveraging the sources of power, leveraging power through persuasion, leverage power through pressure tactics.

## **Unit 3: Negotiation Style**

Four major Negotiation Styles (Avoidance, Competitive, Compromising and Collaborative), choosing the appropriate style, Alternative styles, strategies and techniques of negotiation. Distributive Bargaining: Classical distributive bargaining, Opening offers, Role of norms, Counteroffers. Integrative Bargaining: Integrative versus Distributive Bargaining, The Categorization Method, Interested based Bargaining.

## **Unit 4: Tactics for Negotiation**

Cross cultural Dimension of Negotiation, Glimpses into Some Aspects of International negotiation, negotiating with Prospective employer, some suggested practices to be followed in negotiation. Closing the Deal and Post Negotiation Evaluation, agreement template, closing stage, moving past statement and building a relationship.

## **Unit 5: Ethics and negotiation**

Ethics, fairness, and trust in negotiation, Ethics - values and behaviours in negotiations, Fairness - substantive and procedural fairness in negotiation, appropriate or inappropriate negotiating tactics, Trust – bases and relationship in negotiating trust, trust and distrust, establishing trust.

### **Text Books:-**

- Singh, K. (2015). Counseling Skills for Managers (2nd ed.). India: Prentice Hall of India.
- Brett, J. M. (2014). Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries (3rd ed.). Jossey-Bass.
- Carrell, M. R., and Heavrin, C. (2008) Negotiating Essentials: Theory, Skills, and Practices. Pearson Prentice Hall.
- Kottler, J.A., & Shepard, D. S. (2008). Counseling Theories and Practices (1st ed.). Cengage Learning.
- Patterson, L. E., & Welfel, E. R. (2004). The Counseling Process: A Multi-theoretical integrative Approach (Skills, Techniques, & Process, Cengage Learning (6th ed.).

### **Suggested Readings:**

- Rogers, C. C. (1961). On Becoming a Person: A Therapist View of Psychotherapy. Boston: Houghton-Mifflin.
- Cialdini, R. B. (2008). Influence: Science and practice. New York: Allyn and Bacon
- Lewicki, R., Barry, B. & Saunders, D. (2015). Essentials of Negotiation (6th ed.). McGraw Hill.
- Thompson, L. L. (2012). The Mind and Heart of the Negotiator (5th ed.). Pearson.
- Young, M. (2008). Sharks, saints and samurai: The power of ethics in negotiations. Negotiation Journal, 24 (2), 145-155.

**Course Code: MBAHR 223****Course Objectives:**

1. To understand the concept and growing importance of HRM in service sector
- 2 To understand how to manage human resources in service sector
- 3 To understand the significance of human element in creating customer satisfaction through service quality
4. To understand the issues and challenges of HR in various service sectors

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

Examine/understand concept and growing importance of HRM in service sector

1. Understand the nuances and aspects of managing HR in service sector
2. Assess the essence of human element in creating customer satisfaction
3. Understand the issues and challenges of HR in various service sectors

**Unit 1 Service Sector Management – An Overview**

Services – Meaning, Features, Classification of Services: End-user, Degree of Tangibility, People-based Services, Expertise Required, Orientation towards Profit, By Location; Service Sector Management – Meaning, Significance of Service Sector, Reasons for Growth in Service Sector; Service Organization – Importance of Layout and Design of Service Organization, Servicescape; Service Culture in Organization – Meaning, Developing Service Culture in Organization; Relationship Marketing –Meaning, Need and Importance in Service Sector Organizations, Six Market Model; Role of Service Employee; Role of Customers in Service Process – Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors; Service Encounter and Moment of Truth – Meaning, Nature, Elements of Service Encounter.

**Unit 2 Managing Human Element in Service Sector**

Human Element in Service Sector – Introduction, Role and Significance; The Services Triangle; Front Line Employees /Boundary Spanners – Meaning, Issues Faced by Front Line Employees: Person/Role Conflicts, Organization/Client Conflict, Inter-client Conflict; Emotional Labour – Meaning, Strategies for Managing; Emotional Labour - Recruitment in Service Sector – Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector; Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing; Develop People to Deliver Service Quality; Compensating Employees in Service Sector; Motivating Employees for Services; Quality Issues in Services: Meaning and Dimensions of Service Quality, The Service-Gap Model, Reasons and Strategies to Fill the Gaps; Delivering Services through Agents and Brokers –Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers; HRM in Public Sector Organisations and Non-profit Sector in India

**Unit 3. Issues and Challenges of HR in Specific Services:**

Business and Professional Services: Banking and Insurance, Legal and Accountancy; Infrastructure: Roads, Railways and Power; Public Services: Police, Defense and Disaster Management; Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs; Personnel Services: Education, Health Care and Hotels; Social and Charitable Services

## **Unit 4 HRP Evaluation, Attrition, Retention and Globalisation**

HRP Evaluation, Attrition, Retention and Globalisation: Human Resource Planning Evaluation in Service Sector – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector Service Leadership – Meaning, Integrating Marketing ; Operation and Human Resources, Creating a Leading Service Organisation, The Service-Profit Chain Model; Attrition in Service Sector – Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success; Retaining the Best People in Service Sector –Including Employees in Company's Vision, Treat; Employees as Customers, Measure and Reward String; Service Performers; Globalisation of Services – Meaning, Reasons for Globalisation of Services, Impact of Globalisation on Indian Service Sector, Organisational Effectiveness, Ways to Enhance Organisational Effectiveness.

### **Text Books:-**

- Korczynski, M.(2002), Human Resource Management in Service Work, Red Globe Press, 2002
- Sahu A. and Tiwari A.K.(2015), Human Resource Management (HRM) in Service Sector, Ruby Press & Co; 1st edition (1 January 2015)
- Bhattacharya R. and Mishra R.S.(2019), HRM in service sector Management, Himalaya Publishing Co.

## **Area-Operations and Supply Chain Management**

# Operations Analytics

Credits - 4

Course Code: MBASC-211

## Course Outcomes

Upon successful completion of this course students will be able to:

1. Identify different analytical tools and techniques
2. Understand the criticality of operation analytics within an organization
3. Examine and implement approaches to effectively manage the operations and supply chain performance
4. Make effective decisions by evaluating criterias and scenarios in the business context.

### Unit 1:

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

### Unit 2:

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.

### Unit 3:

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

### Unit 4:

Multi criteria decision making (MCDM) techniques: Goal Programming (GP) and analytic hierarchy process (AHP). Non –linear programming, portfolio theory.

### Text Books:

- Hwang, Shiuh-Nan, Lee, Hsuan-Shih, Zhu, Joe (2014), Handbook of Operations Analytics Using Data Envelopment Analysis, Springer
- Thomas Devonport, Competing on Analytics, Tata Magraw Hill

### Reference Books:

- Jank Wolfgang, Business Analytics for Managers, Springer
- James R. Evans, University of Cincinnati, Business Analytics, Pearson Education

# Total Quality Management

Credits - 4

Course Code: MBASC 213

## Course Outcomes

Upon successful completion of the course the student should be able to:

1. Assess the importance of Quality in an organization.
2. Describe the contributions on Quality by pioneers of the field.
3. Evaluate quality policy by applying relevant tools.
4. Deploy statistical quality control techniques.

## 5. Describe Quality Management Awards and frameworks.

### Unit 1

Introduction to Quality- Definition of Quality- product, user, value, and manufacturing-based perspectives, Dimensions of Quality, Quality Planning, Quality costs- optimization of quality costs, seven tools of quality control; Philosophies of Quality Gurus- Deming, Juran, Crosby, Feigenbaum, Ishikawa, Taguchi. Comparison of Quality Philosophies.

### Unit 2

Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits.

### Unit 3

Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA.

### Unit 4

Statistical Process Control-Introduction to Quality characteristics variables and attributes, Types and causes of variations, Control Charts for variables and attributes, Process capability.

### Unit 5

Acceptance Sampling-Sampling process and lots formation; Advantages and applications of acceptance sampling; characteristics of O.C. Curve; Single, double, multiple, sequential sampling; ASN, ATI, AOQL, AOQ, AQL, LQL, Producer's and Consumer's risks.

### Unit 6

Six Sigma and ISO 9000:2000- Principles of Six Sigma, Statistical basis, Tools and techniques, DMAIC principle, application of six sigma in manufacturing and service organizations, structure of ISO standards, Factors leading to ISO, Implementation and registration, Benefits of ISO.

### Text Books:

- Dale H. Besterfield, Carol Besterfield-Michna, Total Quality Management International Edition, 3/E, Pearson Education
- Adrian Wilkinson, Tom Redman, Ed Snape, Mick Marchington, Managing with Total Quality Management, Springer

### Reference Books:

- Paul Levy, Total quality management in the supply chain, Springer
- Terry Richardson, Total Quality Management, Cengage Learning
- Stephen George, Arnold Weimerskirch, Total Quality Management: Strategies and Techniques, Pearson Education

**Logistics Management**  
**Course Code: MBASC 215**

**Credits - 4**



### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Assess the crucial role of logistics in an organization and economy at large.
2. Analyze the linkages of logistics with other functions of the organizations.
3. Examine the logistics systems by deploying comprehensive approaches.
4. Identify the Logistics relationships.
5. Design and implement service response logistics.

### **Unit 1**

Context of Logistics: Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics

### **Unit 2**

Logistics in the firm: Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, integrating logistics within an organization, integrating logistics along the SC

### **Unit 3**

Approaches to analyzing logistics systems: Materials Management v/s physical distribution, Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis

### **Unit 4**

Logistics Relationships: Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, need for collaborative relationships

### **Unit 5**

Service Response Logistics: Overview of service Operations – service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics –service capacity, waiting times, distribution channels service quality

### **Text Books:**

- John Joseph Coyle, C. John Langley, Robert A Novack, Brian Gibson, Supply Chain Management : A Logistics Perspective, Cengage Learning, Inc, 9th edition

### **Reference Books:**

- Edward J. Bardi, C. John Langley, John Joseph Coyle, The management of Business Logistics – A supply Chain Perspective, South-Western, 7th edition
- Donald Bowersox , David Closs, M. Bixby Cooper, Supply Chain Logistics Management , McGraw-Hill Education / Asia, 3rd edition

## **Purchasing & Supplier Relationship Management**

**Credits - 4**

**Course Code: MBASC-217**

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Understand the scope and utility of purchase in supply chain management
2. Examine and evaluate various type of sourcing strategies

3. Design and ensure criteria for supplier quality evaluation and management
4. Identify the criticality of negotiation and other techniques in contracts management

### **Unit 1**

Introduction to purchasing and supply chain management, the purchasing process, Purchasing Policy and Procedures, Purchasing Objectives, Responsibilities of Purchasing, Types of Purchases, Improving Purchase Process, Purchasing Procedures, Policy Overview.

### **Unit 2**

Organizing the Purchasing Function: Purchase Function Position Within the Organization Structure, Factors affecting Purchasing's Position, Reporting of Purchasing function, Organizing of Purchasing, Separating Operational & Strategic Purchasing, Advantages & Disadvantages of centralized, decentralized Purchasing, Hybrid Purchasing Structure.

### **Unit 3**

Strategic Sourcing – Supplier Evaluation & Selection: Linking Purchasing and Corporate Strategy, Translating Corporate Objectives into Purchasing Goals, Translating Purchasing Objectives into Purchasing Goals, Purchasing Strategy Development Process, Supply Base Optimization,

### **Unit 4**

Critical Role of In-sourcing / Outsourcing, The In-sourcing / Outsourcing Decision Process, Make or Buy, Supplier Evaluation and Selection Process, Need for Supplier Selection, Identifying key sourcing requirements, Evaluation and Selection, Key Supplier Evaluation Criteria

### **Unit 5**

Supplier Quality Management: Overview of Supplier Quality Management – What is Supplier Quality? Why be Concerned with Supply Quality? Factors Affecting Purchasing's Role in Managing Supplier Quality, Supplier Quality Management using Total Quality Perspective.

### **Unit 6**

Negotiation & Contracts Management: Objectives of negotiation, when to negotiate, the negotiation Process, Preparation, Establishing the Objectives, Dynamics of Negotiation, Phases in face-to-face negotiation, Negotiation Techniques, Types of Contracts – Fixed Price, Cost based / Indexation, Long term, Short term.

#### **Text Books:**

- Peter Baily, Barry Crocker , David Farmer, David Jessop, David Jones, Procurement and Principles Management, Pearson Education, 11th edition

#### **Reference Books:**

- Peter Baily, David Farmer , Barry Crocker , David Jessop , Procurement Principles and Management in the Digital Age, 12th edition
- CSCMP (Council of Supply Chain Management Professionals) , Wendy Tate, The Definitive Guide to Supply Management and Procurement: Principles and Strategies for Establishing Efficient, Effective, and Sustainable Supply Management Operations, Pearson Education

## **Sustainable Supply Chain Management**

**Credits - 4**

**Course Code: MBASC-219**

## **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Understand the conceptual frameworks of sustainability
2. Examine techniques of sustainable supply chain management
3. Design and implement techniques to ensure sustainability in production and operations system
4. Incorporate the sustainability principles in circular economy, reverse and outbound logistics

**Unit 1** Introduction to sustainability, Triple Bottom Line, The development of sustainable objectives from the Triple Bottom Line perspective: Profit, Planet, People, Sustainable development, Sustainable development and corporate social responsibility, Overview of sustainable supply chain management, Why sustainable supply chain management, Foundation of sustainable supply chain.

### **Unit 2**

Sustainable Supply Chain Management as competitive marketing strategy, Strategic Alignment, Operational performance and decision making, control of operations, Framework for sustainable supply chain operations.

### **Unit 3**

Sustainability and new product development, role of circular economy, Circular economy definitions, Principles of circular economy, Components of circular economy, Circular economy business models.

### **Unit 4**

Sustainability and Types of production system, Lean management for sustainable production, the lean manufacturing principles and tools, Comparison of conventional manufacturing and lean Manufacturing, Lean manufacturing: advantages and limitations for sustainable production, Exploring role of six sigma and statistical process control for sustainable production.

### **Unit 5**

Sustainability and outbound logistics, packaging and physical distribution from triple bottom line perspectives, A reference framework for carbon footprint auditing and reducing transport waste.

### **Unit 6**

Sustainability and reverse logistics, Comparison of forward and reverse logistics, integrating forward and reverse logistics, reverse logistics drivers, barriers, and disposition options, 6 R and sustainability, Measuring sustainability.

#### **Text Books,**

- Heizer John, Operations Management - Sustainability and Supply Chain Management, Pearson Education India, 12th edition
- Reference Books,
- Cetinkaya Balkan, Sustainable Supply Chain Management, Springer-Verlag Berlin and Heidelberg GmbH & Co. KG
- Govindasamy Vengadasan, Sustainable Supply Chain Management Practices, LAP Lambert Academic Publishing

## **Supply chain planning and execution**

**Credits - 4**

**Course Code: MBASC-221**

**Course Outcomes**

Upon successful completion of this course students will be able to:

1. Analyze and interpret how planning is done in supply chain management
2. Identify the role of planning and control in operations and supply chain management
3. Examine and implement approaches to control supply chain cost and measure performance
4. Understand the scope of planning in ensuring efficient logistics and transportation operations

**Unit 1**

Demand Management, Parts of demand management, communicating demand, planning demand, influencing demand, managing parts of demand, Collaborative Planning, forecasting, and replenishment (CPFR), Demand forecasting, forecasting methods, key performance parameters, event management and demand forecasting, product life cycle.

**Unit 2**

Operations planning and control, sales and operations planning, resourcing planning, aggregate planning, capacity planning, master production schedule, bill of material, Inventory, material requirement planning, push-pull system, Just in Time system.

**Unit 3**

Supply chain cost, ownership of the supply chain cost, make-buy decisions, supply chain contracts, advantages of contracts, risks associated with contracts, developing relationship with suppliers, developing supply planning.

**Unit 4**

Logistics, functions of logistics, integrating logistics functions/activities, trends, objectives, logistics strategy, delivery of goods, delivery models, dispatching, expediting, role of third-party logistics service providers, warehousing objectives, strategies, and planning, capacity planning including numbers and location.

**Unit 5**

Transportation objectives, strategies, capacity planning, modes of transportation, rail, road, and air, intermodal, selection criteria, pros and cons of alternatives, types of carrier, reverse logistics, strategy and design for reverse logistics, cost benefits analysis.

**Text Books,**

- Dr. Neeraj Anand, Dr. Pankaj Madan, Supply Chain Management: Concept, Planning and Execution, Global Vision Publishing House
- Dr. Vinod Sayankar, Supply Chain Planning, Everest Publishing House,

**Reference Books,**

- Liberatore Matthew, Supply Chain Planning , Business Expert Press
- Nydlova Olga, Collaborative Planning in Modern Supply Chain, LAP Lambert Academic Publishing

## **Area- Marketing**

# Digital Marketing Strategy

Credits – 4

Course Code: MBAMK-211

## Course Objectives

1. To explain the concepts related to digital marketing.
2. To demonstrate tools used for online marketing.
3. To illustrate the processes involved in designing the digital marketing strategy.

## Course Outcomes

Upon successful completion of the course the student will be able to:

1. Describe the concepts related to digital marketing.
2. Assess online marketing tools.
3. Examine online consumer journey.
4. Design digital marketing strategy.

## Unit I Introduction to digital marketing

Overview of digital marketing, evolution, drivers, application, benefits; internet marketing; business models; e-commerce; digitized value chain; integrated marketing communication.

## Unit III E-marketing

E-marketing and CRM, online advertising, sales and trade promotion, digital marketing optimization, online marketing mix, segmentation, targeting, positioning, online value, online consumer journey, online branding, traffic building.

## Unit III Digital marketing tools

Content marketing; online communities; mobile marketing; augmented, virtual and mixed reality; social networks; search engine, website, email, gamification, blogs.

## Unit IV Digital marketing strategy

Digital marketing framework, internal assessment, objectives planning, roadmap, designing communication mix, online lead management, campaign management, managing revenue, implementation challenges.

## Suggested Readings

- Puneet Singh Bhatia (2020), Fundamentals of Digital Marketing, 2<sup>nd</sup> Edition, Pearson.
- Vandana Ahuja (2018), Digital Marketing, Oxford University Press.
- Annmarie Hanlon (2019), Digital Marketing, Strategic Planning & Integration, Sage.
- Dinesh Kumar (2021), Marketing in the Digital Age, Sage.

# Consumer Behavior

Credit – 4

Course Code: MBAMK-213

## Course Objectives

1. To gain an understanding of the concept of consumer behavior and apply it in various marketing scenarios
2. To identify the factors that influence the behavior of consumers and to apply this knowledge in making marketing decisions.

3. To enable students to develop consumer-based marketing strategies and create and enhance customer value.

### **Course Outcomes**

**Upon successful completion of the course the student will be able to:**

1. Describe the concept of consumer behavior from a variety of perspectives.
2. Demonstrate an understanding of consumer decision making process.
3. Understand the principal factors that influence consumers as individuals and decision makers.
4. Apply consumer analyses for the design, implementation, and evaluation of successful marketing strategies and programs.

### **Unit 1: Introduction to consumer behavior**

Definition of consumer behavior, Evolution of Consumer Behaviour as a Field of Study, applications of consumer behaviour, Consumer behavior and marketing strategy, Consumer research, Market Segmentation and consumer profiling

### **Unit 2: Consumer Decision Making**

Consumer Decision Making Process, Levels of Consumer Decision Making, decision making roles, Information Search Process; Evaluative criteria and decision rules, Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value

### **Unit 3: Psychological Influence on Consumer Behaviour-I**

Consumer Perception, meaning of perception, perceptual process, factors responsible for perceptual distortion, Learning- meaning, Classical conditioning-operant conditioning, Components of learning process, Personality and emotion, stages in the development of personality- personality influences and consumer behaviour

### **Unit 4: Psychological Influence on Consumer Behaviour-II**

Self-concept and Self-image, Consumer's Needs & Motivation, Motivation, Properties of motivation, Needs, Goals, Risk and Imagery, Attitude Formation and Attitude Change.

### **Unit 5: Social Influence on Consumer Behaviour**

Group Dynamics and consumer reference groups, Influence of Family and Family Life Cycle, Social Class and its impact, Impact of cultural factors on Consumer behavior

#### **Suggested Readings:**

- Schiffman L.G. and Kanuk L.L., Consumer Behaviour, 9th Edition, Prentice Hall of India, New Delhi.
- Solomon, Michael R. (2016), Consumer Behaviour: Buying, Having and Being, 11/e, Pearson Education

## **Product and Brand Management**

**Credit – 4**

**Course Code: MBAMK-215**

### **Course Objectives**

1. To understand the concept of product in the world of Marketing and strategies for managing it for the success of organization.

2. To describe the meaning and role of brand in modern marketing
3. To develop a consumer centric approach to building a brand by managing different elements of branding for creation of brand equity.

### **Course Outcomes**

#### **Upon successful completion of the course the student will be able to:**

1. Develop a comprehensive understanding of Product and its role in gaining competitive advantage.
2. Apply the concepts of product management for launching a new product and managing existing product (s).
3. Understand the meaning and relevance of brand.
4. Identify the various elements of a brand and apply the knowledge in real life situations.
5. Comprehend various issues pertaining to brand positioning and brand equity and its application for combating competition.

### **Unit 1: Introduction to Product**

Meaning and concept of Product, Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio

### **Unit 2: Product Management**

New product development process, New product strategy, commercialization, managing Growth, Managing the mature Product

### **Unit 3: Understanding Brand**

Meaning of Brand, History and Evolution of Branding, Why brands matter, characteristics of strong brands, purpose of branding, Brand Loyalty

### **Unit 4: Developing Brand**

Crafting a brand, creating brand associations, Brand elements- Brand Identity, Brand Personality, Brand Communication, Brand Image and Awareness, Role of e- communities in Brand Management

### **Unit 5: Brand Positioning**

Positioning- Concepts and Definitions, Repositioning, Brand Extension, Brand Equity, Using Brand Elements to create brand equity, Growing and Sustaining Brand Equity, Brand Equity measurement approaches

### **Text Books:**

- Baker, M. J., & Hart, S. J. (2007). *Product strategy and management*. Pearson Education.
- Keller, K. L., & Swaminathan, V. (2020). *Strategic brand management: Building, measuring, and managing brand equity*. Harlow: Pearson.
- Panda, T. K. (2016). *Product and Brand Management*. Oxford Uni

## **Entrepreneurial Marketing**

**Credit – 4**

**Course Code: MBAMK-217**

**Objective:** The objective of the course is to provide an in-depth understanding of marketing theory, concepts and tools used to market a new product offering and/or applicable in an entrepreneurial setting.

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Demonstrate knowledge and understanding of the relationship between the concepts of marketing and entrepreneurship.
2. Design marketing tactics appropriate to the limited resources of a new venture.
3. Build an innovative marketing strategy for a new venture.
4. Understand contemporary issues in Entrepreneurial marketing.

**Unit 1- Introduction to Entrepreneurial Marketing:** Meaning, Characteristics, Functions, Marketing Challenges, Entrepreneurial Marketing Mix, Entrepreneurial marketing plan, Identifying entrepreneurial marketing opportunities, market research, demand forecasting, Market Development.

**Unit 2- Marketing Strategy for Early-Stage Ventures:** The Journey of Customer Discovery, Product Segmentation, Targeting, Positioning in new venture, Developing go-to-market strategy, Digital Marketing for Entrepreneurs: Paid Search & Social Media Marketing, No-Money Marketing techniques, Customer Discovery: Growth Hacking & App Marketing, Guerrilla marketing, Buzz marketing, Viral marketing in emerging businesses. Building Customer Relationships- Customer delight, Customer retention strategies & developing customer loyalty programs. Role of Integrated Marketing Communication in New venture.

**Unit 3- Entrepreneurial Pricing and Distribution Strategy:** Pricing in new ventures- Price determination of new innovative products-cost and value-based pricing, behavioral pricing. Application of pricing strategies like bundle, segment, product line, menu pricing and measuring the consumer's willingness to pay. Distribution Channels for new ventures - Understanding Channels, Channel Options- Owned, Earned, Paid, Channel Drivers, Choosing a Channel Strategy, Three Channel Design imperatives, Formalized Channel Arrangement, Supply Chain Management.

**Unit 4- Entrepreneurial Growth and Market Development Strategies:** Growth Strategies – concept and forms, Internal, External and Co-operative growth strategies. Growth models – Life-cycle and Phase model, integrated lifecycle model (evolutionary), Greiners growth model (revolutionary), and Complexity management (process) model. Market Development Strategies- New Offerings, New Geographies, Growing the Team.

**Unit 5- Contemporary issues in entrepreneurship marketing**

### **Readings:**

- Godstein, B. (2020). Entrepreneurial Marketing-A Blueprint for Customer Engagement. Sage Publications.
- Chaston, I. (2015). Entrepreneurial Marketing: Sustaining Growth in All Organisations. Palgrave macmillan
- Nijssen, E. (2014). Entrepreneurial Marketing: An Effectual Approach. Routledge.



## **Course Code: MBAMK-219**

### **Course Objectives:**

1. To familiarize students with the marketing research process
2. To provide a detailed overview of the different stages of marketing research process from inception to the end.
3. To acquaint students with the usage of contemporary statistical packages like SPSS for effective marketing research

### **Course Outcomes:**

By the end of semester, student should be able to:

1. Understand and appreciate the scope and relevance of marketing research and its contribution in the development of marketing strategy.
2. Develop a market research design which will include identification of research design, framing of research question, sampling, preparing of measurement instruments, data collection, analysis and interpretation.
3. Apply latest tools and packages for gaining better insights from data.

### **Unit 1: Foundations of Marketing Research**

Meaning, objectives, motivation and utility of marketing research. Characteristics of scientific methods. Marketing research process. Defining a research problem and developing a research approach; the need of different types of research; types of marketing problems. Writing a research proposal.

### **Unit 2: Research Design:**

Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept and uses, cross sectional and longitudinal studies. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, extraneous variable, Treatment, Control group.

### **Unit 3: Measurement and Attitude Scaling**

Concept, problems in measurement of marketing research variables, levels of measurement: Nominal, Ordinal, Interval, and Ratio. Comparative and non-comparative scaling techniques: Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. Projective techniques.

### **Unit 4: Data Collection**

Sources of data; use and appraisal of existing information, primary and secondary data; Information from respondents, sampling design and questionnaire design, interviewing, various methods of survey/ data collection, email/ internet survey.

### **Unit 5: Data Analysis**

Hands on session on tools like SPSS for data analysis techniques like factor analysis, correlation and regression, discriminant analysis for analyzing qualitative as well as quantitative data.

### **Unit 6: Major Marketing Mix Research**

Customer attitude and satisfaction research, concept testing, brand equity research, shop and retail audit, mystery shopping, readership survey and viewership survey and copy testing.

**Text Books:**

- Malhotra, N.K, Dash S. - Marketing Research: An Applied Orientation, Pearson Education, India.
- William G., Zikmund and Babin Barry J. - Essence of Marketing Research, Cengage Learning

**Reference Books:**

- Byod& Westfall - Marketing Research, All India Traveler Book Seller
- Nargundkar - Marketing Research, Tata McGraw Hill, 2nd ed.
- Beri, G.C., Marketing Research, Tata McGraw Hill, 4<sup>th</sup> ed.
- Green Paul E., Tull Donald S. and Albaum Gerald - Research for Marketing Decisions, Prentice Hall of India

**Marketing of Services****Credit – 4****Course Code: MBAMK-221****Course Objectives:**

1. To acquaint the students with inherent characteristics of the services and their marketing implications
2. To understand and interpret service behavior and service consumption and design marketing strategies accordingly.
3. To identify critical issues in service design and delivery.

**Course Outcomes:**

By the end of semester, student should be able to:

1. Explain the nature and scope of services marketing
2. Gain an in-depth understanding of unique challenges of marketing and managing services
3. Formulate appropriate strategies for service sector promotion and distribution strategies

**Unit 1: Introduction to Services Marketing:**

Growing importance of services sector; meaning and nature of services; classification of services; marketing challenges of services, service consumption model.

**Unit 2: Understanding Customers Buying Considerations and Behaviour**

customer expectations and perceptions; positioning services in competitive marketplace; defining and measuring service quality (Servequal), GAPs Model; defining and measuring customer satisfaction, service recovery paradox.

**Unit 3: Services Marketing Mix**

Services design and development; service blueprinting; service process; physical evidence and servicescape; pricing of services; cost, competition and value-based approaches of pricing, concept of dynamic pricing, key issues in service pricing management, ethical considerations in service pricing.

#### **Unit 4: Services Distribution and Promotion Management**

distribution options for serving customer, place and time decisions, roles and responsibilities of service intermediaries, delivery service in cyberspace, selection and training of intermediaries, managing the Integrated Services Communication mix; managing service personnel; employee and customer role in service delivery.

#### **Unit 5: Implementing Profitable Service Strategies**

managing relationships and building loyalty; wheel of loyalty, complaint handling and service recovery strategies, service marketing strategies in e-commerce, healthcare and insurance.

#### **Text Books:**

- Lovelock C. H., Wirtz, J. and Chatterjee, J., Services Marketing: People, Technology, Strategy, 7/e, Pearson Education.
- Zeithaml V. A., Bitner M. J., Gremler, D.D and Pandit, A., Services Marketing, 6/e, Tata McGraw Hill Education Co. Ltd. New Delhi.

#### **Reference Books**

- Nargundkar, Rajendra, Services Marketing Text and Cases, 3/e, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
- Payne, Adrian, The Essence, of Services Marketing, Prentice Hall of India Ltd., 2008.
- Hoffman, K. D. & Bateson, J. E.G., Marketing of Services, 4/e, Cengage Learning India Pvt. Ltd., New Delhi

### **Area-IT Management**

#### **Business Intelligence and analytics**

**Credit – 4**

**Course Code: MBAIT 211**

#### **Course Objectives**

1. To describe the importance of data driven decision making.
2. To explain tools and techniques of analytics.
3. To classify different types of analytics.

#### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Describe the approaches and methods of BI and analytics.
2. Apply analytics methods to organisational data.
3. Examine different types of data using analytical methods.
4. Demonstrate an understanding of emerging trends in BI

#### **Unit I – Decision making and analytics**

Overview of Business intelligence, analytics and decision support; framework for business intelligence; overview of business analytics, Big data analytics; Decision making process; Decision support systems – components and classification.

#### **Unit II – Descriptive analytics**

Overview of Data warehousing; data visualization; types of charts and graphs; dashboards; business process management; performance measurement; balanced scorecard.

### **Unit III – Predictive analytics**

Overview of Data mining – definition, process, methods, applications, software tools, issues; Techniques for predictive modelling such as neural networks, support vector machines, nearest neighbour method for prediction.

### **Unit IV – Text analytics**

Overview of text analytics and text mining; Natural language processing; Text mining- process and applications; sentiment analysis- process and applications; web analytics; Social network analysis.

### **Unit V – Prescriptive analytics**

Decision support system modelling; risk analysis; decision analysis with decision trees; multi-criteria decision making; problem solving search methods; automated decision systems; expert systems; knowledge management and collaborative systems.

### **Unit VI – Big data and emerging trends in business intelligence**

Overview of Big data; location-based analytics; analytics for consumers; recommendation engines; Artificial Intelligence: Concepts, Drivers, Major Technologies, and Business Applications; cloud computing and BI; Impact of analytics on organisations; Legal, privacy and ethical issues.

### **Suggested Readings**

1. Sharda, R., Delen, D., & Turban, E. (2019). Analytics, Data Science, & Artificial Intelligence: Systems for Decision Support (11th ed.). Pearson.
2. Kumar, D. U. (2017). Business Analytics: The Science Of Data - Driven Decision Making. Wiley India.
3. Evans, J. (2014). Business Analytics (2nd ed.). Pearson.

## **Business Process Reengineering and ERP Implementation Credit – 4**

**Course Code: MBAIT-213**

### **Course Objectives**

1. To introduce the concepts of Business Process Reengineering and incremental change.
2. To develop an understanding of the concept of Business Process Reengineering and how organizations can reengineer their processes.
3. To assess the various dimensions of ERP, its steps and implementation issues.
4. To help students develop skills for applying these concepts and innovate.

### **Course Outcomes:**

Upon successful completion of this course students will be able to:

1. Identify the various dimensions of the various processes in the organizations.
2. Apply the concept of Business Process Reengineering and introduce the same in the workplace.
3. Analyse the business scenario to design the ERP implementation strategy.
4. To understand the impact of BPR and ERP implementation on organization.

### **Unit I – Introduction to Business process reengineering**

Overview of BPR, Nature, significance and rationale of Business Process Reengineering, Reengineering scenario.

### **Unit II – BPR implementation**

Problems issues, scope and trends in BPR, Implementing BPR: Methodology and steps, IT enabled reengineering.

### **Unit III – ERP Concepts**

Overview - Enterprise System, Evolution of ERP, Tangible and Intangible Benefits, Emerging Trends in ERP adoption, ERP Implementation Stages, case study.

### **Unit IV- ERP Implementation**

Pre-Implementation Stage: Need Analysis, Competitive Environment Analysis, Gap Analysis, Comparison of ERP softwares, Project Team and Change Management, Post implementation Issues.

### **Suggested Readings**

1. Micheal Hammer and James Chamby; Reengineering the Corporation; Paperback
2. Liaquat Hossain, Jon David Patrick and M.A. Rashid; Enterprise Resource Planning: Global Opportunities & Challenges; Idea Group Publishing.
3. Alexis Leon, Enterprise Resource Planning Demystified, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004.
4. Vikram Sethi& William R King, Organizational transformation through business process reengineering, Pearson education.

## **Business Systems analysis and design**

**Credit – 4**

**Course Code: MBAIT-215**

### **Course Objectives**

1. Explain the systems analysis and design process.
2. Illustrate different stages in the development of IT systems for business.
3. Demonstrate tools and techniques for systems design.

### **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Identify issues related to planning, implementation and maintenance of IT based Systems.
2. Describe and evaluate the systems development life cycle.
3. Assess the requirements for system design by data and process modelling.
4. Apply tools and techniques for designing information systems for businesses

### **Unit-I Introduction to business system analysis**

Overview of systems analysis; systems development life cycle; project identification and initiation; system request; Feasibility analysis; project selection; project plan; project methodology; staffing and coordinating project activities.

### **Unit-II Requirement Analysis**

Overview of the process of determining requirements; Requirement definitions statement; requirement elicitation techniques; requirement analysis strategies; eliciting and analysing requirements; requirements definition; system proposal; use case analysis.

### **Unit-III Process and data modelling**

Overview of process modelling; data flow diagrams; Entity relationship diagram – creation and validation; data dictionary and meta data; design guidelines; normalization; Balancing Entity Relationship Diagrams with Data Flow Diagrams.

### **Unit-IV Systems Design – architecture and user interface design**

Overview of systems design; transition from requirements to design; system acquisition strategies; Alternative matrix; architecture design; overview of user interface design; concept of usability; principles of user interface design; user interface design process.

### **Unit-V Systems Design – program and data storage design**

Overview of program design; physical data flow diagrams; designing programs, structure chart; design guidelines; program specification; overview of data storage design; physical entity relationship diagram; CRUD matrix; optimizing data storage.

### **Unit-VI Implementation phase**

Managing programming processes and tasks; managing schedule; Test Planning; Developing user documentation; Managing transition to the new system; Migration Plan; selecting conversion strategy; Enabling adoption of new system; Post implementation activities

### **Suggested Readings**

1. Dennis, A., Wixom, B., & Roth, R. M. (2018). Systems Analysis and Design (7th ed.). Wiley.
2. Kendell, K.E., Kendell, J.E. (2019). Systems Analysis and Design (10<sup>th</sup> ed.). Pearson.

## **Database Management System**

**Credit – 4**

**Course Code: MBAIT-217**

### **Course Objectives**

1. To explain the components of DBMS.
2. To describe different types of databases.
3. To demonstrate the process of querying databases.

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Describe the fundamental elements of relational database management system.
2. Identify the basic concepts of relational data model, entity-relationship model, relational database design and relational algebra.
3. Construct queries for managing the database using SQL.
4. Describe the features and benefits of NoSQL.

### **Unit-I Introduction**

File Systems and Database; Components of Database Management Systems, Advantages of DBMS; Database Management Models: Relational, Network, Hierarchical, Object Oriented.

### **Unit-II Logical Data Modelling**

Entity-Relationship Data Model, Normalization and its significance and different levels of normalization.

### **Unit-III Relational Database Design**

Physical Database Design, Integrity Constraints, database security and disaster recovery strategies.

### **Unit-IV Querying RDBMS**

Structured Query Language (Data Definition, Data Manipulation, Data Control), Aggregate Functions, Nested Sub Queries, Views.

### **Unit-V NoSQL Database**

Features of NoSQL, Data types, Benefits of NoSQL.

### **Suggested Readings:**

1. Ramakrishnan R. and Gehrke J. (2014) Database Management Systems, McGraw Hill
2. Connolly T. And Begg C. (2008) Database Systems: A Practical Approach to Design, Implementation and Management, 6/e, Pearson
3. Sumathi S. and Esakkirajan S. (2007) Fundamentals of Relational Database Management Systems, Springer

## **E-Business**

**Credit – 4**

**Course Code: MBAIT-219**

### **Course Objectives**

1. To define e-commerce and related technologies.
2. To explain the process of building e-commerce presence.
3. To illustrate the steps involved in developing e-business strategy.

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Describe e-commerce and related technologies.
2. Design e-commerce strategies for the business.
3. Determine online media and communities.
4. Assess the several issues related to e-commerce.

### **Unit-I Introduction to E-business**

Evolution of E-commerce; difference between E-commerce and E-business; Unique features of E-commerce technology; Types of E-commerce; E-commerce infrastructure; Mobile Apps.

### **Unit-II Building E-business presence**

Business and revenue model; Target audience; marketplace characterization; SWOT Analysis; E-commerce presence maps; choosing hardware, software and other E-commerce site tools; developing mobile website and applications.

### **Unit-III E-business security and payment systems**

E-commerce security environment; security threats; technology solutions; management policies, business procedures and public laws; payment systems; electronic billing presentation and payment.

#### **Unit-IV E-business business strategies**

E-commerce business models; impact of E-commerce on business; online consumers; digital commerce marketing and advertising strategies and tools; social marketing; mobile marketing; location based mobile marketing.

#### **Unit-V Online media and communities**

Online content; online publishing industry; online entertainment industry; social networks and online communities; online auctions; E-commerce portals.

#### **Unit-VI Ethics, laws and E-commerce**

Ethical, social and political issues in E-commerce; Privacy and information rights; intellectual property rights; governance; public safety and welfare.

#### **Suggested Readings:**

1. Laudon, K. C. C. G. T. (2019). E-commerce 2020–2021, Business, Technology and Society 15Th Edition Global Edition. Pearson.
2. Turban, E., Whiteside, J., King, D., & Outland, J. (2017). Introduction to Electronic Commerce and Social Commerce (Springer Texts in Business and Economics) (4th ed.). Springer.
3. Schneider, G. (2016). Electronic Commerce (12th ed.). Cengage Learning.
4. Joseph, S. J. P. T. (2015). E-COMMERCE: AN INDIAN PERSPECTIVE (5th ed.). PHI Learning.
5. Chaffey, D. (2021). E-Business and E-Commerce Management : S: Strategy, Implementation and Practice - International Edition (5th ed.). Pearson Education

## **Management of Information Security**

**Credits – 4**

**Course Code: MBAIT-221**

### **Course Objectives**

1. To explain concepts, tools and methods related to information security.
2. To illustrate legal aspects of cyber security.
3. To demonstrate the process involved in monitoring information systems.

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Explain the concepts related to information security.
2. Describe the tools and methods of cyber security.
3. Examine information security risks from the legal perspective.
4. Assess the security information systems of organisations.

### **Unit I Introduction to information security**

Overview of information security; domains of typical IT infrastructure; types of security; concepts and approaches; information security standards; forensics of computer and hand-held devices.

### **Unit II Tools and methods**

Virus scanners, firewalls, anti-spywares, digital certificates, SSL/TLS, Virtual Private Network, proxy servers, phishing, password cracking, keyloggers and spywares, virus,



worms, trojan horses, denial of service attacks, SQL injection, buffer overflow, attacks on wireless network

### **Unit III Cybercrimes, cyber terrorism and legal perspective**

Overview of cybercrime and cyber terrorism, definition, classification, Social, Political, Ethical and Psychological Dimensions, case studies, legal perspective, Indian and global perspective, Indian IT Act, amendment to the IT Act, cybercrime and punishment.

### **Unit IV Organizational implication**

Cost of cybercrimes, organizational threats, social computing challenges, guidelines, guidelines and best practices for organizations, risk, response and recovery.

### **Unit V Security information systems**

Access controls, modes of access control, threats to access control, authorization policies, policies and procedures for accountability, security administration, infrastructure for IT security, software development and security, cryptography, security management models.

### **Unit VI Auditing, testing and monitoring**

Audit plan, benchmarks and collection methods, post audit activities, security monitoring, verification of security controls, testing security systems, security education and training.

### **Suggested Readings**

1. Nina Godbole, Sunit Belapure (2011), Cyber security- understanding cybercrimes, computer forensic, and legal perspectives (2011), Wiley
2. David Kim, Michael G. Solomon, Fundamentals of Information Systems Security, 3rd Edition (2016), Jones & Bartlett Learning
3. Michael E. Whitman, Herbert J. Mattord, Management of Information Security, 6th Edition (2019), Cengage
4. Michael E. Whitman, Herbert J. Mattord (2018), Principles of Information Security with MindTap, Cengage
5. Chuck Easttom (2020), Computer Security Fundamentals, 4th Edition, Pearson
6. Manish Agrawal, Alex Campoe, Eric Pierce (2014), Information Security and IT Risk Management, Wiley

## **Area- International Business**

### **International Trade Logistics**

**Credits – 4**

**Course Code: MBAIB-211**

#### **Course Objective:**

The objective of the course is to understand the concepts & key components of International trade logistics, the challenges in international trade logistics and how is international trade logistics differ from domestic logistics.

#### **Course Outcome:**

1. To make participants aware about the scanning the global markets, identifying potential customers and ensuring sales in overseas markets.

2. To make participants aware about the geo-political environment of world markets and appraise the key challenges Indian exporters including tap-able opportunities therein.
3. To explain the export import process, documentation practices and procedural formalities for exports and imports.
4. To explain the issues related to export incentives, tax neutralization and other benefits and appraise the issues related to smooth logistics from India to overseas markets and vice-versa.

### **Unit I - Introduction & Key Elements of International Trade Logistics:**

Introduction; Concept and Importance of Trade Logistics; Trade Logistics and other Facets of Management: Relationship Explored, Evolution of International Trade Logistics; Logistics Indicators, Logistics Performance Index (LPI) and its interpretation, India's Competitiveness in Logistics; Elements of International Trade Logistics

### **Unit II - Warehousing And Material Handling:**

Warehousing: Definition, purpose and Type of Warehouses; Free Trade & Warehousing Zones: Concept and Functions, Jebel Free Trade Zone and its role in GCC logistics, Elements of Material Handling; Principles of Material Handling; Types of Material Handling - Equipment; Factors Affecting choice of Material Handling Equipment, Inventory Control: Definition, Purpose and Types of Inventory Control Techniques, JIT / Selective Inventory Control/ Economic Order Quantity etc.

### **Unit III - Custom Clearance For Exports And Imports:**

Role of custom in Trade Logistics, Process of Custom Clearance for Exportable Cargo, Process of clearance for Imported cargo, Assessment of duties, Payment Mechanism, comparison of duty structure of India, Understanding the best customs clearance practices including problems therein.

### **Unit IV - Packing Labelling And Marking In Logistics Operations:**

Need of Packaging in Trade Logistics; Packing vis-a-vis Packaging; Packaging and Transport Hazards; Packing List/ Packing Note; Precautions in Use of Packaging Materials; Kinds of Packaging; Labelling In International Trade; Considerations In Labelling For International Trade; Labels And Preferences For Colours, Numbers And Shapes; Labels as Promotional Tool; European Eco Label For Clothing And Textiles; Markings Of Export Consignments; Types Of Marking; Increasing Role of CE Marking, Case study

### **Unit V - Transportation In International Logistics-Choice & Execution:**

Importance of Transportation Decision, Factors Affecting Choice Of Transport Mode, Transport Mode Selection, Transport Principles and Functionality, Types of Transport Mode and Modal Characteristics, Types Of Transportation Carriers, Concept Of Multimodal Transport, Context & Regulation Of Multi Modalism In India, Advantages Of Multimodal Transport, Forms Of Multimodal Transport Operations, Multimodal Transport Document: A Vital Link, Challenges and Suggestions For Improving Multimodalism In India

**References:** 1. International Trade Logistics by Dr Ram Singh ( Oxford University)

## **International Human Resource Management**

**Credits – 4**

**Course Code: MBAIB-213**

**Course Objective:**

To explore the concepts and techniques of the essential elements of International HRM and to enable the students to recognise its critical issues. The course aims to understand HRM concerns in the cross cultural scenario.

**Course Outcomes:**

1. Understand the impact of culture on Human Resource Management and how HRM differs across cultures
2. Comprehend issues and challenges pertaining to International HRM
3. Understand how International HRM can develop competencies in dealing with cross cultural issues
4. Understand the different functional roles of HRM in various international contexts like recruitment, selection, performance management, training, compensation and repatriation.
5. Understand the issues and trends in International Industrial relations

**Unit I**

Introduction to concepts of culture and nationality; Impact of culture on international business environment; Hofstede's approach; cross cultural differences at work; strategies to managing workforce diversity; Diversity management programme; International Human Resource Management: Difference between domestic and international HRM.

**Unit II**

International Workforce planning and staffing: Issues in supply of international human resources; International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Successful expatriation, Causes of expatriate failure, female expatriation

**Unit III**

Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Issues and challenges in international performance management; Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: Going rate approach, Balance sheet approach, Cultural impact on compensation policy

**Unit IV**

Diversity, Managing diversity, Variations creating diversity, Managing diversity in hiring and other HR practices on an IHRM level; Country specific factors affecting IHRM practices; Basic IHRM theories (Hertzberg's 2 Factor Theory, Hofstede's 4 Dimensions of Culture, Different interpretations of Maslow's Hierarchy of Needs across cultures); Leadership styles across different operating countries and cultures; Issues in managing globally diverse and dispersed teams; HR Outsourcing, IHRM as a source of competitive advantage.

**Text Books:**

1. Sengupta Nilanjan, Bhattacharya Mousumi-International Human Resource Management, Excel Books.
2. Dowling J.P, Festing, Engle-International Human Resource Management, Cengage Learning.
3. Bhattachaya Kumar Deepak-Cross Cultural Management, PHI Learning.

**Additional Readings:**

1. Schuler. R.S, Briscoe. D.R and Claus: International Human Resource Management, Routledge New York.
2. Edwards, T. & Rees, C., International Human Resource Management: Globalization, National Systems and Multinational Companies, London: Financial Times/ Prentice Hall.

**Legal Dimensions of International Business****Credits – 4****Course Code: MBAIB-215****Course Objective:**

The objective of this course is to acquaint students with the legal dimensions of international business and enable them to formulate strategies compatible with laws and treaties governing international business operations.

**Course Outcome:**

1. Learn globally followed best practices to draft and negotiate contracts.
2. Learn to review and critically analyse the contracts with pros and cons to different parties to it.
3. Learn legal aspects of international investments.
4. Comprehend practical aspects of international laws, agreements and the various modes and methods of growth in relation to cross-border mergers and acquisitions.

**Unit I- Legal Framework of International Business:**

Nature and complexities; International conventions and trade law; Civil laws and common laws, code and common laws and their implications to business; International business contract– Legal provisions; Payment terms; International sales agreements.

**Unit III- Laws Relating to Licensing:**

Regulations and treaties relating to licensing, franchising, joint ventures, patents and trademarks, technology transfer and telecommunications; Restrictions on trade in endangered species and other commodities as based on international conventions; Taxations treaties.

**Unit IV - Laws Relating to International Investments and Cross Border Mergers and Acquisitions:**

Concept and definitions of investment and investor in international law, customary international laws, international investment agreements; Concept of Cross-border merger and acquisition, primary methods of merger and acquisition; Common, consolidated and triangular mergers, reverse triangular merger; Cross-border merger and acquisition motives, Foreign Direct Investment motive, financial motive, strategic motive, international growth in relation with cross border mergers and acquisitions.

**Unit V - Law Relating to Foreign Exchange:**

Objectives and definitions under FEMA, 1999; Current account transactions and capital account transactions; Foreign direct investment in India and abroad; Acquisition and transfer of immovable property in India and abroad; Establishment of branch, office etc. in India; Realization and repatriation of foreign exchange; Authorized person; Penalties and enforcement; Powers of central government; Adjudication, appeal and compounding; Offences and penalties.

**Text Books:**

1. Chuah, J. C. T. (2014) . Law of International Trade. Sweet and Maxwell, London.
2. Jain, R. (2000). Foreign Exchange Management Law and Practice. Vidhi. New Delhi.

**Additional Readings:**

1. Indian Council of Arbitration Case Law on UNCITRAL Model Laws on International Commercial Arbitration. New Delhi.
2. Pam borides, G.P. (1999). International Shipping Law: Legislation and Enforcement, Kluwer Law International. London.

## **Area-Entrepreneurship**

### **Design Thinking and Product Development**

**Credits – 4**

**Course Code: MBAEN-211**

**Course Objective:** The objective of the course is to expose students to the design process as a tool for innovation. It aims at enabling students to use creativity, design thinking, and design process to bring new ideas, products, and value to companies, communities, and people.

**Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Explain the concept of design thinking for product/ service development
2. Apply design thinking tools and techniques
3. Learn to think and ideate with constraints
4. Outline stages of product development
5. Strategise plans to create demand for products/services and build markets

**Unit 1- Introduction to Design Thinking:** Meaning, Design thinking skills and mindset, Principles of design thinking, General approaches to design thinking, Process of design thinking, Lean Vs. Agile Vs. Design Thinking, Constituents of design thinking team, Design thinking workshops and meetings- characteristics and types, Application of design thinking frameworks, Pitfalls and cautions in design thinking workgroups.

**Unit 2- Techniques for Sparking Ideas and Problem Solving:** Defining problems and making decisions, Brainstorming and analysing options, Using teams to think critically and problem solve, Evaluating alternatives, Strategic planning and scenario planning, Avoiding fallacies.

**Unit 3- Design Thinking Techniques and Practices:** Listening and empathizing techniques, Define and ideation techniques, Prototype and test techniques, Visualization techniques and diagrams, Story-telling techniques.

**Unit 4- Design Thinking in Various Sectors:** Health, Finance, Education, Infrastructure, Retail, Banking. Design thinking case studies in management decisions.

**Unit 5- Product Development:** Product specifications, Product architecture, Product development process, Managing product development, New product business plans, Building markets and creating demand for new products.

**Readings:**

- Brown, T. (2009). Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. HarperBusiness
- Martin, R. (2009). The Design of Business- Why Design Thinking is the Next Competitive Advantage. Harvard Business Press
- Langenfeld, K. (2019). Design Thinking for Beginners: Innovation as a factor for entrepreneurial success. Personal Growth Hackers
- Devyani M. Lal(2021). Design Thinking: Beyond the Sticky Notes. Sage Publications.

## **Entrepreneurial Marketing**

**Credits – 4**

**Course Code: MBAEN-213**

**Objective:** The objective of the course is to provide an in-depth understanding of marketing theory, concepts and tools used to market a new product offering and/or applicable in an entrepreneurial setting.

**Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Demonstrate knowledge and understanding of the relationship between the concepts of marketing and entrepreneurship.
2. Design marketing tactics appropriate to the limited resources of a new venture.
3. Build an innovative marketing strategy for a new venture.
4. Understand contemporary issues in Entrepreneurial marketing.

**Unit 1- Introduction to Entrepreneurial Marketing:** Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6Ps), Entrepreneurial marketing plan, Identifying entrepreneurial marketing opportunities, market research, demand forecasting, Market Development

**Unit 2- Marketing Strategy for Early-Stage Ventures:** The Journey of Customer Discovery, Product Segmentation, Targeting, Positioning in new venture, Developing go-to-market strategy, Digital Marketing for Entrepreneurs: Paid Search & Social Media Marketing, No-Money Marketing techniques, Customer Discovery: Growth Hacking & App Marketing, Guerrilla marketing, Buzz marketing, viral marketing in emerging businesses. Building Customer Relationships- Customer delight, Customer retention strategies &

developing customer loyalty programs. Role of Integrated Marketing Communication in New venture.

**Unit 3- Entrepreneurial Pricing and Distribution Strategy:** Pricing in new ventures- Price determination of new innovative products-cost and value-based pricing, behavioral pricing. Application of pricing strategies like bundle, segment, product line, menu pricing and measuring the consumer's willingness to pay. Distribution Channels for new ventures - Understanding Channels, Channel Options- Owned, Earned, Paid, Channel Drivers, Choosing a Channel Strategy, Three Channel Design imperatives, Formalized Channel Arrangement, Supply Chain Management.

**Unit 4- Entrepreneurial Growth and Market Development Strategies:** Growth Strategies – concept and forms, Internal, External and Co-operative growth strategies. Growth models – Life-cycle and Phase model, integrated lifecycle model (evolutionary), Greiners growth model (revolutionary), and Complexity management (process) model. Market Development Strategies- New Offerings, New Geographies, Growing the Team.

**Unit 5- Contemporary issues in entrepreneurship marketing**

**Readings:**

- Godstein, B. (2020). Entrepreneurial Marketing-A Blueprint for Customer Engagement. Sage Publications.
- Chaston, I. (2015). Entrepreneurial Marketing: Sustaining Growth in All Organisations. Palgrave macmillan
- Nijssen, E. (2014). Entrepreneurial Marketing: An Effectual Approach. Routledge.

## **Wealth Management and Financial Planning**

**Credits - 4**

**Course Code: MBAEN-215**

**Objective:** The Course in Wealth Management and Financial Planning intent to enable critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems. This course would serve as stepping stone for a prospective investment professional in the basic understanding of the wealth management concept.

**Course Outcomes:** After studying this course the student will be able to:

1. Understand the premise of wealth management and identify the financial goals.
2. Critically evaluate the investment instruments suitable for different financial goals in different time span.
3. Apply appropriate financial instruments to manage individuals' finances.
4. Understand credit planning, retirement planning as well as estate planning.

### **Unit 1 Introduction to Wealth Management**

Concept of wealth management, Wealth management vs. financial planning, Verticals of the wealth management, Wealth cycle, Functions and role of the wealth manager, Process of wealth management plan, Components of a wealth management plan, Personal financial statements, Personal financial ratios to analysis the financial strength, Importance of the cash management, Source of wealth, Trends of the wealth management w.r.t. industry, client, services, product offering, etc.

**Unit 2 Financial Planning & Investment Environment** Financial planning process, Ascertainment of financial goals, Time value of money applications, Annuities, Use of capital budgeting techniques in personal finance, Building financial plans using spreadsheets, Doubling Period – Rule of 72 and Rule of 69, Types of risks measuring risk, Managing risk, Risk profiling and asset allocation, Risk return analysis, Risk adjusted returns, Components of return on investments, Inflation adjusted return and discount rate, CAGR in future and present value, Economic cycles and indicators.

### **Unit 3 Investment Vehicles of Wealth Management**

Basic tenets of investments planning, Introduction to financial products, Critical analysis of investment alternatives in financial plans- Bonds, Equity Shares, Mutual Funds, Fixed Deposits, PPF, Small saving schemes, IPO, New pension scheme, Financial derivatives, Commodity derivatives, SIP/ SWP/ STP and Index Funds, Hedge funds, Commodity and energy markets, gold & bullion. Insurance and tax saving instruments, Risk analysis and insurance planning, critical evaluation of insurance and investment products, Investment strategies and Portfolio construction and management, Under and over diversification, Identification of competitive durable advantage of equity, Equity with moat, Principles and variables of value investing system.

### **Unit 4 Credit & Retirement Planning**

Assessment of credit, EMI: calculation, cost and benefit analysis, Reverse mortgage, Optimal use of education loan, Credit card management, Overdraft protection, Credit history, Retirement need analysis techniques, Issues in retirement planning, Development of retirement plan, Retirement schemes, Defined benefit plan, Defined contribution plan, Hybrid plan, Group life and health insurance, Relationship of retirement planning with other financial goals.

### **Unit 5 Estate planning**

Features of real estate investment, Difference between real estate and security investments, Wealth manager perspective, Real estate mutual fund, Objectives of will, Creating a valid will; Power of attorney.

## **Creativity and Innovation**

**Credits – 4**

**Course Code: MBAEN-217**

### **Course Objectives:**

1. Learn the concepts of Creativity and Innovation
2. To know the tools and techniques of creativity
3. To know the methods to take Innovation to market
4. To know the ways to protect intellectual assets

### **Course Outcomes:**

1. Appreciate the imperative of innovation within society to dispel common misconceptions regarding innovation and creativity;
2. Critically analyse theories of innovation and creativity;
3. Use evidence to critically challenge innovation practices and communicate recommended behavioural changes;
4. Identify possible changes in established environments and routines to challenge status quo.



**Unit 1 : Introduction to Creativity**

Meaning of Creativity, Components of Creativity, Types of Creativity, Advantages of Creativity, Myths about Creativity, Creativity Process: Preparation Stage, Incubation Stage, Illumination Stage, Evaluation Stage.

**Unit 2 : Creative Tools and Techniques**

Creative Personality: Thinking Out of the Box, Bold Risk Taking, Curiosity, Eccentricity, Energetic, Imaginative, Passionate. Creative Tools and Techniques: Brainstorming, Types of Brainstorming, Negative Brainstorming, Mind Mapping, Enablers of Creativity, Impediments to Creativity. Relevant cases.

**Unit 3: Entrepreneurial Creativity**

Entrepreneurial Creativity, Time Pressure and Creativity, Components of Entrepreneurial Creativity: Expertise, Creative Thinking Skills, Motivation. Steps for Increasing Entrepreneurial Creativity.

**Unit 4: Introduction to Innovation**

Meaning of Innovation, Difference between Creativity and Innovation, Innovation Process: Idea Generation and Mobilization, Advocacy and Screening, Experimentation, Commercialization, Diffusion and Implementation. Innovation Models: First to Sixth Generation models. Types of Innovation: Radical Innovation, Incremental Innovation. Production Innovation, Service Innovation, Process Innovation. Relevant cases.

**Unit 5: Innovation to Market**

The Idea Funnel: Idea Funnel Process, develop idea funnel, Models. Stage-Gate Process: Discovery, Scoping, Build the Business Case, Development, Testing and Validation, Launch and Post-Launch Review. Innovation Platforms: meaning, Need, Functions, Phases, types, benefits and constraints. Relevant cases

**Unit 6: Asset Protection**

Intellectual Property, Patent, Copyright, Trademarks, Trade Secrets, Intellectual Property Rights, Traditional Knowledge.

**Books**

- S. S. Khanka, Creativity and Innovation in Entrepreneurship, 2021
- Christina E. Shalley, Michael A. Hitt, Jing Zhou : The Oxford Handbook of Creativity, Innovation, and Entrepreneurship, 2015

**Financing the Entrepreneurial Business****Credits – 4****Course Code: MBAEN-219**

**Course objective:** This course has been developed to provide students with an understanding of the financial aspects of starting, funding, operating, and exiting an entrepreneurial venture.

**Course outcomes:** At the end of the course, students will be able to:

1. Understand the relation between entrepreneurial finance and value creation in a business.
2. Analyse the sources of finance for new ventures.
3. Judge the financial performance of an entrepreneurial initiative.
4. Discuss an entrepreneurial perspective on management of short-term funds.

5. Understand the valuation of an enterprise.

### **Unit 1 Introduction**

Introduction: New Venture Financing – Types of entrepreneurship, stages of new venture development, business plans, sources of financing, information issues, term sheets. Methods of Financial Forecasting: Forecasting for new companies, fundamental analysis, incorporating uncertainty.

### **Unit 2 Cash Flow Modeling & Investment Assessment**

Financial modeling for start-ups, incorporating uncertainty. Assessing Financial Needs – Sustainable growth, Break-even analysis, planning for rapid growth, scenario analysis, staged investing

### **Unit 3 Valuation**

New Venture Valuation – Myths, discounted cash flow, RADR, CEQ, relative value, venture capital method, rates of return Valuation in Practice – Continuing value, multiples, estimating risk free, market risk premium & beta, applying RADR & CEQ, advantages & disadvantages or RADR & CEQ. The Entrepreneur's Perspective on Value – Undiversified investors, partial-commitments, valuing partial commitment with RADR & CEQ

### **Unit 4 Real Options, Deal Structure and Contract Design**

Real options: New Venture Strategy - Strategic planning, financial strategy, real vs. financial options, expansion & abandonment options, decision trees, game trees, game theory. Deal Structure: Deal Structure – Outside investors, contracts, proportional risk sharing, asymmetric risk & return, subsidized investors, active investors, implementation & negotiation, informational issues. Contract Design: Value Creation & Contract Design - Staged investing, signaling beliefs, alignment of interests, valuation-based contracting. Legal entities

### **Unit 5 Sources of Finance**

Choice of Financing - Financing alternatives, considerations, financial decision process, cumulative financing needs, organizational structure, reputation & relationships, financial distress

#### **Text Books:**

- Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
- Entrepreneurial Finance, 2011, Janet Smith, Richard Smith, & Richard Bliss, Stanford University Press.

#### **Reference Books:**

- Hisrich, R., & Peters, M. (2006). Entrepreneurship. New Delhi: TataMcGraw Hill.
- Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi:Prentice Hall of India.
- Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
- Mullins, J. W. (2006). New business road test. New Delhi: Prentice Hall.

## **Area- Analytics**

**Course Code: MBAAN-211**

## **Course Objectives**

1. To describe the importance of data driven decision making.
2. To explain tools and techniques of analytics.
3. To classify different types of analytics.

## **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Describe the approaches and methods of BI and analytics.
2. Apply analytics methods to organisational data.
3. Examine different types of data using analytical methods.
4. Demonstrate an understanding of emerging trends in BI

## **Unit I – Decision making and analytics**

Overview of Business intelligence, analytics and decision support; framework for business intelligence; overview of business analytics, Big data analytics; Decision making process; Decision support systems – components and classification.

## **Unit II – Descriptive analytics**

Overview of Data warehousing; data visualization; types of charts and graphs; dashboards; business process management; performance measurement; balanced scorecard.

## **Unit III – Predictive analytics**

Overview of Data mining – definition, process, methods, applications, software tools, issues; Techniques for predictive modelling such as neural networks, support vector machines, nearest neighbour method for prediction.

## **Unit IV – Text analytics**

Overview of text analytics and text mining; Natural language processing; Text mining-process and applications; sentiment analysis- process and applications; web analytics; Social network analysis.

## **Unit V – Prescriptive analytics**

Decision support system modelling; risk analysis; decision analysis with decision trees; multi-criteria decision making; problem solving search methods; automated decision systems; expert systems; knowledge management and collaborative systems.

## **Unit VI – Big data and emerging trends in business intelligence**

Overview of Big data; location-based analytics; analytics for consumers; recommendation engines; Artificial Intelligence: Concepts, Drivers, Major Technologies, and Business Applications; cloud computing and BI; Impact of analytics on organisations; Legal, privacy and ethical issues.

## **Suggested Readings**

- Sharda, R., Delen, D., & Turban, E. (2019). Analytics, Data Science, & Artificial Intelligence: Systems for Decision Support (11th ed.). Pearson.
- Kumar, D. U. (2017). Business Analytics: The Science Of Data - Driven Decision Making. Wiley India.

- Evans, J. (2014). Business Analytics (2nd ed.). Pearson.

## **Data Analytics in Finance**

**Credits – 4**

**Course Code: MBAAN-213**

### **Course Objectives**

- 1.To acquaint students with tools for data analytics
- 2.To equip students in the application of analytics to traditional finance problems
- 3.To enable student to apply analytics tools in different areas of finance including investments, corporate finance and derivatives

### **Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. Understand key concepts of valuation with respect to different areas of finance
2. Gain an in-depth understanding of data analytics tool and its application in finance
3. Apply analytics tools to in different areas of finance including investments, corporate finance and derivatives

### **Unit 1 Financial Statement Analytics**

Ratio analysis and forecasting, earnings management, Earnings Prediction Models

### **Unit 2 Valuation Analytics**

Valuation functions in excel, Discounting Using Dated Cash Flows. Computing Enterprise Value, Enterprise Value & Free Cash Flows, Consolidated Statement of Cash Flows.

### **Unit 3 Portfolio Analytics**

Computing Returns for stocks, Portfolio Means and Variances, Envelope Portfolios. Efficient Portfolios and the CAPM, Variance-Covariance Matrix, Correlation Matrix, Computing the Global Minimum Variance Portfolio (GMVP), Sample Variance-Covariance, Using Option Information to Compute the Variance Matrix.

### **Unit 4 Options Analytics**

Basic Option Definitions, Option Payoff and Profit Patterns, Option Strategies, Option Arbitrage Propositions, Two-Date Binomial Pricing, State Prices, The Black-Scholes Model, Black-Scholes Pricing Function, Calculating the Volatility, Implied Volatility, Dividend Adjustments to the Black-Scholes, Pricing Structured Securities, Bang for the Buck with Options, Black (1976) Model for Bond Option Valuation.

### **Unit 5 Bond Analytics**

Duration Patterns, Bond with Uneven Payments, Non-Flat Term Structures and Duration. Model of Immunization, Convexity. Term Structure, Fitting a Functional Form to the Term

Structure, The Properties of the Nelson-Siegel Term Structure, Term Structure for Treasury Notes.

### **Text Books**

- Benninga, S. (2014), Financial Modeling, MIT Press, Fourth Edition.
- Winston, W. (2010), Financial Models Using Simulation and Optimization II, Palisade Corp.

### **Reference Books**

- Lemieux, V.L. (2012), Financial Analysis and Risk Management: Data Governance, Analytics and Life Cycle Management, Springer.
- Van Deventer, D.R. & Imai, K. (1996), Financial Risk Analytics: A Term Structure Model Approach for Banking, Insurance and Investment Management, Irwin Professional Publishing.
- Ryzhov, P. (2013), Haskell Financial Data Modeling and Predictive Analytics, Packt Publishing.
- Benett, M.J. & Hugen, D.L. (2016), Financial Analytics with R: Building a Laptop Laboratory for Data Science, Cambridge University Press.

### **Suggested Reading**

- Baensens, B., Rosch, D. & Scheule, H. (2017), Credit Risk Analytics: Measurement Techniques, Applications and Examples in SAS, Wiley.
- Sengupta, C. (2011), Financial Analysis and Modeling, Wiley.

## **Operations Analytics**

**Credits – 4**

**Course Code: MBAAN-215**

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Identify different analytical tools and techniques
2. Understand the criticality of operation analytics within an organization
3. Examine and implement approaches to effectively manage the operations and supply chain performance
4. Make effective decisions by evaluating criterias and scenarios in the business context.

**Unit 1:** Introduction to Operation Research (OR), linear programming (LP), formulating decision problems using linear programming, interpreting the results and sensitivity analysis.

**Unit 2:** 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.

**Unit 3:** Integer Programming (IP) problems, mixed-integer and zero-one programming.

Applications of IP in capital budgeting, location decisions.

**Unit 4:** Multi-criteria decision making (MCDM) techniques: Goal Programming (GP) and analytic hierarchy process (AHP). Non-linear programming, portfolio theory.

**Text Books:**

- Hwang, Shiuh-Nan, Lee, Hsuan-Shih, Zhu, Joe (2014), Handbook of Operations Analytics Using Data Envelopment Analysis, Springer
- Thomas Devonport, Competing on Analytics, Tata Magraw Hill

**Reference Books:**

- Jank Wolfgang, Business Analytics for Managers, Springer
- James R. Evans, University of Cincinnati, Business Analytics, Pearson Education

## **Time Series Analysis**

**Credits - 4**

**Course Code: MBAAN-217**

**Course Objectives**

1. To acquaint students with concepts of Time Series
2. To equip students in the application of Time Series to different areas of finance
3. 3.To enable student to apply relevant statistical tools to analyse and interpret Time Series data

**Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. Demonstrate an advanced understanding of the underlying concepts in Time Series and their application
2. Apply ideas to real Time Series data and interpret outcomes of analyses.
3. Demonstrate advanced understanding of Stationary Time Series Models, Volatility in Time Series, Trends, Multi-equation Time Series, Co-integration and Error correction models and their applications

**Unit 1 Introduction to Time Series**

Time Series Data, Classification of Time Series, Objectives of Time Series Analysis, Pre-Processing of Time Series – Transformation of variables, Differencing, Month-to-month basis and year-over-year, Moving average

**Unit 2 Stationary Time Series Models**

Stochastic difference equation models, ARMA models, stationary restrictions for ARMA(p,q) model, autocorrelation function, partial autocorrelation function, sample autocorrelations of stationary series, box-jenkins model selection, properties of forecasts, model of interest rate spread, seasonality, parameter instability and structural change.

**Unit 3 Modeling Volatility**

Economic time series: the stylized facts, ARCH processes, ARCH and GARCH estimates of inflation, examples of GARCH models, A GARCH model of risk, ARCH-M model, additional properties of GARCH processes, maximum likelihood estimation of GARCH models, other models of conditional variance, Estimating the NYSE International 100 index, Multivariate GARCH.

**Unit 4 Models with Trend**

Deterministic and Stochastic trends, removing the trend, unit roots and regression residuals, Monte- Carlo method, Dickey-Fuller tests: examples and extensions, structural change, power and the deterministic regressors, test with more power, panel unit root tests, trends and univariate decompositions.

### **Unit 5 Multi-equation Time Series Models**

Intervention Analysis, Transfer function analysis, estimating a transfer function, limits to a structural multivariate estimation, VAR analysis, estimation and identification, Impulse response function, testing hypothesis, Example of Simple VAR, structural VARs, examples.

### **Unit 6 Co-integration and Error Correction Models**

Linear combinations of integrated variables, cointegration and common trends, cointegration and error correction, testing for cointegration, cointegration and purchasing power parity, characteristic roots, rank and cointegration, hypothesis testing, illustrating Johansen methodology, error correction and ADI tests, comparing the three methods.

#### **Text Books**

- Enders W. (2014), Applied Econometric Time Series. John Wiley & Sons, Inc., Fourth Edition.
- Mills, T.C. and Markellos, R.N. (2008), The Econometric Modelling of Financial Time Series. Cambridge University Press, Third Edition.

#### **Reference Books**

- Tsay, R.S. (2014), Analysis of Financial Time Series, Wiley, Third Edition
- Hamilton, J.D. (2012), Time Series Analysis, Princeton University Press.
- Chatfield, C. (2003), The Analysis of Time Series: An Introduction, Chapman & Hall, Sixth Edition.
- Shumway, R.H. &Stoffer, D.S. (2013), Time Series Analysis and Its Applications: With R Examples, Springer.

#### **Suggested Reading**

- Anderson (2011), The Statistical Analysis of Time Series, Wiley.
- Brockwell, P.J. & Davis, R.A. (2016), Introduction to Time Series and Forecasting, Springer, Third Edition.

**Course Objectives, Learning Outcomes,**  
**Contents and Suggested Reference of Elective**  
**Papers/ Lab/Workshops**



# FOURTH SEMESTER

## Area-Finance

### Behavioural Finance

Credits - 4

**Course Code: MBAFM-212**

#### Course Objectives

1. The course intends to enable students understand the role of human behaviour in financial decision making and provide guidance on how to improve the financial decision making.

**Course Outcomes** Upon successful completion of the course the student should be able to:

1. Understand the differences between traditional finance and behavioral finance.
2. Identify the behavioural bias and psychological characteristics of investors.
3. Describe how behavioral biases of investors affect the decision-making process.
4. Develop strategies to manage wealth effectively and wisely from mispriced assets.
5. Apply analytical skills for financial decision making.

### **Unit 1 Introduction to Behavioral Finance**

Overview, History of behavioral finance, From standard finance to behavioral finance, Decision-making under risk and uncertainty, Limits to arbitrage, Fundamental Risk, Noise Trader Risk, Implementation cost, evidence of limits to arbitrage.

### **Unit 2 Behavioral finance theories and anomalies**

Theoretical and empirical challenges to the EMH, Prospect theory, Bounded rationality, Expected Utility theory vs. prospect, Regret theory, Overreaction and underreaction, Illusion of control, Neurofinance, Law of small numbers, Endowment effect: experiments. Sentiment and asset pricing. Market anomalies.

### **Unit 3 Heuristics and behavioral biases**

Anchoring bias, Limited attention, Availability bias, Familiarity bias, Risk preference, framing bias, Mental accounting, Representativeness, Ambiguity aversion, Loss aversion, Regret avoidance, Cognitive dissonance, Conservatism, Self-attribution, Recency bias, Endowment effect, Status quo bias, Disposition effect, Herd Behavior, Hindsight, Self-deception, Overconfidence and excessive trading.

### **Unit 4 Application of Behavioral Finance**

The Aggregate Stock Market: Equity Premium Puzzle-prospect theory, loss aversion; The Volatility Puzzle-beliefs, preferences; The Cross Section of Average returns size premium, long term reversals, event studies application, investor behavior (saving and investment)-insufficient diversification, naïve diversification, excessive trading, the selling decision, the buying decision. Application-Corporate Finance: Security Issuance, Capital structure and Investment, Dividends, Managerial Irrationality.

### **Unit 5 Overcoming Behavioral Finance Issues**

Strategies to guard against biases: Goal based Investing Strategy, Defensive Strategy, Behavioral Portfolio Management, Diversification Strategy, Sticking with financial plan, Checklist method, De-risking strategy. Role of artificial intelligence in Behavioral Finance.

#### **Suggested readings:**

- Parikh (2011). Value Investing and Behavioral Finance. Tata McGraw Hill
- Singh, R. (2019). Behavioural Finance. PHI Learning
- Montier, J. (2007). Behavioural Investing: A Practitioner's Guide to Applying Behavioural Finance. Wiley Finance
- Chandra, P. (2020). Behavioral Finance, 2/E. McGraw Hill
- Montier, J. (2002). Behavioural Finance: Insights Into Irrational Minds and Markets.

## **Data analytics in Finance**

**Credits - 4**

**Course Code: MBAFM-214**

### **Course Objectives**

- 1.To acquaint students with tools for data analytics
- 2.To equip students in the application of analytics to traditional finance problems
- 3.To enable student to apply analytics tools in different areas of finance including investments, corporate finance and derivatives

### **Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. Understand key concepts of valuation with respect to different areas of finance

2. Gain an in-depth understanding of data analytics tool and its application in finance
3. Apply analytics tools to in different areas of finance including investments, corporate finance and derivatives

### **Unit 1 Financial Statement Analytics**

Ratio analysis and forecasting, earnings management, Earnings Prediction Models

### **Unit 2 Valuation Analytics**

Valuation functions in excel, Discounting Using Dated Cash Flows. Computing Enterprise Value, Enterprise Value & Free Cash Flows, Consolidated Statement of Cash Flows.

### **Unit 3 Portfolio Analytics**

Computing Returns for stocks, Portfolio Means and Variances, Envelope Portfolios. Efficient Portfolios and the CAPM, Variance-Covariance Matrix, Correlation Matrix, Computing the Global Minimum Variance Portfolio (GMVP), Sample Variance-Covariance, Using Option Information to Compute the Variance Matrix.

### **Unit 4 Options Analytics**

Basic Option Definitions, Option Payoff and Profit Patterns, Option Strategies, Option Arbitrage Propositions, Two-Date Binomial Pricing, State Prices, The Black-Scholes Model, Black-Scholes Pricing Function, Calculating the Volatility, Implied Volatility, Dividend Adjustments to the Black-Scholes, Pricing Structured Securities, Bang for the Buck with Options, Black (1976) Model for Bond Option Valuation.

### **Unit 5 Bond Analytics**

Duration Patterns, Bond with Uneven Payments, Non-Flat Term Structures and Duration. Model of Immunization, Convexity. Term Structure, Fitting a Functional Form to the Term Structure, The Properties of the Nelson-Siegel Term Structure, Term Structure for Treasury Notes.

### **Text Books**

- Benninga, S. (2014), Financial Modeling, MIT Press, Fourth Edition.
- Winston, W
- . (2010), Financial Models Using Simulation and Optimization II, Palisade Corp.

### **Reference Books**

- Lemieux, V.L. (2012), Financial Analysis and Risk Management: Data Governance, Analytics and Life Cycle Management, Springer.
- Van Deventer, D.R. & Imai, K. (1996), Financial Risk Analytics: A Term Structure Model Approach for Banking, Insurance and Investment Management, Irwin Professional Publishing.
- Ryzhov, P. (2013), Haskell Financial Data Modeling and Predictive Analytics, Packt Publishing.
- Benett, M.J. &Hugen, D.L. (2016), Financial Analytics with R: Building a Laptop Laboratory for Data Science, Cambridge University Press.

### **Suggested Reading**

- Baesens, B., Rosch, D. &Scheule, H. (2017), Credit Risk Analytics: Measurement

- Techniques, Applications and Examples in SAS, Wiley.
- Sengupta, C. (2011), Financial Analysis and Modeling, Wiley.

## **Time Series Analysis**

**Credits - 4**

**Course Code: MBAFM-216**

### **Course Objectives**

- 1.To acquaint students with concepts of Time Series
- 2.To equip students in the application of Time Series to different areas of finance
- 3.To enable student to apply relevant statistical tools to analyse and interpret Time Series data

### **Learning Outcomes**

Upon successful completion of the course the student will be able to:

1. Demonstrate an advanced understanding of the underlying concepts in Time Series and their application
2. Apply ideas to real Time Series data and interpret outcomes of analyses.
3. Demonstrate advanced understanding of Stationary Time Series Models, Volatility in Time Series, Trends, Multi-equation Time Series, Co-integration and Error correction models and their applications

### **Unit 1 Introduction to Time Series**

Time Series Data, Classification of Time Series, Objectives of Time Series Analysis, Pre-Processing of Time Series – Transformation of variables, Differencing, Month-to-month basis and year-over-year, Moving average

### **Unit 2 Stationary Time Series Models**

Stochastic difference equation models, ARMA models, stationary restrictions for ARMA(p,q) model, autocorrelation function, partial autocorrelation function, sample autocorrelations of stationary series, box-jenkins model selection, properties of forecasts, model of interest rate spread, seasonality, parameter instability and structural change.

### **Unit 3 Modeling Volatility**

Economic time series: the stylized facts, ARCH processes, ARCH and GARCH estimates of inflation, examples of GARCH models, A GARCH model of risk, ARCH-M model, additional properties of GARCH processes, maximum likelihood estimation of GARCH models, other models of conditional variance, Estimating the NYSE International 100 index, Multivariate GARCH.

### **Unit 4 Models with Trend**

Deterministic and Stochastic trends, removing the trend, unit roots and regression residuals, Monte- Carlo method, Dickey-Fuller tests: examples and extensions, structural change, power and the deterministic regressors, test with more power, panel unit root tests, trends and univariate decompositions.

### **Unit 5 Multi-equation Time Series Models**

Intervention Analysis, Transfer function analysis, estimating a transfer function, limits to a

structural multivariate estimation, VAR analysis, estimation and identification, Impulse response function, testing hypothesis, Example of Simple VAR, structural VARs, examples.

### **Unit 6 Co-integration and Error Correction Models**

Linear combinations of integrated variables, cointegration and common trends, cointegration and error correction, testing for cointegration, cointegration and purchasing power parity, characteristic roots, rank and cointegration, hypothesis testing, illustrating Johansen methodology, error correction and ADI tests, comparing the three methods.

#### **Text Books**

- Enders W. (2014), Applied Econometric Time Series. John Wiley & Sons, Inc., Fourth Edition.
- Mills, T.C. and Markellos, R.N. (2008), The Econometric Modelling of Financial Time Series. Cambridge University Press, Third Edition.

#### **Reference Books**

- Tsay, R.S. (2014), Analysis of Financial Time Series, Wiley, Third Edition
- Hamilton, J.D. (2012), Time Series Analysis, Princeton University Press.
- Chatfield, C. (2003), The Analysis of Time Series: An Introduction, Chapman & Hall, Sixth Edition.
- Shumway, R.H. &Stoffer, D.S. (2013), Time Series Analysis and Its Applications: With R Examples, Springer.

#### **Suggested Reading**

- Anderson (2011), The Statistical Analysis of Time Series, Wiley.
- Brockwell, P.J. & Davis, R.A. (2016), Introduction to Time Series and Forecasting, Springer, Third Edition.

## **Corporate Mergers, Acquisitions & Restructuring**

**Credits - 4**

**Course code: MBAFM-218**

### **Course Objectives**

- 1.The objective of the course is to develop a comprehensive understanding of mergers and acquisitions and restructuring from the perspective of the corporate executive.
- 2.To develop skills necessary to evaluate and make decisions in a practical scenario
- 3.The develop an understanding of the merger and acquisition process, including types of mergers, significant theories, merger process, the regulatory framework in India, methods of restructuring, and different valuation approaches.

### **Learning Outcomes**

**Upon successful completion of the course the student will be able to:**

1. Identify key differences between the mergers and acquisition

2. 2. Carry out the valuation of mergers
3. 3. Apply their knowledge in the practical setting

### **Unit 1 Introduction to Mergers:**

Nature of acquisitions and amalgamations. types of merger – motives behind mergers – theories of growth of the firms and organic, inorganic growth strategies – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model

### **Unit 2 Regulatory Framework**

Legal and regulatory frame work of M & A – provisions of Company's Act 2013, Indian Income Tax act 1961 – SEBI takeover code, Provisions of Competition Act.

### **Unit 3 Merger Process:**

Dynamics of M&A process; identification of targets and process of due diligence, preparation of due diligence report, deal restructuring. Process of merger integration – organizational and human aspects –managerial challenges of M & A, Integration of merged entity; process and problem, proxy and takeover tactics.

### **Unit 4 Corporate Bankruptcies**

Concept of Bankruptcy, Identification and Management thereof.

### **Unit 5 Corporate restructuring**

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

### **Unit 6 Valuation of M&A**

Valuation approaches : discounted cash flow valuation , relative valuation , valuing operating and financial synergy , valuing corporate control; cash offer, share exchange ratio – mergers as a capital budgeting decision

### **Text Books:**

- Patrick Gaughan , Mergers, Acquisitions and Corporate Restructurings, John Wiley.
- Donald DePamphilis , Mergers and Acquisitions Basics, Elsevier.

### **Reference Books:**

- Mergers acquisitions and Business valuation
- Ravindhar Vadapalli–Excel books, 1/e 2007
- Ashwath Damodaran – Corporate Finance-Theory and Practice–John Wiley & Sons.
- S. F. Reed, A. R. Lajoux and H. Peter Nesvold The Art of M&A, Fourth Edition: A Merger Acquisition Buyout Guide , Mc Graw Hill Education

## **Financial Derivatives and Risk Management**

**Credits - 4**

**Course Code: MBAFM-220**

## **Course Objectives**

- 1.To develop a basic understanding of the terminology and conceptual framework of financial derivatives and derivative market.
- 2.To understand financial derivatives like futures, forwards options and swaps as important tools to manage assets, portfolios and financial risks.
- 3.To understand pricing and valuation of financial derivatives.

## **Learning Outcomes**

Upon successful completion of the course the student will be able to:

- 1.Differentiate between hedging and speculation
- 2.Evaluate pricing for futures and forwards
- 3.Identify different hedging strategies
- 4.Learn the mechanics, valuation and trading strategies of derivative market
- 5.Develop trading strategies in the volatile market

## **Unit 1 Introduction to Financial Derivatives**

Forwards, futures, options, swaps and other derivative instruments. Basics of hedging credit, currency and interest rate risks -Difference between hedging and speculation -Hedge Funds vs Mutual Funds.

## **Unit 2 Fundamentals of Forwards and Futures**

Organisation and structure, trading mechanism, cost of carry model, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate.

## **Unit 3 Hedging Strategies using Forwards and Futures**

Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures.

**Unit 4 Option fundamentals:** Building Blocks, calls, puts, and underlying; Basic Option Pricing: European options, American options, forward-spot parity, put call parity, Option Greeks, the binomial option-pricing model. Binomial and Black-Scholes Option Valuation, Hedging strategies using Options: Option Positions and Strategies, Construction of option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase.

## **Unit 5 Swaps and Derivatives**

Introduction and motive for Swaps; Introduction to Interest Rate Derivative.

## **Unit 6 Risk Management**

Objective of Risk management, Identifying types of risk, Quantifying risk and Hedging techniques, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation, Introduction to VaR.

## **Text Book:**

- John C.Hull Options Futures & Other Derivatives- - (Pearson Education), latest edition
- B.R. Bagri, N.D. Vohra,Futures and Options , Mc GrawHill Education.

## **Reference Books:**

- Introduction to Derivatives and Risk Management – Chance –Thomson Learning, latest edition.

- Merton H. Miller, Merton Miller on Derivatives, Wiley
- Robert W Kolb, Futures, Options and Swaps — Blackwell Publishing.

## **Financial Modeling and Forecasting**

**Credits - 4**

**Course Code: MBAFM-222**

### **Course Objectives**

- 1.To acquaint students with Financial Modeling and basics of Econometrics
- 2.To equip students in the application of appropriate methods in managerial problem solving and decision making
- 3.To develop models in different areas of finance including investments, corporate finance and derivatives

### **Learning Outcomes**

Upon successful completion of the course the student will be able to:

- 1.To gain an in-depth understanding of how to build robust and dynamic financial models
- 2.To apply models for forecasting and research
- 3.To analyse and interpret data to provide meaningful information to assist in making management decisions

### **Unit 1 Techniques of Financial Data Analysis and Forecasting**

Multiple Regression models for financial data, Exponential Smoothing and ARIMA models for analysis and forecasting of financial data, ARCH, GARCH and EGARCH models for estimating asset price volatility and volatility forecasting.

### **Unit 2 Equity Research and Portfolio**

Measuring the systematic and non-systematic risk of assets using regression and Simulation, spreadsheet models for construction of portfolio of equity, options and futures. Portfolio performance, Equity and Bond Valuation.

### **Unit 3 Valuation Decisions**

Valuation models using valuation toolset-Comparable Companies Analysis, discounted cash flow analysis, sensitivity analysis, precedent transaction analysis, Valuation using Black-Sholes- Merton option pricing model, leasing v/s borrowing Decisions

### **Unit 4 Risk Measurement**

Financial Risk Models, Spreadsheets for Measuring Market risk, Value at Risk (VaR) calculation using Historical and Monte-Carlo simulation. Stress-testing, Back-testing. Altman Z score model, calculation of probability of default using equity prices.

### **Unit 5 Capital Structure Decisions**

Theories of capital structure – Relevance of Debt capital in the capital structure, EBIT-EPS analysis, Corporate Debt Capacity Management Decisions, Cost-volume-profit analysis under conditions of uncertainty. Cost of capital, analyzing incremental after tax flows, forecasting futures cash flows, formulation and evaluation of alternative scenarios.



**Reference Books:**

- Damodaran, A. (2016). Damodaran on Valuation 2nd edition. Wiley.
- Damodaran, A. (2012). Investment Valuation: John Wiley.
- Brooks, C. (2008). Introductory Econometrics for Finance. Cambridge
- Bhalla, V.K. (2008). Investment Management. New Delhi: Sultan Chand.

## **Area-Human Resource Management**

### **Cultural and International Human Resource Management**

**Course code: MBAHR-212**

**Credits- 4**

**Course Objectives:**

1. To recognize, outline, and illustrate the enduring global contexts of International HRM
2. To understand how to develop, prepare staffing international operations for sustained global growth, recruiting and selecting staff for international assignments
3. To demonstrate; appraise the implications of IHRM in the Host Country Context
4. To evaluate, interpret issues of international training, development and compensation and Interpret, analyze the International Industrial Relation issues and performance management.

**Course Outcomes:**

Upon successful completion of the course the student will be able to:

1. Analyze different meanings and dimensions of “culture”.
2. Describe and analyze the impact of culture on business practices.
3. Explain and analyze the impact of national culture on organizational cultures.
4. Assess the impact of culture on Human Resource Management.
5. Explain how leadership differs across cultures.

**Unit 1: Understanding Culture**

Introduction, Key Concepts, of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall, Studies of National Culture

**Unit 2: Internationalization of HR Activities**

Types of International Business, inter country differences affecting HRM, causes for International assignments failure. Limitations and advantages of host country nationals (HCN). Parent country nationals (PCN) & Third country national (TCN): International Staffing Policy, Selecting International Managers, Adaptability & Screening, Managing Knowledge Workers.

**Unit 3: Understanding Cross Culture**

Organization culture & National culture, Cross – culture Theories, Cross – Culture Business Communication & Behavior, Culture & Organizational Performance.

**Unit 4: Training & Maintaining International Compensation**

Training for Expatriate Managers, National Differences in Compensation, Factors Influencing International Compensation, Components of Remuneration Package. Expatriate

Performance Management, Repatriation, International Labour relations, Problems and solutions.

### **Unit 5: International Human Resource Management**

Some innovative Japanese Management techniques, such as just in time theory, quality circles and Kaizen, Influence of Western HRM Practices on Employment of expatriates.

#### **Text books:**

- International Human Resource Management, by Peter J. Dowling, Cengage Learning India Private Limited, 2017.
- Anne-Wil Harzing, & Ashly Pinnington (2014). International HRM. SAGE.

#### **Reference books:**

- K. Aswathappa. (2007). International HRM. Tata McGraw Hill
- International Human Resource Management, by Anne-Wil Harzing , Ashly Pinnington ,Sage Publications India Private Limited, 2017

#### **Suggested Readings:**

- Gupta, S.C (2009). Text book of International HRM, Macmillan Publishing.
- Dowling, P. J., Festing, M., & Engle, Sr. A. D. (2008). International human resource management (5th ed.) London: Thompson Learning.
- Harzing & Ruysseveldt (2004). International Human resource Management. Sage Publications Ltd. London.

## **Performance Management**

**Credits - 4**

**Course code: MBAHR-214**

#### **Course Objectives:**

1. To study the concepts and issues related to performance management
2. To understand the practices followed for performance management
3. To understand the systems of performance assessment and coaching
4. To understand the issues in manpower training and career development

#### **Course Outcomes:**

Upon successful completion of the course the student will be able to:

1. Identify issues relating to performance management.

2. Describe the terminologies and practices regarding performance management.
3. Design effective performance appraisal systems and ways to coach members of management.
4. Assess globalization, technology and Human resource issues.

### **Unit 1: Manpower Management**

HR Management in the 21st Century; Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features of New Technology; Concept and Process of Technological Innovation; Organizational and Human Resource Implications of Technological Change.

### **Unit 2: Globalization, Technology and Human Resource Issues**

Technology and Culture, Technology Management, Changing Technology and New Leadership Skills, Economic Theory of Choice and Employee Benefits.

### **Unit 3: Performance Management**

Concepts and issues, definition, performance, principles, role of performance management in organization. Framework and key factors to successful performance system.

### **Unit 4: Evaluating HR function**

Overview of evaluation scope strategic impact level of analysis Criteria Level of Constituents ethical dimensions, Approaches to evaluation audit approach analytical approach quantitative and qualitative measures outcome and process criteria, Balanced Scorecard perspective, Benchmarking, Accounting for HRM.

### **Unit 5: HR Scorecard**

Creating an HR Scorecard, Measuring HR alignment 2 dimensions of alignment assessing internal and external alignment Systems alignment Map. 7 step Model for implementing HR's strategic role. New issues in Manpower Training and Career Development.

#### **Text books:**

1. Robert Bacal. (2012). Performance Management 2<sup>nd</sup> edition. McGrawHill.
2. Kohli, A.S. & Deb, T. (2013), Performance Management. Oxford University Press, New Delhi

#### **Reference Books:**

1. Aguinis, H. (2013), Performance Management, 3/e, Pearson Education.
2. Michael, Armstrong (1999). Performance Management. Kogan Page.

#### **Suggested Reading:**

1. Aguinis, H. (2008). Performance management (2nd ed.). USA: John Wiley.
2. Zeytinoglu, I. U. (2009). Effects flexibility in workplace on workers: Work environment and the unions. Geneva: International Labour Office.
3. Performance Management by Linda Ashdown, Kogan Page

## **Training and Development**

**Credits - 4**

**Course code: MBAHR-216**

**Course Objectives:**

1. To understand the needs of training and development for 21st century
2. To understand the organizational, societal and individual costs and benefits of training and development.
3. To understand the advanced training strategies and specifications for the delivery of training programs.
4. To understand the concepts of training need evaluation and its techniques

### **Course Outcomes:**

Upon successful completion of the course the student will be able to:

5. List training and development needs for the 21st century.
6. Explain the organizational, societal and individual costs and benefits of training and development.
7. Develop, analyze and apply advanced training strategies and specifications for the delivery of training programs.
8. Describe appropriate implementation, monitoring and assessment procedures of training.
9. Evaluate training programs using appropriate design and data collection procedure.

### **Unit 1: Introduction**

The Changing Organizations, HR and the Training Functions, Models of Training; Systematic Model, the Transitional Model, The Learning Organisation, Training as Consultancy.

### **Unit 2: Training Needs Analysis**

The Process and Approaches of TNA, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design.

### **Unit 3: Training Design & Evaluation**

Understanding & Developing the Objectives of Training, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting), Training with Focus on Training Design (Learning Environment, Pre-training Communication etc.) Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.)

### **Unit 4: Effective Trainer**

Selecting the trainer and preparing a lesson plan, skills of an effective Trainer, Programme methods and techniques. Implementation and Evaluation of Training Programme. Levels of Evaluation, CIPP Model, CIRO model, Training Audit and Cost Analysis.

### **Unit 5: Management Development**

Approaches to Management Development, Sources of Knowledge / Skill acquisition, Types of management Development Programmes. EDP's / Seminars and Conferences, Symposia.

### **Unit 6: Emerging Trends in Training**

New learning interventions, Technology in training-CBT- multimedia training, e-learning/online learning- distance learning, Competency based Training, Assessment Centres.

### **Text Book:**

- Blanchard, P. N., Thacker, W. J., & Anand Ram, V. (2015), Effective Training: Systems, Strategies and Practices, Pearson India Ltd.
- Lynton, R.P, Pareek U (2011), Training for Development, Sage Publication.

**Reference Books:**

- Balakrishnan Lalitha , Ramachandran (2015), Training and Development, 1/e, Vijay Nicole Imprints Pvt. Ltd.
- Robins P. S., (2015), Training Interpersonal Skills, 6/e, Pearson Education.

**Suggested Readings:**

- Raymond Noe, A. (2005). Employees Training and Development”, McGraw Hill Publication.
- Kozlowski, S. W. J. & Slas, E. (Ed.). (2009). Learning, training, and development in organizations. New York: Routledge.
- Steve W.J. Kozlowski, Eduardo Salas (2009). Learning, Training, and Development in Organizations. Taylor & Francis.

## **Interpersonal Processes and Counseling Skills for Managers**

**Course code: MBAHR-218**

**Credits- 4**

**Course Objectives:**

1. To understand the key issues in attending skills.
2. To study the aspects related to empathic listening and responding skills.
3. To study the techniques of probing and summarizing.
4. To study the applications of counseling skills

**Course Outcomes:**

Upon successful completion of the course the student will be able to:

5. Identify how to clarify key issues in attending skills.
6. Demonstrate empathic listening and responding skills.
7. Apply the techniques of probing and summarizing.
8. Demonstrate the skill of challenging client assumptions.
5. Exhibit counseling skills and its applications.

**Unit 1: Managerial Process**

Nature of Management, functions of managers, leadership and managerial effectiveness, Managerial conflict.

**Unit 2: Interpersonal & Group Process**

Interpersonal communication, Interpersonal feedback, Interpersonal behavior and influence relationships, Interpersonal style. Group Process: An overview of group formation, Group development and effectiveness, formal and informal groups, reasons for formation of groups, theories of group, group behavior.

**Unit 3: Introduction to Counselling**

Definition & Need, Counselling, Psychotherapy and Instruction, Approaches to Counselling, Goals of Counselling, Counseling Process.

**Unit 4: Counselling Procedures**

The Counselling Environment, Intake, Referral procedures, Guidelines for effective counseling, Advanced skills in Counselling, Action strategies. Counselling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counsellor' Qualities, Core conditions of

Counselling. Role of Conflict in Counselling: Values of counselling, Counselling service, Manager counselor.

### **Unit 5: Organisational Application of Counselling Skills.**

Change management, Downsizing, Mentoring, Team Management / Conflict Resolution, Crisis / Trauma. Problem Subordinates: Identifying problem subordinates, Types of problem subordinates, dealing with problem subordinates.

### **Unit 6: Ethics in Counseling**

Ethical Principles, Common Ethical Violations.

#### **Text Books:**

- Karen Stainsby (2007). Develop your interpersonal and self –management skills. Radcliffe publishing.
- Singh, Kavita (2015). Counselling Skills for Managers, PHI.

#### **Reference Books:**

- Counselling Skills for Managers (Counselling Skills in Action) by Ms. Susan, Dr Tim Bond, Sage Publications Ltd., 2010.
- Counselling Skills for Managers by Alok Satsangi, Lakshi Publishers, 2014.

#### **Suggested Readings:**

- Singh, K. (2009). Counselling skills for managers. New Delhi: Prentice Hall of India.
- Mei-Whei Chen & Christopher J. Rybak. (2003). Group Leadership Skills: Interpersonal Process in Group Counseling and Therapy.

## **Team Building**

**Credits - 4**

**Course Code: MBAHR-220**

### **Course Objectives:**

1. To Understand the concepts of teamwork in organizations, acquire the techniques to apply theories and concepts to improve leadership skills,
2. To appreciate the importance of teamwork and learn the skills of building effective teams,
3. To Develop skills in effective learning and communication in Teams.
4. To understand the nuances of effective Team Building.

### **Course Outcomes:**

Upon successful completion of the course the student will be able to:

1. Describe the meaning of team
2. Improve individual and group productivity by building a high-performance team.
3. Improve communication within the team.
4. Determine clear roles and responsibilities within the team.
5. Elaborate the essentials for success of a team.

### **Unit 1: Workgroup Vs. Teams**

Transforming Groups to Teams, Types of Teams, Stages of Team Building and its Behavioural Dynamics, 5 P's in Teams (purpose, place, power, plan and people), Team Role, Goal Setting and Problem Solving.

### **Unit 2: Interpersonal Competence & Team Effectiveness**

Interpersonal process and conflict resolution, Team Effectiveness, How to motivate team members?, Measuring Interpersonal Competence using FIRO-B, Team Size, Team Member

Roles and Diversity, Team norms, Team Cohesiveness, Measuring Team Effectiveness, Cross Cultural Team Building

### **Unit 3: Communication and Creativity**

Communicating in Teams, Fostering Team Creativity, Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming, Communicating Team Values and Ethics

### **Unit 4: Role of Leaders in Teams**

Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors;

### **Unit 5: Building Effective Teams in Real Time**

The Three Essentials of an Effective Team Building and Leading Your Team Managing a Team vs. Managing Individuals on the Team Why Some Teams Succeed (and So Many Don't) Teams.

#### **Text Books:**

- Dyer et al (2013), Team Building: Proven Strategies for Improving Team Performance, Jossey-Bass.
- Frontiera, J., & Leidl, D. (2012), Team Turnarounds: A Playbook for Transforming Underperforming Teams, Jossey-Bass – A Wiley Imprint, USA.

#### **Reference Books:**

- HBR's 10 Must Reads on Teams (2013), Harvard Business Review Press.
- Barner, R.W. & Barner, C.P. (2012), Building Better Teams: 70 Tools and Techniques for Strengthening Performance Within and Across Teams, John Wiley & sons.

#### **Suggested Readings:**

- Maginn, M. (2004), Making Teams Work : 24 Lessons for Working Together Successfully, Mc Graw Hill, Delhi.
- Katzenbach, J.R. & Smith, D.K.(2006), The Wisdom of Teams: Creating the High-Performance Organization, Harper Business.

## **Talent Management**

**Credits - 4**

**Course code MBAHR-222**

#### **Course Objectives:**

1. To study the principles of talent management and learn the role of talent management in achieving competitive advantage in an organization.
2. To study the best HRM system and process for effective talent management in an organization.
3. To understand talent management in global context
4. To learn talent analytics and talent development in the work environment.

#### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Examine/understand what talent management is and its importance

2. Examine and understand the HRM systems on how managers should manage talent
3. Evaluate the global talent management practices
4. Assess the impact of talent management on organizational effectiveness.

### **Unit I: Define Talent and Talent Management**

Historical context of talent management: Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage.

### **Unit II: Best HRM Practices for managing talent/star employees**

(Hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management.

### **Unit III: Talent management in different organizational contexts**

Global context, disruptive organizations, complex and uncertain scenarios etc.

### **Unit IV: Diversity and Talent**

Talent management and future directions, talent Analytics; preparing a talent development plan.

### **Text Books:-**

1. Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). The Oxford Handbook of Talent Management: Oxford University Press.
2. Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge.

### **Suggested Readings:**

1. Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.
2. Sparrow, P., Hird, M., and Cooper, C.L. (2015). Do We Need HR? Repositioning People Management for Success. Palgrave Macmillan

## **HR Analytics**

**Credits - 4**

**Course code MBAHR-224**

### **Course Objectives:**

1. To study the principles of HR Analytics and its role in present day organizations
2. To understand the concept of Equality, diversity and inclusion in HR
3. To understand the Reliability and validity of selection models
4. To understand the concepts of Performance analysis

### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Examine/understand the nuances of HR Analytics is and its importance
2. Examine and understand the concept of Equality, diversity and inclusion in HR
3. Evaluate the reliability and validity concerns of the selection models
4. Assess the Performance Analysis for optimizing the performance of employees



**Unit 1. Introduction to HR Analytics:** Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model.

**Unit 2. Diversity Analysis:** Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles

**Unit 3. Recruitment and Selection Analytics:** Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.

**Unit 4. Performance Analysis:** Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions

**Unit 5. Monitoring impact of Interventions:** Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis

**Text Books:-**

1. Fitz-Enz Jac,(2001), How to Measure Human Resource Management, McGraw Hill
2. Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press.
3. Rao T.V.(1999), HRD Audit, Response Books.

## **Area-Operations and Supply Chain Management**

### **Supply Chain Modelling**

**Credits - 4**

**Course Code: MBASC-212**

#### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Describe supply chain modelling
2. Design robust and dynamic supply chain network
3. Apply models for forecasting and research
4. Analyze and interpret data to provide meaningful information to assist in managerial decision making

#### **Unit 1 Introduction**

Introduction, issues in supply chain modelling, decision domains in supply chain modeling, mathematical modeling, concept of descriptive analytics, Multi criteria decision making models, application of game theory, application of queuing theory.

#### **Unit 2 Supply chain resilience**

Supply chain risks, disruptions, and ripple effect, managing supply chain resilience, framework, capabilities, strategies, capacity, modelling supply chain resilience, measuring supply chain resilience.

#### **Unit 3 Supply Chain Coordination: Modeling through Contracts**

Vertical Integration, Coordination through Incentives, Supply Chain Collaboration, Types of contracts, Price-Only/Wholesale Price Contract, Quantity Discount Contract, Coordination

through Credit Mechanism, Buyback Contract, Revenue-Sharing Contract, Quantity Flexibility Contract, Coordination under Asymmetric Information.

#### **Unit 4 Network design**

Importance of network planning, Network design and location decisions – facility layout and location: Qualitative aspects, Quantitative models: Factor rating method, Break-even analysis, Centroid method, Product line mix at plants, Production planning and scheduling, MCDM methods, Implementations of Simulated Annealing, Genetic Algorithm, Compare with Genetic Algorithm

#### **Unit 5 Demand management**

Inventory models for various distribution systems, key performance indicators, Qualitative models, Quantitative models, Time series models, Forecasting methods: Collaborative, Planning, Forecasting, and Replenishment (CPFR), Multi-linear regression analysis.

#### **Text Books:**

- S. Chopra, P. Meindl and Dharam Vir Kalra (Autor), Supply Chain Management, Pearson Education; Seventh edition

#### **Journals and Magazines:**

- IIE Solutions
- Interfaces
- International Journal of Production Research
- Journal of Production and Operations Management
- IIE Transactions
- Operations Research
- Management Science

## **Service Operations Management**

**Credits - 4**

**Course Code: MBASC-214**

#### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Describe the nature and scope of services operations
2. Assess the customer considerations and behavior in designing service systems.
3. Identify the unique challenges of service operations.
4. Formulate appropriate strategies for service sector promotion and distribution strategies.

#### **Unit 1 Introduction to Services Management:**

Service economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to gaps model and SERVQUAL dimensions.

**Unit 2 Assessing service marketing opportunities** – customer expectations and perceptions of services – customer behaviour specific to usage of services, Aggregate Capacity Planning for Services; Facility Location; subjective and objective factors.

### **Unit 3 Service Design:**

Levels of service product – Service life cycle – new service development – service blueprinting – physical evidence and service scape – competitive differentiation of services – service positioning strategies – developing positioning maps – pricing of services – methods and specific issues.

### **Unit 4 Service Delivery:**

People in services – service process- distributing service direct distribution, channel function, channels selection, impact of information technology – designing communications mix for promoting services – building service customer relationships and service recovery – role of internal marketing in service delivery.

### **Unit 5 Determinants of Quality in Services, Measurement, control and improvement of Quality of Services:**

Concept of a Total Quality Service, Dynamics of Service Delivery System. Scheduling for Service operations, personnel and vehicles.

### **Text Books**

1. Robert Johnston, Graham Clark, Michael Shulver; Service Operations Management; Improving Service Delivery, Pearson Education; 4th Edition

### **Reference Books**

1. James Fitzsimmons, Mona Fitzsimmons; Service Management: Operations, Strategy, Information Technology; McGraw Hill Education, 7th edition
2. Richard B. Chase, Nicholas J. Aquilano; Operations Management for Competitive Advantage; Irwin Professional Pub, 10th edition

## **Operations Research**

**Credits - 4**

**Course Code: MBASC-216**

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Understand the evolution of operations research and its impact
2. Assess and evaluate the applicability of various optimization tools
3. Identify the utility of queuing theory in designing operation systems
4. Examine the utility of various tools and techniques in ensuring efficient project management

### **Unit 1**

Introduction: Nature, Scope and Historical developments, Linear programming- Model formulation, Graphical and simplex methods, Duality, Degeneracy, sensitivity analysis.

### **Unit 2**

Integer Programming: Integer Programming Formulation, Branch and bound methods, Cutting Plane methods.

### **Unit 3**

Queuing theory: introduction to Poisson distributions and exponential distributions, Assumptions and applications of waiting line theory, Single server models i.e. M/M/1: FCFS/ $\infty/\infty$ , Multi-Server Models i. e. M/M/K: FCFS/ $\infty/\infty$ .

#### **Unit 4**

Game Theory: Game theory and its applications: Pure and mixed strategy, dominance principle, Algebraic, arithmetic, and graphical methods to solve GT problems. Application of Simplex Methods.

#### **Unit 5**

Dynamic Programming: Dynamic Programming with applications, Concept of Dynamic Programming, Multi stage Decision Process, Calculus Method and Tabular Method.

#### **Unit 6**

Network Planning: PERT, CPM, Project crashing, Shortest path problem, Maximum flow problem, Minimum spanning tree problem, minimum cost flow problem, Resource levelling.

#### **Text Books:**

- D.S. Hira Gupta, Operations Research, Generic, 2011th edition

#### **Reference Books:**

- Hamdy Taha, Operations Research : An Introduction, Pearson, 10th edition
- Frederick S. Hillier, Gerald J. Lieberman, Bodhibroto Nag, Preetam Basu, Introduction to Operations Research, McGraw Hill, 11th edition

## **Warehouse management**

**Credits - 4**

**Course Code: MBAS-218**

#### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Understand the scope of warehousing in supply chain management
2. Examine the role of human resource in ensuring smooth warehousing operations
3. Design a functional warehouse for efficient operations
4. Appreciate the role of IT / ITES tools in enhancing the warehouse operations

#### **Unit 1**

Supply chain management and warehousing, Concept of Warehouse: Introduction, Objectives, meaning of a Warehouse, Need for warehousing management, Evolution of warehousing, e-fulfilment and its impact on warehouse, Cold storage and refrigerated warehouses, Energy management, material handling and storage issues.

#### **Unit 2**

Role of warehouse managers, issues and challenges faced by the manager, people management, warehouse processes: receiving and put away, cross docking, quality control; pick preparation, strategies and equipment, order picking method, warehouse processes from replenishment to dispatch.

#### **Unit 3**

Warehouse management systems, warehouse layout, storage and handling equipment, Merchandise Management System: Introduction, Objectives, Meaning of Merchandise

Management System, Organisation Structure in Merchandise Management, Warehousing Function Model.

#### **Unit 4**

Warehouse Structure, Warehouse Operations, receiving inventory, picking inventory, locating inventory, Organising inventory, Despatching inventory, Equipment Used for a Warehouse. Inventory Cost and Service, Lead Time, Management of Stock Levels, Replenishment Methods, Concept of Inventory Control, Impact of Stock Inaccuracy, Frequent Stock Checking, Security and Preventing Loss,

#### **Unit 5**

Resourcing a warehouse, warehouse costs, performance management, outsourcing, The Health and safety at work, Health and Safety Risks at the Warehouse, Assessment of Risks, Management of Health and Safety, the warehouse and the environment, the warehouse of the future.

#### **Unit 6**

Warehouse information: Introduction, Objectives, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse, Technology Aids in Retail warehouse Management: Introduction, Objectives, Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID). Role of Artificial Intelligence in Warehouse.

#### **Text Books:**

- Villivalam Rangachari Rangarajan, Basics of Warehouse and Inventory Management, Notion Press
- Reference Books,
- Chen Han, Design and Process Optimization in Warehousing Logistics , VDM Verlag
- Gunay Banihan, Fundamentals of Warehousing - With Worked Examples, New Generation Publishing

## **International Logistics Management**

**Credits - 4**

**Course Code: MBASC-220**

#### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Assess the crucial role of international logistics in global trade.
2. Analyze the linkages of logistics with external environment factors
3. Understand the international terms of trade
4. Design and measure performance parameters to ensure control of logistics operations

#### **Unit 1:**

INTRODUCTION: Concept, Evolution and Development, Importance of logistics management in international business, International Logistics: functions and intermediaries. Issues involved in movement of goods, global supply chain of electronics, global supply chain of pharmaceutical industry and other sectors.

## **Unit 2**

**RISKS AND CHALLENGES:** Global risks in supply chain management, Political risks, Economic instability, Environmental risks, Social environment, Cyber-attacks, Pandemics. Interruptions in global supply, Sectoral analysis of risks in supply chain, Managing risks in global supply chain particularly during lock downs.

## **Unit 3**

**TRANSPORT MANAGEMENT:** Strategic importance of transport in global logistics, logistical objectives of transport, International Ocean Transportation, International Air Transportation, and International Land Transportation: types, characteristics and salient features, intermodal transportation in international operations, factors influencing mode and carrier selection decision. Outsourcing and Logistics Service Providers: Intermediaries and Alliances in Global Logistics, introduction to 3 PL and 4 PL service providers, role in Global logistics. Concept and need of outsourcing, determinants for outsourcing decisions, role of outsourcing in global supply chain management.

## **Unit 4**

**GLOBAL OPERATIONS AND SUPPLY CHAIN:** Global trade environment: various trade blocks / FTZ and their impact on supply chain management, Customs and Regulations, Trade Documentation, International Contracts, Terms of Trade, Term of Payment, International Currency, INCO terms, Logistical packaging, containerization, procurement, warehousing and material handling, approaches to Inventory Management and distribution in Global Supply Chain Management.

## **Unit 5**

**PERFORMANCE MEASUREMENT AND TRENDS:** Dimensions of Performance Metrics, Approaches/tools for Performance Measurement, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains, Trends in International supply chain management.

### **Text Book,**

- Sudalaimuthu S. Logistics Management for International Business, Prentice Hall of India Ltd.

### **Reference Books,**

- Branch Alan E., Global Supply Chain Management and International Logistics, Taylor & Francis Ltd.
- Long Douglas, International Logistics: Global Supply Chain Management, Springer-Verlag New York Inc.

## **Supply chain strategy and Innovation**

**Credits - 4**

**Course Code: MBASC-222**

### **Course Outcomes**

Upon successful completion of this course students will be able to:

Analyze and interpret how supply chain strategy helps in boosting innovation.

1. Identify the application of supply chain initiatives for creating a conducive environment for innovation and creativity.

2. Critically assess and explain key current issues in the field of innovation.
3. Diagnose and provide effective solutions for innovation challenges.

### **Unit 1**

Supply Chain Strategy, Strategic Planning: Introduction, Internal Inputs to supply chain strategy, Business strategy, Organizational strategy, Business plan, Value proposition, Set of core capabilities, cost structure, Revenue model. External input to supply chain strategy, Competition, Market conditions, Global perspectives.

### **Unit 2**

Objectives of SCM, improving market knowledge, Implementing the three Vs—increased velocity, increased visibility, and reduced variability in the flows of goods and services, funds, and information, streamlining operations, improving management of risk, Increasing sustainability.

### **Unit 3**

Alignment of organization and supply chain strategies, Value proposition, Core capabilities, Cost structure, Revenue model, customer focus, product development, market development, diversification, learning & organizational capability, sustainable competitive advantage through SC

### **Unit 4**

Managing SC for Strategic Fit: concept of strategic fit, steps in achieving strategic fit, impact of customer needs, impact of uncertainty, impact of implied demand uncertainties, multiple products & customer segments, PLC, globalization & competitive changes over time. Expanding Strategic Scope: Minimize local cost perspective, minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope

### **Unit 5**

Strategic Partnerships & Alliances: Internal activities, acquisitions, Arm's-length transactions, strategic alliances, Collaborative Advantages, Framework for Strategic Alliances, Third Party Logistics (3-PL), Price water house Coopers Model, 3PL Issues and Requirements, 3PL Implementation Issues, 4 PL.

### **Text Books:**

- Peter Meindl, Kalra, Supply Chain Management: Strategy Planning & Operation, Pearson, 3rd Edition.
- Tony Hines ,Supply Chain Strategies – Customer Driven & Customer Focused , Elsevier, 1stEdition

### **Reference Books:**

Chad W. Autry, Mark A. Moon, Achieving Supply Chain Integration: Connecting the Supply Chain Inside and Out for Competitive Advantage, Pearson Education

- Martin Christopher, Logistics & Supply Chain Management, 5/E, Pearson Education
- Kenneth Lyons, Brian Farrington, Procurement and Supply Chain Management, 9/E, Sage Publications.

## Area- Marketing

### Marketing Analytics

Credits - 4

**Course Code: MBAMK-212**

#### Course Objectives

1. To explain types of marketing analytics.
2. To describe the models and metrics used for assessing online consumer experience.
3. To demonstrate artificial intelligence and machine learning approaches.

#### Course Outcomes

Upon successful completion of the course the student will be able to:

1. Describe different types of marketing analytics.
2. Apply artificial intelligence and machine learning techniques in marketing.
3. Examine online customer experience through metrics.
4. Evaluate online marketing efforts.

#### Unit I Introduction to marketing analytics

Overview of marketing analytics, marketing research, data management for analytics, types of analysis – descriptive, predictive, prescriptive, data visualization

#### Unit II Artificial intelligence and machine learning

Application of AI in marketing, common terminologies, analytical methods for supervised and unsupervised learning, emerging analytical approaches.

#### Unit III Understanding customer

Concepts of customer journey, lifetime value, acquisition; retention churn analytics; metrics for tracking customer experience; customer portfolio management.

#### Unit IV Digital analytics

Product analytics, pricing, segmentation analytics, positioning, variables and techniques of marketing mix modelling, web metrics, A/B testing, SEM, SEO, social media metrics, app marketing metrics

**Note:** Excel, R, Python, SPSS or any other appropriate tool would be used to give hands-on, practical exposure to students.

#### Suggested Readings

1. Seema Gupta, Avadhoot Jathar (2021), Marketing Analytics, Wiley.
2. Moutusy Maity & Pavankumar Gurazada (2021), Marketing Analytics for Strategic Decision-Making, Oxford University Press.
3. Joseph Hair and Dana E. Harrison and Haya Ajjan (2022), Essentials of Marketing Analytics, McGrawHill.



## **Digital Marketing Tools**

**Credits - 4**

**Course Code: MBAMK-214**

### **Course Objectives**

1. To explain the features and functionalities of social media marketing tools
2. To demonstrate tools for web development, content management and customer relationship management.
3. To illustrate tools for performing web analytics

### **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Apply social media marketing tools for online campaigns
2. Design web sites and blogs.
3. Demonstrate the ability to use tools for customer relationship and content management
4. Examine online marketing efforts through web analytics tools.

### **Unit I - Tools for social media marketing**

Designing and implementing campaigns on social media platforms such as Facebook, Instagram, Twitter, LinkedIn, YouTube, and WhatsApp; Hootsuite.

### **Unit II - Tools for web development**

Designing websites and blogs using tools such as WordPress, Wix, Google Sites.

### **Unit III – Content Management Systems**

Designing and managing digital content using tools such as WordPress, Joomla, Drupal, and Canva.

### **Unit IV – Customer Relationship Management**

Managing relationship with the customers using tools such as HubSpot CRM, Salesforce, Zoho CRM, Mailchimp.

### **Unit V – Web analytics**

Features and metrics in tools such as Google analytics, Google Trends, Google AdWords, Google Search Console, Yoast SEO, SEM Rush, and similarweb.

**Note:** The course involves an evaluated project of designing and managing web presence and online live campaigns by the students.

### **Suggested readings**

1. Websites, blogs, YouTube channels and other similar resources of the marketing tools covered in the course.

## **Integrated Marketing Communications**

**Credits - 4**

**Course Code: MBAMK-216**

### **Course Objectives**

1. To explain the concepts related to Integrated Marketing Communication
2. To describe the various tools of Integrated Marketing Communication and their application.

3. To help students understand and evaluate in detail the development of appropriate marketing communication mix using different tools of communication.

### **Course Outcomes**

**Upon successful completion of the course the student will be able to:**

1. Understand the fundamental concepts of integrated marketing communication.
2. Define and apply the components of the promotion mix.
3. Develop an understanding of the connection between marketing communications tools, and how each can be used effectively in an integrated communication mix.
4. Apply basic advertising theories and principles to practice.
5. Analyze how integrated marketing communications campaigns are planned, developed, executed, and evaluated

### **Unit I Introduction to Integrated Marketing Communications (IMC)**

Meaning and role of IMC, Understanding Communication process, Marketing communications mixes, Communications mix strategy, Effectiveness of the Promotional Tools and Selection Criteria.

### **Unit II Advertising I**

Advertisement planning and strategy, Setting advertisement objective, Advertisement budgets, Media plan and media strategy, Evolution and role of Advertising agency

### **Unit III Advertising II**

Message development, advertisement production, Media Research, measuring impact of advertisements, Ethical and Legal issues in advertising

### **Unit IV Sales promotion, Publicity and Public Relations**

Definition, Scope and role of sales promotion, objective of sales promotion, Sales promotion techniques – trade oriented and consumer oriented; Introduction and Characteristics of Publicity and Public Relations, Methods and Techniques, Improving the effectiveness of Publicity and Public Relations

### **Unit V Direct Marketing and Personal Selling**

Meaning and Role of Direct Marketing, Direct Response Media; Importance of personal selling within integrated marketing communications, Selling and negotiation, Salesforce motivation, Points of customer contact.

### **Suggested Readings**

1. Belch, G. E., & Belch, M. A. (2004). Advertising and promotion: An integrated marketing communications perspective 6th. *New York: McGraw-Hill*.
2. Shah, K. (2014). *Advertising and integrated marketing communications*. Tata McGraw-Hill Education..
3. Juska, J. M. (2021). *Integrated marketing communication: advertising and promotion in a digital world*. Routledge.

# Business to Business Marketing

Credits - 4

Course Code: MBAMK-218

## Objectives

1. To develop an understanding of fundamentals of B2B Marketing
2. To explain the marketing mix elements in context of B2B Markets.
3. To develop knowledge, capability and skills necessary for making appropriate decision in B2B Markets

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## Course Outcomes

**Upon successful completion of the course the student will be able to:**

1. Demonstrate an understanding of the basic principles of B2B marketing.
2. Understand the dynamic nature of the business marketing environment and the basic similarities and differences between consumer-goods marketing and business marketing.
3. Apply marketing theories and concepts to analyze and explain B2B markets.
4. Design marketing mix for a company in business markets.

## Unit I: Introductions / Overview

Nature and Scope of B2B Marketing; Understanding B2B Markets, Emerging paradigms of B2B marketing, Organizational buying and buying behaviour, The buying process

## Unit II: B2B Purchase Function

Business market customers, Segmentation, Targeting and positioning in Business Markets. Market Opportunities in B2B Marketing, Creating Value for B2B customers

## Unit III: B2B Marketing Strategy

Managing B2B Products, Product Strategy, New Product Development, Diffusion of Innovation, Product Life Cycle, Managing service for business markets, Pre and post sales service, Customer Relationship Management in B2B markets

## Unit IV: Pricing in B2B Markets

Pricing Process, Pricing Objectives, Pricing Strategy, Managing Customer perceptions, Ethical considerations in B2B Markets

## Unit V : Business Marketing Communications and Channels

B2B Advertising, Digital marketing, Trade shows, exhibitions, business meets, Sales Promotion, Managing the sales force, Deployment analysis, Business marketing channels and participants, Channel design and management decisions, B2B logistics management

## Suggested Readings:

- Sarin, S. (2013). Business marketing: Concepts and cases. Tata McGraw-Hill Education.
- Zimmerman, A., & Blythe, J. (2017). Business to business marketing management: A global perspective. Routledge.
- Havaladar, K. K. (2010). Business marketing: Text and cases. McGraw-Hill Education.

**Course Code: MBAMK-220**

**Course Objectives:**

1. To develop an insight in cross cultural marketing issues across borders
2. To learn how to develop and manage an international marketing initiative.
3. To design marketing mix and entry strategies for firms in international market

**Course Outcomes:**

By the end of semester, student should be able to:

1. Apply the concept of marketing in contemporary international marketing context.
2. Create and manage marketing mix in international markets.
3. Identify and interpret information for successful promotion and distribution in international markets.

**Unit 1: International Marketing**

Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment.

**Unit 2: International Market Segmentation and Positioning**

Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

**Unit 3: International Product and Pricing Strategies**

Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination.

**Unit 4: Managing International Distribution and Promotion**

Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics.

**Unit 5: International Promotion Mix**

Advertising and other Modes of Communication.

**Unit 6: Emerging Trends in International Marketing**

Regionalism v/s Multilateralism; Trade Blocks; Marketing Research for Identifying Opportunities in International Markets.

**Text Books:**

- Onkvisit, Sak and Shaw Johan J., International Marketing- Strategy and Theory, 5/e, Taylor and Francis.
- Keegan, Warren J., Global Marketing, 9/e, Pearson Education, New Delhi

**Reference books:**

- Cateora, Philip R. and Graham John L., International Marketing, 15/e, Tata McGraw-Hill, New Delhi.
- Czinkota, Michael R., and Ronkainen, Ilkka A., International Marketing, 10/e, Cengage Learning, New Delhi.

**Sales and Distribution Management****Credits - 4****Course Code: MBAMK-222****Course Objectives:**

1. To familiarize with the practical aspects of managing the downstream part of the value chain of an
2. organization
3. To gain an understanding of distribution channel functions and institutions
4. To identify the key decision-making variables in sales force and distribution channel management.

**Course Outcomes:**

By the end of semester, student should be able to:

1. To gain an in-depth understanding of how to build robust sales and distribution strategies for
2. dynamic marketing environment
3. Develop sales and distribution strategies in contemporary markets
4. Imbibe skills and abilities for managing sales territories

**Unit 1: Introduction to Sales Management**

Marketing vs selling, importance and scope of selling, selling theories, sales function and multi –sales-channel, Personal Selling Process, Sales organization structure, sales forecasting, ethical issues in selling.

**Unit 2: Territory Design and Sales Quota**

Approaches and techniques to design sales territories, Sales quota; procedure, types and methods, sales contests, analysis and controlling of sales personnel, sales analysis, cost and profitability

**Unit 3: Distribution Channel Functions and Institutions**

Value creation by intermediaries, channel structure in FMCG, Industrial Goods and Services in India, Online Vs Offline, selection, channel power and channel conflict, operational issues in channel management, motivation and evaluation of channel members.

**Unit 4: Physical Distribution System**

Objective and scope; An overview of Logistics Management; Transportation and Warehousing Decisions, application of new age technology in logistics and transportation, developing competitive advantages through physical distribution.

**Text Books:**

Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009), Sales Management, Pearson Education, New Delhi.

Havaldar, K K. and Cavale, VM. (2007), Sales and Distribution Management: Text and Cases, Tata McGraw Hill, New Delhi.

**Reference Books:**

- Still, Cundiff and Govoni. (2009), Sales Management, Decisions, Strategies and Cases, Prentice Hall of India Pvt. Ltd.
- Bert Rosenbloom.(2008), Marketing Channels. South Western Cengage Learning.
- Jobber, David and Lancaster, Geoffery (2013), Selling and Sales Management, 9/e, Pearson Education.

**Customer Relationship Management****Credit – 4****Course Code: MBAMK-224****Course Objectives**

1. To acquaint students with knowledge of Customer Relationship Management concepts and framework
2. To equip the students in the application of CRM for forming relationships with the customers and other stakeholders
3. To provide insights in analyzing and synthesizing issues related to customer relationship management.

**. Course Outcomes****Upon successful completion of the course the student will be able to:**

1. Understand the concept of customer relationship management and the benefits delivered by its implementation.
2. Describe ways for acquiring and retaining customers.
3. Define and design a customer centric organization.
4. Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives
5. To enable the students to understand the issues and challenges in CRM implementation

**Unit 1: Introduction**

Meaning, definitions and fundamentals of CRM, e-CRM; CRM as a business strategy, elements of CRM, CRM processes and systems.

**Unit 2: Strategy and Organization of CRM**

History of CRM, Dynamics of Customer Supplier Relationships, Nature and context of CRM strategy, the relationship - oriented organization, the individualized customer proposition, Relationship policy.

**Unit 3: Marketing Aspects of CRM**

Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management

**Unit 4: Analytical CRM**

Managing and sharing customer data - Customer information, databases - Ethics and legalities of data use, Customer knowledge, privacy issues, Segmentation and selection, Retention and cross sell analysis

## **Unit 5: CRM Implementation and Marketing Strategy**

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Center Management, Practice of CRM, CRM systems, Implementation of CRM systems, Ethical Issues in CRM

### **Suggested Readings:**

- Nh Mullick (2016), “Customer Relationship Management”, 1/e, Oxford University Press.
- Stone, Merlin and Wood rock, Neil, Relationship Marketing, kogan Page, London
- Payne (2013), “Strategic Customer Management: Integrating Relationship Marketing and CRM” Cambridge University Press

## **Retail Management**

**Credit – 4**

**Course Code: MBAMK-226**

### **Course Objectives:**

1. To familiarize the students with the key dimensions of retail industry in view of the changing retail landscape
2. To demonstrate how to develop a retailing mix for sustainable competitive advantage.
3. To develop an understanding of how to design a retail store and choose the location for attracting customers.

### **Course Outcomes:**

By the end of semester, student should be able to:

1. Learn how retailing works and the various factors which influence its success.
2. Understand the implications of strategic retail decisions.
3. Appreciate how to create a retail experience to achieve customer trust and loyalty.

## **Unit 1: Definition, importance and scope of Retailing**

Evolution of retail competition- the Wheel of Retailing, the Accordion, Retail Life Cycle; emerging trends in retailing; the retail scenario in India; composition of Indian retail sector, emerging formats of retail in India, challenges of retail development in India.

## **Unit 2: Information Gathering in Retailing**

Retail Strategic Planning and Operation Management; Retail Financial Strategy; Target Market Selection and Retail.

## **Unit 3: Retail Store Location and Design**

Types of location, choosing a store location, trading area analysis, store design and layout; visual merchandising and displays.

## **Unit 4: Merchandise Planning and Price Management**

Buying and Handling; Merchandise Pricing; Retail Communication Mix; Promotional Strategy; Retail Human Resources Management; Customer Service, The GAPs Model, Customer Relationship Management.

## **Unit 5: Retail Management Information Systems**

Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing

### **Text Books:**

- Berman B. Evans J. R. & Mathur, M. (2011), Retail Management, 11/e, Pearson Education.

- Pradhan S. (2012), Retailing Management – Text and cases, 4/e, Tata McGraw Hill, New Delhi.

#### **Reference Books:**

- Levy M., Weitz B.A and Pandit A. (2012), Retailing Management, 8/e, Tata McGraw Hill, New Delhi.
- Dunne P.M, Lusch R.F. and David A. (2002), Retailing, 4th ed., South-Western, Thomson Learning Inc.
- Lusch, R.F, Dunne, P.M and Carver, J.R (2011), Introduction to Retailing, 7/e, Cengage India Pvt. Ltd, New Delhi.

## **Area- IT Management**

### **Data mining for business analytics**

**Credit – 4**

**Course Code: MBAIT-212**

#### **Course Objectives**

1. To explain the ideas and concepts related data mining.
2. To demonstrate data exploration and dimension reduction techniques.
3. To describe the data mining techniques.

#### **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Explain data mining process.
2. Apply exploration and dimension reduction techniques on data.
3. Apply appropriate data mining techniques.
4. Demonstrate social network analytics and text mining.

#### **Unit I – Introduction to data mining**

Overview of data mining; Data mining and related terms; core ideas in data mining; steps in data mining; predictive power and overfitting; building a predictive model; evaluating predictive performance.

#### **Unit II – Data exploration and dimension reduction**

Data visualization; basic charts; multidimensional visualizations; specialized visualizations; overview of dimension reduction; Dimensionality; data summaries; correlation analysis; working with categorical variables; principal component analysis; dimension reduction – regression models, classification and regression trees.

#### **Unit III- Prediction and classification methods**

Multiple linear regression; k-Nearest Neighbours (kNN); Naive Bayes Classifier; classification and regression trees; logistic regression; neural networks; discriminant analysis; Combining Methods: Ensembles and Uplift modelling.

#### **Unit IV – Mining relationships among records**

Market basket analysis; pattern mining methods; Association Rules; Collaborative Filtering; measuring distance between two records; measuring distance between two clusters; Hierarchical (Agglomerative) Clustering; Non-Hierarchical Clustering: The k-Means



Algorithm; support vector machines.

### **Unit V– Forecasting time series**

Descriptive and predictive modelling; popular forecasting methods in business; time series components; data partitioning and performance evaluation; regression-based forecasting; smoothing methods.

### **Unit VI – Social network analytics and text mining**

Overview of social networks; directed and undirected graphs; visualizing and analyzing networks; social data metrics and taxonomy; prediction and classification using network metrics; overview of text mining.

#### **Suggested Readings**

1. Shmueli, Bruce, Yahav, Patel, Lichtendahl Jr., Wali, O.P. (2021). Data Mining for Business Analytics, An Indian Adaptation: Concepts, Techniques, and Applications in R. Wiley
2. Nwanganga, F., & Chapple, M. (2020). Practical Machine Learning in R (1st ed.). Wiley.
3. Tan, P., Steinbach, M., Karpatne, A., & Kumar, V. (2018). Introduction to Data Mining (2nd Edition) (What's New in Computer Science) (2nd ed.). Pearson.

## **Application of AI in Business**

**Credit – 4**

**Course Code: MBAIT-214**

### **Course objectives**

1. To describe the importance and application of AI in today's era.
2. To demonstrate machine learning approaches.
3. To explain the process of creating a neural network.
4. To illustrate the development of AI strategy.

### **Course outcomes**

Upon successful completion of this course students will be able to:

1. Explain the application of AI in business scenarios.
2. Apply the machine learning techniques.
3. Design artificial neural network.
4. Formulate AI strategy for the organizations.

### **Unit I Introduction to Artificial Intelligence**

Overview of artificial intelligence - evolution, definition, approaches, common applications; drivers of AI; AI for people and business framework.

### **Unit II Machine learning**

Machine learning process; types of learning – supervised, unsupervised, semi-supervised, reinforcement; algorithms – decision trees, k-nearest neighbour, k-means clustering, regression analysis, naïve bayes; modelling.

### **Unit III Artificial Neural Network**

Overview of neural network – brain analogy, perceptron, sigmoid neuron; working of neural network – hidden layers, activation function, weights, bias, cost function, gradient descent, backpropagation; clustering using neural network.

### **Unit IV Application of Artificial Intelligence**

Natural language processing, automating customer interactions, data-based decision making, predict events and outcomes, building artificial minds, personalisation and recommender system, computer vision.

### **Unit V Developing AI strategy**

TCPR model, GABDO model, AI readiness and maturity, key considerations, creating AI roadmap, business cases.

### **Suggested Readings**

1. Doug Rose (2020), Artificial Intelligence for Business, 2nd Edition, Pearson Business Analytic Series.
2. Deepak Khemani (2013), A First Course in Artificial Intelligence, McGraw Hill.
3. Alex Castrounis (2019), AI for People and Business, O'Reilly Media, Inc.
4. Sudhi Sinha, Khaled Al Huraimel (2020), Reimagining Businesses with AI, Wiley.
5. Bernard Marr, Matt Ward (With) (2019), Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems, Wiley.

## **Big Data analytics**

**Credit – 4**

**Course Code: MBAIT-216**

### **Course Objectives**

1. To explain big data technology.
2. To describe big data related tools such as Hadoop, MapReduce, NoSQL
3. To demonstrate analytics software packages for managing big data.

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Explain big data and related technologies.
2. Demonstrate an understanding of NoSQL database.
3. Classify big data tools and technologies
4. Develop script to handle large databases.

### **Unit-I Introduction to Big data**

What is big data, why big data, convergence of key trends, unstructured data, big data technologies, introduction to Hadoop, open-source technologies, cloud and big data, mobile business intelligence, Crowd sourcing analytics.

### **Unit-II Hadoop and MapReduce**

Overview of Hadoop, configuring a Hadoop cluster, storing data with HDFS, HDFS commands, Hadoop distributions, Hadoop in the cloud; Processing data with MapReduce, Parallelism in Map and Reduce phases, Optimization of Map phase using combiner, scheduling and managing tasks, use case of MapReduce.

### **Unit-III NoSQL**

Overview of NoSQL, NoSQL Databases in the Light of CAP Theorem, NoSQL Product categories, NoSQL Database Cassandra, NoSQL Database in cloud, Do's and Don'ts of NoSQL, Big Data and NoSQL.

### **Unit-IV Spark and kafka**

Overview of SparK, Hadoop and Spark, SparK Programming Languages, SparK Architecture; SparK libraries: SparK SQL, Streaming, Machine Learning, GraphX; PySparK with Python; Overview of Kafka architecture, Kafka and Big Data, Components in Kafka, Difference between Apache Kafka and Apache Flume.

#### **Unit-V Other Big Data tools and technologies**

Overview of Hive – architecture, data flows, types of tables, partitioning and bucketing; Apache Pig – features and architecture; Apache Pig and MapReduce; Sqoop and Flume; Oozie; Lucene and Solr; Zookeeper; Apache NiFi.

#### **Unit-VI Application of Big Data in business**

Illustration of big data usage through cases, industry examples of big data, web analytics, big data and marketing, fraud and big data, risk and big data, credit risk management, big data and algorithmic trading, big data and healthcare, big data in medicine, advertising and big data.

**Note:** The students will give practical hands-on experience of working with Big data using R, Python or any other appropriate analytics tool.

#### **Suggested Readings**

1. Goswami,S., Das,A.K., Mukherjee, S. (2019). Big Data Simplified. PEARSON INDIA.
2. Maheshwari, A. (2020). BIG DATA (2<sup>nd</sup> ed.) MC GRAW HILL INDIA.
3. Shankarmani,R., Vijayalakshmi,M.(2016). Big Data Analytics (2<sup>nd</sup> ed.). WILEY INDIA.

## **E-Governance for inclusive development**

**Credit – 4**

**Course Code: MBAIT-218**

#### **Course Objectives**

1. To explain the key concepts related to e-governance
2. To describe the enablers of e-governance
3. To demonstrate the process involved in the planning and implementation of e-governance projects.

#### **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Identify the need of e-Governance Projects and related challenges.
2. List the major e-governance projects.
3. Analyze strategic factors which influence e-governance performance.
4. Identify drivers and enablers of e-governance.

#### **Unit-I Introduction to E-Governance**

Governance System in India, Allocation of Business, E-Governance in India, Evolution of E-governance in India, global scenario of e-governance, Digital India Programme, E-governance mission mode projects with particular reference to agriculture, Institutional framework, Digital divide and other e-governance Challenges.

#### **Unit-II Measuring E-governance Performance**

Key stakeholders and value from e-governance, Assessment of E-governance, a strategic framework for improving E-governance performance.

### **Unit-III Driver of E-governance**

Concept of changing situation as a driver, significance of shared vision and mission, service accessibility, feedback loop, Key initiatives for inclusive development such as e-Panchayat, Direct Benefit Transfer, Common service centres, etc.

### **Unit-IV Strategic Planning – An Enabler of E-governance**

Analysing suitability of conventional planning approach to E-governance, Significance of environment analysis, Significance of collaboration in e-governance, Refining structures and processes.

### **Unit-V Strategy Implementation – An Enabler of E-governance**

Competence level of actors, involvement of senior leadership, motivation of staff, Involvement of stakeholders, Effective e-governance through strategic alliances, select case studies.

#### **Suggested Readings:**

1. Suri P.K. and Sushil (2017) Strategic Planning and Implementation of E-governance, Springer: Singapore.
2. Heeks R. (2006) Implementing and Managing eGovernment, Vistaar Publications, New Delhi.
3. Bhatnagar S. (2004) E-government – From Vision to Implementation: A Practical Guide to Implementation, Sage Publications, New Delhi.
4. ARC (2008) ‘Promoting e-Governance: The SMART Way Forward’, Second Administrative Reforms Commission, Government of India, available at <http://arc.gov.in>.
5. INDIA: E-Readiness Assessment Reports by Department of Electronics and Information Technology, Government of India ([mit.gov.in](http://mit.gov.in))
6. UN E-Government Survey Reports available at [www.unpan.org](http://www.unpan.org)

## **KM Tools and New Age Business Models**

**Credit – 4**

**Course Code: MBAIT-220**

### **Course Objectives**

1. To introduce the concepts of Knowledge Management and understand its relevance in the business world.
2. To develop an understanding of the various KM tools and their application in the organizations
3. To provide a foundation of the new age business models, their framework and criticality.
4. To help students develop skills for applying these concepts and create new age business models.

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Identify the various Knowledge Management dimensions in the organizations and their respective relevance.
2. Compare various KM tools in terms of their applicability.
3. Select appropriate KM tools with the help of technology and implement them in an organization.
4. To analyze how various business models are implemented and evaluate the various dimensions of the business models.
5. To understand how e-business models integrate knowledge.

**Unit 1: KM Tools**

Knowledge Management, Introduction to Knowledge Management Tools, KM Techniques, Knowledge Capture and Creation Tools, Contents Creation Tools, Data Mining and Knowledge Discovery, Blogs, Content Management Tools.

**Unit 2: Data Management and KM Sharing**

Data Management, Information Technology and Organizational Productivity, Web Centric Knowledge Management, Content Analysis, Knowledge Sharing and Dissemination Tools, Groupware and Collaboration Tools, Wikis, Networking Technologies

**Unit 3: Technology and KM**

Telecommunication and Networks in Knowledge Management, Internet Search Engines and KM, Information Technology in Support Of KM, Knowledge Management and Vocabulary Control

**Unit 4: New Age Business Models**

Innovative business models, Disruptive business models, Companies innovating their business models, IT-Driven business models, Case studies of new age business models.

**Suggested Readings**

1. Dorothy Leonard, Walter C Swap, Gavin Barton, Critical Knowledge Transfer: Tools for Managing Your Company's Deep Smart; Harvard Business Review Press, 2014.
2. Alexander Osterwalder; Yves Pigneur; Alan Smith and Frederic Etienne; The Invincible Company: How to Constantly Reinvent Your Organization with Inspiration From the World's Best Business Models (Strategyzer); Wiley; 1st edition (14 April 2020).
3. Amrit Tiwana, The Essential Guide to Knowledge Management: E-Business And CRM Application; Prentice Hall Press, 2001.
4. Henning Kagermann; Hubert Osterle and John M. Jordan; IT-Driven Business Models: Global Case Studies in Transformation; Wiley

**Knowledge and Innovation Management****Credit – 4****Course Code: MBAIT-222****Course Objectives**

1. To introduce the concepts of Knowledge Management and Innovation.
2. To develop an understanding of the concept of Learning organization and how organizations are transforming themselves into learning organizations.
3. To assess innovation management, its types and sources.
4. To help students develop skills for applying these concepts and innovate.

**Course Outcomes**

Upon successful completion of this course students will be able to:

1. Identify the various Knowledge Management dimensions in the organizations and their respective relevance.
2. Apply the concept of learning organization and introduce the same in their workplace.
3. Compare the concept of creativity, invention and innovation.
4. To understand the factors contributing to Innovation culture and barriers to innovation.

### **Unit 1: Introduction to Knowledge and Knowledge Management**

Definition, evolution, need, drivers, scope, approaches in organizations, strategies in organizations, components and functions, understanding knowledge, Knowledge creation process, knowledge management techniques, organizational knowledge management architecture and implementation strategies.

### **Unit 2: Learning organization**

Definition, five components of learning organization, knowledge sources, and documentation, relevance of learning organizations in 21<sup>st</sup> century, cases of learning organizations, building the knowledge corporation and implementing knowledge management in organization.

### **Unit 3: Introduction to Innovation**

Meaning, Definition, Innovation and Invention, difference in Innovation and Invention, Creative Thinking, Steps from Creativity to Innovation, Types and Sources of Innovation, Process of Innovation, Technology innovation process, Case studies of Creativity and Innovation.

### **Unit 4: Innovation in Organization**

Introduction, Innovation in research, Strategies of innovation and Developing new business, Current state of Innovation at global and Indian organizations, factors contributing to Innovation culture, Barriers to innovation, Case studies highlighting the success and inhibiting factors.

### **Suggested Readings**

1. Amrit Tiwana, The Knowledge Management Toolkit, Pearson Education, New Delhi, 2005.
2. Roberta B. Ness; Innovation Generation: How to Produce Creative and Useful Scientific Ideas, Oxford University Press.
3. Yogesh Malhotra, Knowledge Management and Business Model Innovation, Idea Group Publishing, U.K., 2001.
4. ShlomoMaital and d V R Seshadri; Innovation Management Strategies, Concepts and Tools for Growth and Profit, Sage Publications.

## **Software project management**

**Credits - 4**

**Course Code: MBAIT-224**

### **Course Objectives**

1. To explain the processes involved in software projects.
2. To illustrate software effort estimation techniques.
3. To describe the techniques of software project quality enhancement.

### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Describe the software development life cycle.
2. Assess different types of contracts in software projects.
3. Apply software effort estimation techniques.
4. Demonstrate capability to plan, implement and monitor software projects.

**Unit-I Introduction to software project management**

Overview of Software development; software development life cycle; choice of process models; selecting most appropriate process model.

**Unit-II Software effort estimation**

Overview of estimates; problems with over and under estimates; basis of software estimating; Software effort estimation techniques.

**Unit-III Activity Planning and risk management**

Objectives of activity planning; project schedules; sequencing and scheduling activities; Network planning models; risk identification and analysis.

**Unit-IV Resource allocation and project monitoring**

Nature of resources; identifying resource requirements; scheduling resources; creating critical paths; cost of resources; creating the monitoring framework.

**Unit-V Managing people and contracts**

organisational behaviour; working in teams and team roles; decision making; leadership; organizational structure; types of contracts; stages in contract placement; typical terms of a contract.

**Unit-VI Software quality testing, launch and post-launch**

Overview of software quality; ISO 9126; software quality measures; product versus product quality management; external standards; techniques to help enhance software quality.

**Suggested Readings**

1. Hughes, B.,Cotterell,M., Mall,R.(2017). Software Project Management, Special India Edition(6th ed.). MC GRAW HILL INDIA
2. Murray, A. P. (2016). The Complete Software Project Manager: Mastering Technology from Planning to Launch and Beyond. Wiley.
3. Dutt, C. A. S. (2015). Software Project Management. PEARSON INDIA.

## **Area- International Business**

**Transnational and Cross Cultural Marketing**

**Credits - 4**

**Course Code: MBAIB-212**

**Course Objective:**

The objective of the course is to identify and understand the various cultural and regional variables and how they impact businesses in the short-term and long-term future; what companies can do to utilise these variables and mitigate their impact. The objective is to understand the nuances of cross-cultural and cross-border activities such as advertising, pricing, supply chain management, market entry, branding and customization etc.

**Course Outcome:**

1. Identify the key skills that a business cross-cultural manager should have.

2. Understand how the business environment affects a business; articulate the various factors and how they affect a business.
3. Understand the various tools and actions that a business has and can undertake to find a beneficial situation within a given operating business environment.

### **Unit I**

Introduction; Reasons behind international expansion; Historical Transnational trade; types of MNCs; Stages of International Exposure; Marketing across cultures and countries, Using Social Media tools.

### **Unit II**

National-level variables, regional trading blocs; Physical variables, Geographic distance, Grouping of industries in specific areas/regions, Environment specific impacts, Distribution of Natural Resources; Cultural Variables, Impact on doing business (Institutions, Distance, Power, Decision Making, People Management, Delegation, Corruption, Quality Benchmarks Etc.); Porter's Diamond Model; Positioning; Protectionism and its impact on international trade.

### **Unit III**

Porter's Five Forces Model; Ghemawat's CAGE framework; Globalisation; Demographics and Segmentation; Assessing Market Potential, How markets behave, Selling in specific markets (Developed, Developing, Post-Communist); "Right" Market to enter and "Right" Time to enter; What (mis-selling, outdated products), Where, Why, and How are we selling; Customer needs (of the non-home market); Packaging; Selling to and in emerging markets, unique customer needs, upward social mobility, Tier 1, 2, 3 and 4 customers and markets, purchasing power and willingness to pay; Concerns and issues with available market analysis tools.

### **Unit IV**

Strategic (and global) Alliances; Global level of competition; Product Development; People concerns (Manufacturing facilities, quality of the available workforce) E-Commerce and Changing Marketing Paradigms; Supply Chain as a source of International Advantages; Managing International Sales; International Advertising and Promotions; Pricing for international markets, Pricing wars, Approaches – Fullcost v/s Variable, Skimming v/s Penetration (non-numeric), value of money, factors influencing pricing; Implementing a Global Marketing Strategy. Support Mechanisms for Exports and International Trade, Managing Risks in International Trade.

#### **Text Books:**

1. Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill.
2. Joshi, Rakesh Mohan: International Marketing, Oxford University Press.

#### **Additional Readings:**

1. Keega, Warren J.: Global Marketing Management, Prentice Hall India.
2. Muhlbach, Hans: International Marketing-A Global Perspective, Cengage Learning.
3. Varshney & Bhattacharya: International Marketing Management, Sultan Chand & Sons.



# India's Foreign Trade and Investment

Credits - 4

**Course Code: MBAIB-214**

## **Course Objective:**

The objective of this course is to acquaint students with structure and policy framework of India's foreign trade and investments and enable students to explore India's position in the international paradigm of business and trade. The course will also provide understanding about role of Indian government in promoting India's foreign trade, the business relations of India with different countries & markets and prospects of India's Foreign Trade.

## **Course Outcomes:**

1. To understand India's position in the international paradigm of business and trade.
2. To equip the students to critically evaluate the India's foreign trade policy and its economic relations.
3. To make students realize the role of Indian government in promoting India's foreign trade.
4. To develop the skills among students to anticipate various regulatory and legal aspects related to India's foreign trade.

## **Unit I- Introduction to India's Foreign Trade and Investment:**

History and introduction to foreign trade, Pattern and structure of India's foreign trade; Promotional measures in foreign trade by Indian government, India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets; Regulatory bodies in India dealing with foreign trade; India's foreign investment policy and flows.

## **Unit II- Foreign Trade Policy and Economic Relations:**

Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia; India's Bilateral Investment Treaties and DTAAs.

## **Unit III- Export Promotion Measures and Institutional Arrangements:**

The import and export control orders; The Import export licensing system; Export promotion measures and schemes; Export Incentives; EXIM Bank of India; EXIM policy; Export and trading houses, import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOUs – Policy framework and operational aspect. Export promotion councils, DIPP; Commodity boards/export development authorities; Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system.

**Unit IV- Foreign Exchange facilities and Regulations:** Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

## **References:**

1. Ministry of Commerce, Handbook of Procedures, Vols. I and II, Government of India, New Delhi.
2. Ministry of Commerce, Export Import Policy, Government of India, New Delhi.

3. Economic Survey– Compiled by the Government of India, Ministry of Finance, Department of Economic Affairs – Latest Edition.

**Additional Readings:**

1. Meier G.M., Trade Policy and Development, in Scott Maurice and Deepak Lal, Public Policy and Economic Development – Essays in Honour of Ian Little, Oxford
2. Nayyar Deepak, India's Export Performance 1970-85, Underlying Factors and Constraints, in Robert E.B. Lucas and Gustav F. Pipanek (ed.), Indian Economy Recent Development and Future Prospects, New Delhi.

**Multinational Business Finance****Credits - 4****Course Code: MBAIB-216****Course Objective:**

The objective of the course is to familiarize the students with International Monetary System and Financial Institutions. Functioning of the Foreign Exchange Markets, Financial Management of a multinational firm will be the essential component of this course.

**Course Outcome:**

1. Students shall have a fair understanding of the MNCs operations with respect to finance.
2. They will understand the functioning of Multilateral Agencies and their role in global economic development.
3. Students will have the understanding of the different aspects of the foreign exchange markets
4. Students will have the understanding of varied aspects related to international payment systems.

**Unit I Multinational Business Finance:**

MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

**Unit II The Foreign Exchange Markets:**

Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates.

**Unit III Financial management of the Multinational Firm:**

Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting – Problems and issues in foreign investment analysis.

**Unit IV Payment Systems:**

Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement.

**Text Books:**

1. Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2001). Multinational Business Finance (15th ed.). Pearson.
2. Shapiro, Allen C. (1995). Multinational Financial Management, Prentice Hall India.

**Suggested Readings:**

1. Levi, Maurice (1996), International Finance, McGraw Hill Inc., (4th ed.). New York, New Delhi.
2. Madura, J. (2009). International Financial Management (10th ed.). New Delhi, Cengage Learning.
3. Buckley, A. (2004). Multinational Finance (5th ed.). Pearson Education

## **Area- Entrepreneurship**

**Family Business Management****Credits – 4****Course Code: MBAEN-212****Course Objectives:** The students will try to learn:

1. The family business system in India.
2. Challenges and governance of family business in India.
3. The qualities to be possessed by the successor of the organization and concentrating on the improvement of those qualities.
4. Business cycle stages and their influence on family business and tuning business according to the changing environment.

**Course Outcomes:**

After successful completion of the course, students will be able to:

1. Outline the basic concepts relating to the family business in India to get exposure to it.
2. Contrast the challenges and competitive advantages for the family business in India to transform challenges into competitive advantages.
3. List out responsibilities and duties and challenges of owners for a family business organization in India to overcome challenges.
4. Demonstrate various factors affecting family governance in India for effective maintenance of business

**UNIT-I Introduction To Family Business**

Family Business as a unique synthesis, Succession and Continuity: The three-generation rule, Building Family business that last, the systems theory model of Family Business, Agency Theory of Family business, The stewardship perspective of the family business, Competitive

Challenges and Competitive advantages of family businesses, The role of Genograms and family messages to understand the family system. Family emotional intelligence, The ECI-U Model.

### **UNIT-II Ownership Challenges And Family Governance**

Shareholder Priorities – Managers vs. Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

### **UNIT-III Successor Development**

Characteristics of next-generation leaders - Next-generation attribute interests and abilities for responsible leadership. Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

### **UNIT-IV Strategic Planning And Transgenerational Entrepreneurship**

Life cycle stages influencing family business strategy - Turning core competencies into a competitive advantage. The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

### **UNIT-V The Future Of Family Business**

New Leaders of the Evolution - Three states of evolution-Continuity and culture - change the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change

#### **Text Books:**

- Josh Baron, Rob Lachenauer, “Harvard Business Review Family Business Handbook”, Harvard Business Review Press, Jan, 2021.
- Thomas Zellweger, “Managing the family business”, Edward Elgar Publishing Ltd, April, 2017.
- Ernesto J.Poza, Mary S. Daughterty, Family Business, Cengage Learning, 3rd Edition, 2015.

#### **Reference Books:**

- John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 3rd Edition, 2011.
- M. Nordqvist, T. Zellweger, Trans-generational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations, Edward and Elgar Publishing Limited, 4 edition, 2010.

## **Social Entrepreneurship**

**Credits – 4**

**Course Code: MBAEN-214**

**Course Objectives:** Upon completion of this course, students will be able to:

1. Define social entrepreneurship and distinguish its elements across a continuum of organizational structures from traditional nonprofits to social enterprises to traditional for profits
2. Classify the key elements of, and actors in, the social entrepreneurship ecosystem
3. Engage with a diverse group of social entrepreneurs
4. Assess the strengths and limitations of social entrepreneurship in addressing social problems in the urban context

### **Course Outcome**

On successful completion of this course, students will be able to:

1. Explain the characteristics that define social entrepreneurship
2. Describe different forms of social enterprise organizations
3. Apply and critique social entrepreneurship frameworks
4. Explain key considerations in resourcing social entrepreneurship

### **UNIT-I Entrepreneur And Entrepreneurship**

Meaning, definition: Entrepreneur, Entrepreneurship. Types of Entrepreneurs –Social entrepreneur, Serial entrepreneur, Lifestyle entrepreneur. Types of Entrepreneurships – creative entrepreneurship, inclusive entrepreneurship, knowledge entrepreneurship. Entrepreneurial characteristics: Inspiration, creativity, direct action, courage and fortitude. Characteristics of an entrepreneur: innovation, introducing new technologies, catalyst, creativity, generating opportunity for profit or reward. Entrepreneurship development in India. Scope of entrepreneur development. Concepts of Value Creation.

### **UNIT-II Social Entrepreneur, Social Entrepreneurship And Social Enterprises**

Meaning, definition: Social entrepreneur, social entrepreneurship, social enterprises. Characteristics of Social Entrepreneurship - Explicitly formulated mission to create and sustain social value and to benefit the communities, high degree of economic risk and autonomy in activities related to producing goods and/or selling services, pursuit of new opportunities and exploration of hidden resources to serve that missions, quest for sustainable models, based on the well-elaborated feasibility study, ongoing engagement in innovation, adaption and learning, decision- making power not based on capital ownership, participatory and collaborative nature involving various stakeholders, limited distribution of profit and minimum amount of paid, change opportunities lying in the hands of every individual. Characteristics of Social Entrepreneur- social catalysts, socially aware, opportunity seeking, innovative, resourceful, accountable. Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship. Social Entrepreneurship in developing countries and in India.

### **UNIT-III (5 HRS) The Social Entrepreneurship Process**

The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and opportunity) framework, The Case Model, The Social Entrepreneurship Framework. Sources of Social Entrepreneurship -Public Sector, Private Sector, Voluntary Sector. 7 Qualities and Skills of Social Entrepreneur - Entrepreneurial, innovative, transformative, leadership, storytelling, people, visionary opportunities, alliance building, questions and doubts, accountability, missing skills, succession, scale.

### **UNIT-IV Ethical Entrepreneurship And Challenges In Social Entrepreneurship**

Ethical entrepreneurship: Meaning. Empirical ethics, eternal ethics. Entrepreneur and

customer, Entrepreneur and employee, Entrepreneur and Government. Challenges in Social Entrepreneurship. Social Entrepreneurship in practice: Bangladesh Rural Advancement Committee (BRAC), The Grameen Bank (GB), The Self Employment Women's Association (SEWA). Boundaries of Social Entrepreneurship – Social service provision, social activism.

### **References:**

1. Robert A. Philips Margret Bonefiel Ritesh Sharma, Social entrepreneurship, the next big business opportunity Global Vision Publishing House, New Delhi, 2011
2. S.S.Khanka, Entrepreneurship in India, perspective and practice, Akansha publishing house, New Delhi, 2009
3. Jill Kickul and Thomas S.Lyons, Routledge, Understanding social entrepreneurship, the relentless pursuit of mission in an ever changing world, New York, 2012
4. Vasanth Desai, Entrepreneurial development, Himalaya Publishing House, 2008, web resources

## **Project Management**

**Credits – 4**

**Course Code: MBAEN-216**

### **Course Outcomes:**

Upon successful completion of the course the student should be able to:

1. Apply project management concepts to address specific management needs at the individual, team, division, and/or organizational level
2. Identify the resources, costs and time constraints, tools and supplementary materials needed project life cycle provides internal stakeholders with information regarding project costs by considering factors such as estimated cost, variances and profits
3. Demonstrate effective project planning, execution and control techniques that result in successful projects
4. Demonstrate a strong working knowledge of ethics and professional responsibility in project management

### **Unit 1: Project Management Principles**

Definition of project, project management processes and other key concepts, principles of project management, roles and responsibilities of the project manager, project life cycle, causes of project failures

### **Unit 2: Planning the project**

Project planning process, project charter and project plan, work breakdown structure (WBS) techniques, project structuring and organization considerations, change management and conflict resolution issues.

### **Unit 3: Estimating Project Costs**

Type of costs, Elements of budget, approaches for estimating cost and budget, Factors influencing quality of estimates.

### **Unit 4: Estimating Project Time**

Activity sequencing, Estimating time, precedence network diagram, critical path method,

program evaluation and review techniques, project scheduling, basics of scheduling.

### **Unit 5: Managing Risks, Project Control and Performance Management**

Risk concept and identification, risk assessment, prioritizing risks, risk response planning, Project tracking and control elements, factors contributing to successful project control, Measures of project success.

#### **Text Books:**

- Meredith J.R., Mantel S.J. and Shafer S.M. (2014) Project Management: A Managerial Approach, 9/e, I, Wiley Publishing.
- Straw, G (2015), Understanding Project Management, Kogan Page Ltd,

#### **Reference Books:**

- Charvat J. (2003) Project Management Methodologies: Selecting, Implementing and Supporting Methodologies and Processes for projects. 2003: John Wiley & Sons.
- PMI, A Guide to the Project Management Body of Knowledge.

## **Entrepreneurship and E-business**

**Credits – 4**

**Course Code: MBAEN-218**

**Course Objective:** The objective of the course is to enable students to become familiar with the mechanism for conducting business through electronic means.

### **Course Outcomes**

Upon successful completion of the course the student should be able to:

1. Understand the concept of E-business and its various aspects.
2. Envision innovative business models.
3. Identify the synergy of technology and new age businesses.
4. Assess the business scenario and design business models.
5. Know about electronic payment system and associated security issues.

### **Unit 1- Introduction to E-business:**

Overview of E-business, Origin and need of E-business, Factors affecting E-business, E business framework, Models of E-business: B2B,B2C,C2C,C2B,B2B2C; Major requirements in E-business, Functional elements of E-business, Emerging trends and technologies in E-business, E-market and its types, E-government services, Management challenges and opportunities, Impact of E-commerce on business.

### **Unit 2- E-Business Models:**

Value proposition, business models- Online Marketplaces, Online Services, Online Networking, Subscription Model, Outcome-Based Model, Asset-Sharing Model, The “Razor Blade” Model, Pay-Per-Usage model, etc.

### **Unit 3- Payment Gateways Management:**

Electronic payment system, electronic cheque truncation system, electronic cash, smart cards, risk and electronic payment system, unified payment interface, mobile wallets; Application and management; Role of National Payments Corporation of India, RBI protection for unauthorized debits, precautions for cyber safe transactions.

**Unit 4- Security and Legal Aspects of Internet-Enabled Business:**

Threats in E-Commerce, Security of Clients and Service-Provider; Cyber Laws – Cyber-crimes as provided under Information Technology Act 2000, secure electronic records and digital signatures, offences, penalties and adjudication.

**Unit 5- Launching Your E business:**

Marketing an E-Business, Search Engines and Directories, CRM in E-commerce, Building a Corporate Website: Practical issues on servers and Application Software, Corporate Web Site Management issues, E- commerce and WTO.

**Readings**

- Chaffey, D. (2011). E-Business and E-Commerce Management: Strategy, Implementation and Practice. Pearson Education India.
- Ian, Dodson I. (2016). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Wiley.
- Kotler, P. Kartajaya, H & Setiawan, I. (2017). Marketing 4.0: Moving from Traditional to Digital. Wiley.
- Marilyn, Greenstein, M. & Feinman, T. (2000). Electronic Commerce: Security Risk Management and Control. McGraw-Hill Inc.

**HR Analytics****Credits – 4****Course code MBAAN-212****Course Objectives:**

1. To study the principles of HR Analytics and its role in present day organizations
- To understand the concept of Equality, diversity and inclusion in HR
3. To understand the Reliability and validity of selection models
4. To understand the concepts of Performance analysis

**Course Outcomes:**

Upon successful completion of the course the student should be able to:

Examine/understand the nuances of HR Analytics and its importance

1. Examine and understand the concept of Equality, diversity and inclusion in HR
2. Evaluate the reliability and validity concerns of the selection models
3. Assess the Performance Analysis for optimizing the performance of employees

**Unit 1. Introduction to HR Analytics:**

Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model.

**Unit 2. Diversity Analysis:**

Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles

**Unit 3. Recruitment and Selection Analytics:**



Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.

#### **Unit 4. Performance Analysis:**

Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions

#### **Unit 5. Monitoring impact of Interventions:**

Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis

#### **Text Books:-**

1. Fitz-Enz Jac,(2001), How to Measure Human Resource Management,McGraw Hill
2. Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press.
3. Rao T.V.(1999), HRD Audit, Response Books.

## **Data mining for business analytics**

**Credits – 4**

**Course Code: MBAAN-214**

### **Course Objectives**

1. To explain the ideas and concepts related data mining.
2. To demonstrate data exploration and dimension reduction techniques.
3. To describe the data mining techniques.

### **Course Outcomes**

Upon successful completion of the course the student will be able to:

1. Explain data mining process.
2. Apply exploration and dimension reduction techniques on data.
3. Apply appropriate data mining techniques.
4. Demonstrate social network analytics and text mining.

### **Unit I – Introduction to data mining**

Overview of data mining; Data mining and related terms; core ideas in data mining; steps in data mining; predictive power and overfitting; building a predictive model; evaluating predictive performance.

### **Unit II – Data exploration and dimension reduction**

Data visualization; basic charts; multidimensional visualizations; specialized visualizations; overview of dimension reduction; Dimensionality; data summaries; correlation analysis; working with categorical variables; principal component analysis; dimension reduction – regression models, classification and regression trees.

### **Unit III- Prediction and classification methods**

Multiple linear regression; k-Nearest Neighbours (kNN); Naive Bayes Classifier; classification and regression trees; logistic regression; neural networks; discriminant analysis; Combining Methods: Ensembles and Uplift modelling.

### **Unit IV – Mining relationships among records**

Market basket analysis; pattern mining methods; Association Rules; Collaborative Filtering; measuring distance between two records; measuring distance between two clusters; Hierarchical (Agglomerative) Clustering; Non-Hierarchical Clustering; The k-Means Algorithm; support vector machines.

### **Unit V– Forecasting time series**

Descriptive and predictive modelling; popular forecasting methods in business; time series components; data partitioning and performance evaluation; regression-based forecasting; smoothing methods.

### **Unit VI – Social network analytics and text mining**

Overview of social networks; directed and undirected graphs; visualizing and analyzing networks; social data metrics and taxonomy; prediction and classification using network metrics; overview of text mining.

### **Suggested Readings**

1. Shmueli, Bruce, Yahav, Patel, Lichtendahl Jr., Wali, O.P. (2021). Data Mining for Business Analytics, An Indian Adaptation: Concepts, Techniques, and Applications in R. Wiley
2. Nwanganga, F., & Chapple, M. (2020). Practical Machine Learning in R (1st ed.). Wiley.
3. Tan, P., Steinbach, M., Karpatne, A., & Kumar, V. (2018). Introduction to Data Mining (2nd Edition) (What's New in Computer Science) (2nd ed.). Pearson.

## **Application of AI in Business**

**Credits – 4**

**Course Code: MBAAN-216**

### **Course objectives**

1. To describe the importance and application of AI in today's era.
2. To demonstrate machine learning approaches.
3. To explain the process of creating a neural network.
4. To illustrate the development of AI strategy.

### **Course outcomes**

Upon successful completion of this course students will be able to:

1. Explain the application of AI in business scenarios.
2. Apply the machine learning techniques.
3. Design artificial neural network.
4. Formulate AI strategy for the organizations.

### **Unit I Introduction to Artificial Intelligence**

Overview of artificial intelligence - evolution, definition, approaches, common applications; drivers of AI; AI for people and business framework.

### **Unit II Machine learning**

Machine learning process; types of learning – supervised, unsupervised, semi-supervised, reinforcement; algorithms – decision trees, k-nearest neighbour, k-means clustering, regression analysis, naïve bayes; modelling.

### **Unit III Artificial Neural Network**

Overview of neural network – brain analogy, perceptron, sigmoid neuron; working of neural

network – hidden layers, activation function, weights, bias, cost function, gradient descent, backpropagation; clustering using neural network.

#### **Unit IV Application of Artificial Intelligence**

Natural language processing, automating customer interactions, data-based decision making, predict events and outcomes, building artificial minds, personalisation and recommender system, computer vision.

#### **Unit V Developing AI strategy**

TCPR model, GABDO model, AI readiness and maturity, key considerations, creating AI roadmap, business cases.

#### **Suggested Readings**

1. Doug Rose (2020), Artificial Intelligence for Business, 2nd Edition, Pearson Business Analytic Series.
2. Deepak Khemani (2013), A First Course in Artificial Intelligence, McGraw Hill.
3. Alex Castrounis (2019), AI for People and Business, O'Reilly Media, Inc.
4. Sudhi Sinha, Khaled Al Huraimel (2020), Reimagining Businesses with AI, Wiley.
5. Bernard Marr, Matt Ward (With) (2019), Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems, Wiley.

## **Big Data analytics**

**Credits - 4**

**Course Code: MBAAN-218**

#### **Course Objectives**

1. To explain big data technology.
2. To describe big data related tools such as Hadoop, MapReduce, NoSQL
3. To demonstrate analytics software packages for managing big data.

#### **Course Outcomes**

Upon successful completion of this course students will be able to:

1. Explain big data and related technologies.
2. Demonstrate an understanding of NoSQL database.
3. Classify big data tools and technologies
4. Develop script to handle large databases.

**Unit-I Introduction to Big data :**What is big data, why big data, convergence of key trends, unstructured data, big data technologies, introduction to Hadoop, open-source technologies, cloud and big data, mobile business intelligence, Crowd sourcing analytics.

**Unit-II Hadoop and MapReduce:** Overview of Hadoop, configuring a Hadoop cluster, storing data with HDFS, HDFS commands, Hadoop distributions, Hadoop in the cloud; Processing data with MapReduce, Parallelism in Map and Reduce phases, Optimization of Map phase using combiner, scheduling and managing tasks, use case of MapReduce.

**Unit-III NoSQL:** Overview of NoSQL, NoSQL Databases in the Light of CAP Theorem, NoSQL Product categories, NoSQL Database Cassandra, NoSQL Database in cloud, Do's and Don'ts of NoSQL, Big Data and NoSQL.

**Unit-IV Spark and kafka:** Overview of Spark, Hadoop and Spark, Spark Programming

Languages, SparK Architecture; SparK libraries: SparK SQL, Streaming, Machine Learning, GraphX; PySparK with Python; Overview of Kafka architecture, Kafka and Big Data, Components in Kafka, Difference between Apache Kafka and Apache Flume.

**Unit-V Other Big Data tools and technologies:** Overview of Hive – architecture, data flows, types of tables, partitioning and bucketing; Apache Pig – features and architecture; Apache Pig and MapReduce; Sqoop and Flume; Oozie; Lucene and Solr; Zookeeper; Apache NiFi.

**Unit-VI Application of Big Data in business:** Illustration of big data usage through cases, industry examples of big data, web analytics, big data and marketing, fraud and big data, risk and big data, credit risk management, big data and algorithmic trading, big data and healthcare, big data in medicine, advertising and big data.

**Note:** The students will give practical hands-on experience of working with Big data using R, Python or any other appropriate analytics tool.

**Suggested Readings**

1. Goswami,S., Das,A.K., Mukherjee, S. (2019). Big Data Simplified. PEARSON INDIA.
2. Maheshwari, A. (2020). BIG DATA (2<sup>nd</sup> ed.) MC GRAW HILL INDIA.
3. Shankarmani,R., Vijayalakshmi,M.(2016). Big Data Analytics (2<sup>nd</sup> ed.). WILEY INDIA.