



AKKINENI NAGESWARA RAO COLLEGE (AUTONOMOUS)
COURSE STRUCTURE FOR MASTER OF BUSINESS ADMINISTRATION
Under Choice Based Credit System
w.e.f. 2020-21 (R20 Regulations)

MBA I SEMESTER SYLLABUS

20 MBA101: MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOR (4L + 1P + 0T)

Subject Code:	20 MBA 101	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

The main objective of this course is to familiarize the student with the fundamental concepts, functions, and principles of management. It is also aimed at helping the students to improve their managerial skills and administrative abilities. It also gives students an understanding of the Organization behaviour with a view to make the organizations functional and effective.

UNIT-I

Introduction to Management: Concept, Definition and Nature of Management – Evolution of Management thought – Purpose, Functions, Principles, and Levels of Management – Types and Roles of Managers (Mintzberg), and skills for Managers (Katz)– Management and Environment – Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices in the wake of Globalization.

UNIT-II

Planning: Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Decision Tree Analysis - Management By Objectives. Organizing: Process - Formal and Informal Organizations – Departmentation - Span of Control – Delegation Vs Decentralization – Staffing.

UNIT-III

Leading – concept, scope, significance - Motivation: Significance, Process -Theories of Maslow, Herzberg, McClelland, Porter and Lawler - Leadership: Trait Approach, Leadership Styles, Managerial Grid; Likert's Four Systems of Leadership – Communication. Controlling: Basis - Control Process, Pre-Requisites and Requirements of adequate Control - Techniques of control.

UNIT-IV

Organizational Behavior – Importance - Historical Background - Fundamental concepts of OB - Different models of OB – Understanding Individual Behavior – Perception- Concept–Process- Learning-Concept – Theories of learning - Personality –Concept-Personality traits- Theories of Personality- Attitudes- Johari Window 2X2 matrix, Transactional Analysis

UNIT-V

Group dynamics – Concept, importance, types of groups, group formation, group development, group composition, group performance factors; Organizational conflict, Resolution of conflicts; Organizational Culture and determinants of Organizational Culture; Organizational Change, Concept, Need for change, resistance to change; Theories of planned change; Organizational Development-Concept of OD, Organizational diagnosis, OD interventions.

Case Study (Not Exceeding 300 words)

Practical Components:

- Studying organizational structures of any five companies and classifying them into different types of organizations and justifying why such structures are chosen by those organizations.
- Identifying any five organizations and group them into different types of organizations based on Management at work place.
- Studying organizational group dynamics of any three companies and identify the best method of managing group dynamics.
- Study any three companies following OD interventions and Identify effective technique.

Note: Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.

REFERENCE BOOKS:

1. Heinz Wehrich, Harold Kontz, Management: A Global Perspective, 10/e TMH
2. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi.
3. Clegg, S., Kornberger, M., and Pitsis, T., Managing and organisations: An introduction to theory and practice, Sage, London, 2011.
4. Ricky Griffin, Gregory Moorhead, Organizational Behavior: Managing People and Organizations, Cengage Learning, 2009.
5. Graeme Martin, Managing People and Organizations in Changing Contexts, Routledge, 2006.
6. Knights, D. & Willmott, H. Introducing organizational behavior and management, Thompson, London, 2006.
7. Luthans.F. Organizational Behaviour, TMH.
8. Robbins, Management, 7/e, Pearson Education.
9. John F.Wilson, The Making of Modern Management, Oxford University Press.
10. Organizational Behaviour, Subbarao P, Himalaya Publishing House.

20 MBA 102: MANAGERIAL ECONOMICS (4L + 1P + 0T)

Subject Code:	20 MBA 102	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

By the end of the course, students will be able to introduce the fundamentals, tools and theories of managerial economics; to orient on micro economic techniques as a decision making process; and to understand macro economic analysis essential for business managers.

UNIT-I

Managerial Economics: Definition, Nature, Scope– Functions and Responsibilities of a Managerial Economist – Law of Demand and its exceptions – Elasticity of Demand – Market Demand Equation –Types of Elasticity of Demand and their Managerial Uses– Demand Forecasting – Methods of Forecasting for Existing and New Product.

UNIT-II

Production Analysis & Firm Theory: Economic Theory of Firm – Theories of firm– Baumol’s Model and Agency Theory– Production Function–Law of Variable Proportions & ISO-Quants & ISO Costs – Least Cost Factor Combination–Returns to Scale– Economies and Diseconomies of Scale.

UNIT-III

Cost, Profit & Market Structures: Cost Concepts – Short-run and Long-run Cost Curves – Determinants of Short-Term & Long Term Profits, Measurement of Profit – Profit Maximization vs. Wealth Maximization– Demand and Supply: Market Equilibrium – Market Structures – Concept of Price –Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

UNIT-IV

Indian Economic Environment: Overview of Indian Economy– Recent changes in Indian Economy–Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI– Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation– Measurement of Inflation– Economics of Risk & Finance –Monetary Policy & Fiscal Policy.

UNIT-V Trade Cycles: Phases, Theories, and Corrective Measures– Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function – Keynesian Theory (overview).

Case Study (Not Exceeding 300 words) Or Problem from either Unit-2 or Unit-3.

Practical Components:

- Study of demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- An in-depth study of economic indicators on the growth rate.
- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI.

REFERENCE BOOKS:

1. Joel Dean, *Managerial Economics*, Prentice Hall.
2. Mote & Paul, *Managerial Economics*, Tata McGraw Hill.
3. Gupta, *Managerial Economics*, Tata McGraw Hill.
4. Gupta, *Macro Economics, Theory & Applications*, Tata McGraw Hill.
5. Mehta P.L, *Managerial Economics – Text and Cases*, S.Chand & Co.
6. Peterson & Lewin, *Managerial Economics*, Prentice Hall of India.
7. Person H. Craig, Lewis W. Ch and Jain Sudhir K, *Managerial Economics*, Pearson Education.

20 MBA 103: BUSINESS ANALYTICS FOR MANAGERIAL DECISION MAKING (4L + 1P +0T)

Subject Code:	20 MBA 103	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

By the end of the course, students will be able to understand a Problem(s) in Business, explore and analyze the problem(s); make better decisions, to improve policy making, to develop strategy and to improve day to day performance of organizations; explore data to find new patterns and relationships (Data Mining); predict the relationship between different variables (Predictive Analytics and Predictive Modeling); estimate the value created using business analytics to address an opportunity/Problem; and understand and use statistical techniques for analysis of research data.

UNIT -I

Introduction: Meaning, Definition and Importance of Business Analytics – Analytics v/s Analysis –Business Analytics v/s Business Intelligence and Data Mining – Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems &

Opportunities through Data Analytics – Framing a Business Problem as an Analytical Problem – Analytical Approaches for Decision Making – Business Analytics as a Competitive Strategy – Effective Communication of Analytics.

UNIT -II

Mathematics and Statistics for Business Analytics: Concept and Definition of Data Science – Data Sources, Types of Data and Data Representations – Mathematics for Business Analytics: Application of Differentiation, Maxima and Minima, Matrices and Matrix Operations using Cramer’s Rule and Inverse Method (Problems) –Probability and Counting Techniques: Bayes’ Theorem, Binomial, Poisson and Normal Distributions (*Theory and Problems*)– Statistics for Business Analytics: Descriptive Statistics-Measures of Central Tendency, Variability and Shape (*Theory and Problems*).

UNIT-III

Predictive Analytics Tools & Techniques:Concept of Predictive Analytics–Linear Regression and Logistic Regression(*Theory and Problems*) – Factor Analysis – Cluster Analysis (*Theory*) – Econometrics and Time Series Forecasting (*Theoryand Problems*).

UNIT-IV

Contemporary Analytics: Financial and Risk Analytics, HR Analytics, Customer Analytics for New Product Development, Retail Analytics, Sales force Analytics, Web and Social Media Analytics, and Supply Chain and Logistics Analytics(*Theory*).

UNIT-V

Business Research & Analytics for Decision Making: Introduction to Research and Problem Formulation – Types of Research –Research Process and Research Design – Sampling Theory – Scaling, Measurement Data Collection Techniques (Overview) –Hypothesis Formulation and Testing Techniques–*Non-Parametric Tests* (Mann-Whitney U,Chi-square test, and Spearman R) – *Parametric Tests*: Correlation, t-test and ANOVA– Data Interpretation, Report Writing and Presentation (*Theory and Problems*).

Case Study (Not Exceeding 300 words)

Practical Components:

- Students should identify any three companies using data analytics, and analyze how companies are using analytics to prosper.
- Should form groups (A group consists of 4-6 students) and download 'R' the most popular software (free and open source) for data management and statistical analysis of

data. Teachers shall teach students how to use the R Software to work with data using a case study related to unit-4.

- Students should conduct a team based project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- Students are required to develop practical experience in using several different types of online analytical tools (e.g. Google Analytics, Bing Webmaster Tools and AWstats).
- Students should apply analytics tools to real-world business contexts (local areas) for improved decision-making.
- Assess the strengths and limitations of analytics and predictive modeling techniques for different business applications and varying data conditions using free and open source softwares like 'R' and 'Orange'.
- Students are expected to write the research design on Exploratory and Descriptive Research.
- Students are asked to prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- Students are asked to conduct Market survey to know the consumer perception towards any FMCG.

REFERENCE BOOKS:

1. Shmueli, Patel and Bruce, *Data Mining for Business Intelligence, Concepts, Techniques and Applications*, Wiley.
2. Powell and Baker, *Management Science: The Art of Modeling with Spreadsheets*, Wiley.
3. Williams, *Data Mining with Rattle and R: The Art of Excavating Data for Knowledge Discovery*, Springer.
4. Ledolter, *Data Mining and Business Analytics with R*, Wiley.
5. Danielle Stein Fairhurst, *Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals + website*, Wiley, 2013.
6. Winston Wayne L., *Microsoft Excel 2013: Data Analysis and Business Modeling*, Microsoft Press, USA.
7. C R Kothari, *Research Methodology*, Vishwa Prakashan, 2002.
8. Donald R. Cooper & Pamela s Schindler, *Business Research Methods*, 9/e, TMH /2007
9. Naresh K Malhotra, *Marketing Research*, 5th Edition, Pearson Education /PHI 2007

20 MBA 104: MANAGERIAL COMMUNICATION (4L + 0P + 0T)

Subject Code:	20 MBA 104	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

By the end of the course, students will be able to understand communication skills and sensitize them to their potential to become successful managers; explain the various types of communication in Business Organizations; to help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public; and identify the role of communication conflict in intercultural relationships.

UNIT-I

Introduction: Definition, Role, Purpose & Classification of Communication – Communication Process – Characteristics of Successful Communication – Importance of Communication in Business Organizations – Communication barriers – Communication Structure in Organization – Communication in Conflict Resolution – Communication in Crisis – Communication in a Cross-cultural and Multi cultural Setting.

UNIT-II

Inter & Intrapersonal and Oral & Nonverbal Communication – Interpersonal Communication Models – Intrapersonal Communication Models – Principles of Successful Oral communication – Barriers to Oral Communication – Types of Managerial Speeches–Principles of Nonverbal Communication – Group Communication: Meetings and Group Discussions.

UNIT-III

Managerial Writing & Business Correspondence– Purpose of Writing – Clarity in Writing – Principles of Effective Writing–The Seven Cs of Effective Written Communication–Applying the Three Step Writing Process–Planning and Writing Business Reports and Proposals–The Process of Preparing Effective Business Correspondence–The Organization and Composition of Business Messages–Principles of Effective Presentations.

UNIT-IV

Media Management & Meeting Documentation: Press Release, Press Conference & Media Interviews–Notice, Agenda, and Resolution & Minutes–Designing & Delivering Business

Presentations–Advanced Visual Support for Managers –Communication and Negotiation–
Negotiation Process – Negotiation Strategies.

UNIT-V

Communication Networks & Employment Communication: Technology-enabled
Communication – Communication Networks: Intranet, Internet, e-mails, SMS,
Teleconferencing, Video conferencing, Blogs and Social Media –Composing Application
Messages: Writing CVs& Resumes – Interview skills– Listening Skills.

Case Study (Not Exceeding 300 words)

Practical Components:

- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking
- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester)and to be evaluated by the faculty.

REFERENCE BOOKS:

1. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
2. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, *Organizational Communication – The Keystone to Managerial Effectiveness*, New York: McGraw-Hill.
3. Lesikar & Flatley., *Basic Business Communication – Skills for Empowering the Internet Generation*. 9th Edition, McGraw-Hill.
4. Monippally, M M., *Business Communication Strategies*, Mc Graw-Hill.
5. K.K. Ramachandran Lakshmi, Kartik, M. Krishna Kumar, *Business Communication*, MacMillan India Ltd., 2007.
6. Shirley Taylor, *Communication for Business*, Pearson Education.
7. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
8. Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, *Effective Business Communication*, The McGraw-Hill Company, New Delhi.

20 MBA105: LEGAL FRAMEWORK FOR BUSINESS (4L + 1P + 0T)

Subject Code:	20 MBA 105	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

The objectives of the courses focus on instilling in students a strong sense of the legal and ethical issues permeating business; aiding students' comprehension of the legal and regulatory environment as well as the ethical considerations and substantive laws that shape business practices and policies; and developing students' analytical and problem solving ability, as well as their oral and written presentation skills students will be able to acquire knowledge and understanding of major commercial and economic laws.

UNIT-I

The Indian Contract Act, 1872 : Definition of a Contract and its essentials, Formation of a valid Contract – Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract, Breach of a Contract & its Remedies- Special Contracts: Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

UNIT –II

The Limited Liability Partnership Act, 2008; Salient features of LLP; Difference between LLP, Partnership and a Company; LLP Agreement; Nature of LLP; Partners and Designated Partners; Incorporation Document; Incorporation by Registration; Registered office of LLP and Change therein; Change of Name; Partners and their Relations; Extent and Limitation of Liability of LLP and Partners; Whistle-blowing; Contributions, Financial Disclosures, Annual return, Taxation of LLP; Conversion to LLP; Winding up and Dissolution.

UNIT-III

The Sale of Goods Act, 1930: Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. The Negotiable Instrument Act, 1881: Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder-in-Due course. Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

UNIT-IV

The Companies Act, 2013 & Amendment Act, 2015– Nature and Kinds of Companies – Company Formation and Prospectus – Memorandum and Articles, Share Capital and Debentures, Membership – Management, Meetings and Winding-up of Company.

UNIT-V

Cyber Laws in India; Meaning and scope of Information Technology; Objectives of IT Act, 2000; Issues relating to Digital Signatures; Computer Crimes; Cyber regulations; Consumer Protection Act, 1986: Scope; Rights of Consumers; Dispute Resolution Commission– The *Consumer Protection Bill, 2018*; The Competition Act, 2002: Scope and its objectives, Functions, and Salient features

Case Study (Not Exceeding 300 words)

Practical Components:

- Make students identify the success and failures of companies due to non compliance of regulatory and legal framework of India.
- Give exercises for clarity and conciseness on strong legal framework based on four key principles: simplicity, transparency, fairness and accountability.
- A suitable case is to be selected and administered in the class sticking
- The students should prepare cases of CSR and Corporate Governance
- Each student to give presentation of 5 minutes about Business, Society and Governance (this can be spread throughout the semester) and to be evaluated by the faculty.

REFERENCES BOOKS:

1. Maheswari, S. N., & Maheswari, S. K., Business Laws, Himalaya Publishing House, Mumbai
2. Chandra Bose, D., Business Laws, PHI Learning PVT Ltd., New Delhi
3. Gulshan S. S. – Business Law Including Company Law (Excel Books)
4. Avtar Singh – Principles of Mercantile Law, (Eastern Book Company, 7th Edition).
5. N.D. Kapoor & Rajni Abbi-General Laws & Procedures, Sultan Chand & Sons
6. Kumar, Ravinder (2016), Legal aspects of Business, Cengage Publishers, New Delhi.
7. CA. C., Rama Gopal, Business Legislation, New Age International Publishers, New Delhi
8. Lee Reach, Business Laws, Oxford University Press, UK
9. Sharma J. P., and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd, New Delhi.
10. Bhandari, Munish, Professional Approach to Corporate Laws and Practice, Bharat Law House, New Delhi

20 MBA106: FINANCIAL STATEMENTS ANALYSIS AND REPORTING (4L + 1P + 0T)

Subject Code:	20 MBA 106	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

By the end of the course, students will be able to explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary; explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements; explain and use the financial reporting and auditing procedures; and explain and use various cost management techniques.

UNIT-I

Introduction to Financial, Cost and Management Accounting: Basic Accounting Concepts and Conventions – Accounting Records and Systems – Journal – Ledger – Trial Balance – Construction of Profit & Loss Account and Balance Sheet.

UNIT-II

Understanding Financial Statements: Construction and Analysis of Profit and Loss Account – Accounting for Liabilities – Financial Statement Analysis – Construction and Analysis of Funds Flow Statement, and Cash Flow Statement.

UNIT-III

Accounting for Capital Issues: Accounting for Issue, Allotment and Forfeiture of Shares, Accounting for Debentures Issues – Conversion – Accounting Procedures for Declaring and Distributing Dividends.

UNIT-IV

Financial Reporting and Auditing: Legal requirements relating to Accounting Disclosure – IFRS – Board's Report, Legal Requirements relating to Auditing (Brief) – Internal Controls, Accounting for Cash and Ethics – Forensic Accounting, Window Dressing – Sustainability Reporting.

UNIT-V

Cost Management: Understanding and Classifying Costs – Cost Behavior – Planning for profit and Cost control – Cost Management Process – Cost Management Techniques –Marginal Costing – Cost-Volume-Profit Analysis – Performance Evaluation.

(Case Study/ Problem from either Unit-2, 3 or unit-5 only)

Practical Components:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Preferably Tally)
- Identify the sustainability report of a company and study the contents.
- Collecting audit reports of the companies and analyze them using different auditing techniques.

REFERENCE BOOKS:

1. Anthony, Robert N and James Reece, *Accounting Principles*, All India Traveler Book Seller, ND.
2. Horngren, Charles T., *Introduction to Management Accounting*, PHI, NJ.
3. Maheswari SNN, *Management Accounting and Financial Control*, Mahavir Book Depot.
4. Noore Carl L and Robert K. Joedicke, *Managerial Accounting*, South Western Pub. Co.
5. Rober S. Kaplan and Anthony A. Atkinson *Advanced Management Accounting* (PHI), New Delhi.
6. Jack L. Smith, Robert M. Keith and William L. Stephens, *Managerial Accounting*, McGraw Hill.
7. Bhatatosh Banarjee, *Financial Policy and Management Accounting*, The World Press.
8. I.M.Pandey, *Management Accounting*, Vikas Publishing House.
9. Marriot, *Introduction of Accounting*, Sage Response Books.
10. Jasmine Kaur, *IFRS: A Practical approach*, McGraw Hill.
11. Ashish K Bhattacharya, *Introduction to Financial Statement Analysis*, Elsevier India.
12. Raman B. S, *Financial Accounting*, Vol. I & Vol. II, 1/e, United Publishers, 2009.

20 MBA107: BUSINESS ENVIRONEMENT (4L + 0P + 0T)

Subject Code:	20 MBA 107	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

By the end of the course, students will be able to understand the challenges and complexities faced by businesses and their leaders as they endeavour to maximize returns while responsibly managing their duties to all stakeholders of business; understand the rationale for government interventions in market systems; understand and appreciate the social aspects of business; develop Social Responsibility and make their own judgments as to the proper balance of attention to multiple bottom lines; develop the skills needed to work through ethical dilemmas in a globalised economic era.

UNIT-I

Introduction – Dynamic Factors of Business Environment: Economic, Socio-Cultural, Political/Legal, regulatory, and Technological Environment – Changing Role of Government–Social Responsibilities of Business.

UNIT-II

Overview of Indian Economy: Structural Dimensions of Indian Economy – Trends and Structure of Indian Economy– Public Sector in India – Private Sector in India– Small sector in India – Sickness in Indian Industry – Legal Framework: Special features of The SICA (Special Provisions) 1985, and BIFR.

UNIT-III

Planning and Policies: Planning Goals and Strategies – Evolution of Industrial Policy– Regulatory and Promotional Framework – Current State of Growth and Investment – Policy on Foreign Direct Investment in Indian industry – Interface between Government and Public Sector – India’s Competitiveness in the World Economy.

UNIT-IV

External Sector: Globalization Trends and Challenges – Balance of Payments Trends – India’s Trade Policy: Magnitude and Direction of Indian International Trade, Bilateral and Multilateral Trade Agreements, New EXIM Policy, Role of EXIM Bank–Exchange Rate Movements and their Impact– India’s External Debt – External Influences on India’s Business Environment.

UNIT-V

New Economic Policy Environment in India: Liberalization, Globalization, and Privatization – Industrial Policy of 1991 and Recent Developments – Financial Sector Reforms – Indian Banking Sector – Fiscal Sector Reforms – Economic Reforms and Social Justice – Special Economic Zones (SEZs) – Environmental and sustainability Issues in Development – Corporate Governance: Elements of Governance in Organizations, Obligation to Stakeholders of Business, Major Corporate Governance Failures in Domestic and MNCs

Case Study (Not Exceeding 300 words)

Practical Components:

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on “The relationship between Business, Government and Society in Indian Context and relating the same with respect the models studied in unit-1.
- Case studies/Role plays related ethical issues in business with respect to Indian context.

REFERENCE BOOKS:

1. Douglas E. Geer, *Business, Government and Society*, 3rd Edition, Prentice Hall.
2. John Steiner and George Steiner, *Business, Government and Society: A Managerial Perspective*, TMH.
3. AC Fernando, *Business Ethics: An Indian Perspective*, Pearson publications, 2009.
4. Boatright, *Ethics and the conduct of Business*, fifth edition, Pearson publications, 2007
5. M. Friedman, *The social responsibility of business is to increase its profits*, New York Times Magazine, Sept 13, 1970
6. Manual G Velasquez, *Business Ethics: Concepts & Cases*, sixth edition, PHI publications, 2010.
7. K.Aswathappa, *Essentials of Business Environment*, Himalya Publishing House. Page 14 of 56
8. Justin Paul, *Business Environment*, Tata McGraw Hill.
9. Francis Cherunilam, *Business Environment – Text and Cases*, Himalya Publishing
10. Recent Economic Survey Reports – Government of India
11. Praveen B Malla, *Corporate Governance: Concept, Evolution and India Story*, Routledge.
12. Bob Tricker, *Corporate Governance: Principles, Policies and Practices*, Oxford University Press.
13. Mathur, *Corporate Governance and Business Ethics*, Macmillan India Ltd.

20 MBA108: SOFT & ENTREPRENEURSHIP SKILLS (2L + 1P + 0T)

Subject Code:	20 MBA 108	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

Course Objectives

By the end of the course, students will be able to communicate with required clarity ensuring that the information communicated is clear and accurate; understand and apply basic computer working, basic operating system and uses internet services to get accustomed & take benefit of IT developments in the industry; Knowledge of entrepreneurship and identify establishment for supporting the development of businesses/entrepreneurship; Follow and maintain procedures to achieve a safe working environment in line with occupational health, safety, environment regulations; Comply time management technique in day to day work.

UNIT-I

Effective Communication: Concept of Effective Communication, Components of Effective Communication- Conviction, confidence & enthusiasm, Listening; Communication Process & Handling them; KISS (keep it short & simple) in communication - composing effective messages; Barriers to Communication- Int. & Ext Barriers Intrinsic Motivation, Perception, Language, Fear Power of speech etc; Listening -it's importance, Good and bad listening; Non-Verbal Communication - its importance and Nuances Facial Expression, Posture, Gesture, eye contact, Appearance (Dress Code). Development Competency / Proficiency in English/VernacularLanguage

UNIT-II

Self & Time Management: Self Management, Identifying one's strength and weakness, Planning & Goal setting, Managing self -emotions, ego, pride–Time Management concept, Attendance, Discipline & Punctuality, Act in time on commitment.

UNIT-III

Motivation Techniques & Interpersonal Skill Development: Motivation technique based on Needs and Field Situation, Idealizing–Interpersonal Skill, Importance of Interpersonal Skill.

UNIT-IV

Entrepreneurship: Definition of Entrepreneurship from Different Perspectives, Outline the Importance of Entrepreneurship, Explain the Reasons why Entrepreneurship should be Developed in a Country – Characteristics of an entrepreneur – Factors that Affect the Development of Entrepreneurship – Small Business – Characteristics of Small Business – Procedure for Registering a Business.

UNIT-V

Starting a New Enterprises: Mobilize Resources; Reorganize Resources; Advantages and Disadvantages of the Various Sources of Funds; Ecosystem; Occupational Safety, Health Accident and Safety Environment Education –BusinessEthics – Sexual Harassment.

Practical Components:

- Practice on Oral and spoken communication skill & testing –voice & accent, voice clarity, voice modulation & intonation,word stress etc.
- Study of different pictorial expression of non-verbal communication and its analysis
- Practice on Self Evaluation
- Apply oneself to a task independently with self motivation

Practice by game play & other learning methodology for achieving targets and getting of right first time.

REFERENCE BOOKS:

1. Soft skills Training – A workbook to develop skills for employment by Fredrick H. Wentz
2. Personality Development and Soft skills , Oxford University Press by Barun K. Mitra
3. The Time Trap : the Classic book on Time Management by R. Alec Mackenzie
4. "Effective Group Discussion: Theory and Practice" by Gloria J. Galanes, Katherine Adams, John K. Brilhart.
5. "Effective Presentation", 3rd Edition by Ros Jay, Antony Jay published by Pearson.
6. "Effective Presentation Skills" (A Fifty-Minute Series Book) by Steve Mandel.
7. Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India.
8. Developing Communication Skills by Krishna Mohan and Meera Banerji; MacMillan India Ltd.

20 MBA109: PESONALITY DEVELOPMENT (2L + 1P + 0T)

Subject Code:	20 MBA 109	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

Course Objectives: by the end of the course, students will be able to - To develop orientation towards business etiquettes and the proper etiquette practice for different business scenarios.To learn the etiquette requirements for meeting, telephone, entertaining, internet business interaction scenarios. To minimize nervousness in social situations.

UNIT-I

Introduction to Personality: Concept, Meaning and Definition of Personality – Physical Appearance and Body Language – Voice Modulation and Diction – Communication styles.

UNIT-II

Business Style and Professional Image: Dress Code – Guidelines for Appropriate Business Attire – Multi-cultural Dressing – Personal Grooming for Success – Business Etiquettes, Media Etiquettes, and Table Etiquettes.

UNIT-III

Impression Management: Impression Formation – Tactics – Self presentational Motive – Compass Qualities – Toxic Traits – Social Context: Norms and Roles – Powerful Persuasion Strategies.

UNIT-IV

Interpersonal Relations & Conflict Management: Analysis of different Ego States – Analysis of Transactions – Causes of Conflicts – Conflicts Resolution and Management.

UNIT-V

Stress and Time Management: Causes of Stress, Types of Stress– Coping with Stress and stress Management Techniques – Time as a Resource – Individual Time Management Styles – Better Time Management Techniques.

REFERENCE BOOKS:

1. Mitra Barun, *Personality Development and Soft Skills*, Oxford University Press.
2. E.H. McGrath, *Basic Managerial Skills for all*, Prentice Hall.

20 MBA110: EMOTIONAL INTELLIGENCE FOR MANAGERS (2L + 1P+ 0T)

Subject Code:	20 MBA 110	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

Course Objectives: This course will enable the students to become aware of the sources of emotions and learn how to deal with human emotions. Making use of Enneagram typology, the course will focus on the managerial competencies and their emotional impacts.

UNIT-I

Introduction: Emotions and the Tripartite Brain–Emotions and Enneagram – Role of Emotions – Emotions and Attitudes – Fundamentals of Emotional Intelligence–Emotional Intelligence Models and Theories –Managing Emotions.

UNIT-II

Emotional Intelligence at Work: Intrapersonal and interpersonal Emotional Intelligence – Emotional Intelligence and Personality –Importance of Emotional Intelligence at Work – Empathy and Social Skills at Work Place – Individual and Group level Emotional Intelligence at Work.

UNIT-III

Executive Emotional Intelligence: Executive Emotional Quotient– Emotional Competence Framework– Emotional Transformation – Measuring Emotional Intelligence–Benefits of Emotional Intelligence.

UNIT-IV

Managerial Effectiveness: Understanding Organizational Goals – Innovation & Creativity – Optimizing Resources – Execution Skills (PDCA Cycle) – Challenges faced by Organizations – Expectations from Practicing Managers

UNIT-V

Emotional Intelligence and Organizational Effectiveness: Sources of EI in Organizations–Role of EI on Organizational effectiveness in the areas of Employ Recruitment and Selection – Team Work – Productivity – Efficiency – Quality of Service.

REFERENCE BOOKS:

1. The Brain and Emotional Intelligence: New Insights by Daniel Goleman
2. Dalip Singh, Emotional Intelligence at Work: A Professional Guide, Response Books, New Delhi.
3. Daniel Goleman, Working with Emotional Intelligence, Bloomesbury.
4. [Goleman](#), Emotional Intelligence: Why It Can Matter More Than IQ, Academic Internet Publishers, 2006.
5. Daniel Goleman, Leadership: The Power of Emotional Intelligence; Selected Writings.

WEBSITES

- http://www.unh.edu/emotional_intelligence/ei%20Reprints/EIpubs%201990-1999.htm
- <http://www.dirjournal.com/guides/emotional-intelligence/>
- <http://eqi.org/>
- <http://www.emotionalintelligencecourse.com/eq-blog/>
- <http://www.byronstock.com/emotional-intelligence-blog/>
- <http://completeintelligence.com/blog/just-what-is-emotional-intelligence/>

20 MBA201: MARKETING MANAGEMENT

Subject Code:	20 MBA 201	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives: The objective of this course is to introduce students to the concepts, analyses, and activities that comprise marketing management, and to provide practice in assessing and solving marketing problems. The course is also a foundation for advanced electives in marketing as well as other business/social science disciplines.

UNIT -I

Introduction: Basic marketing concepts –Understanding Customers – Company Orientation towards Marketing – Transaction Vs Relationship Marketing – Analyzing Markets and Customers – Integrated Marketing Concept – Defining and Delivering Customer Value and Satisfaction – Value Chain – Marketing Environment: Macro and Micro Components and their Impact on Marketing Decisions – Marketing Research and Information – Adapting Marketing to New Liberalized Economy – Digitalization and Customization – Changing Marketing Practices: e-marketing, Tele Marketing, Cause Marketing, Societal Marketing, Rural Marketing, Green Marketing, Emotional Marketing, Guerrilla Marketing.

UNIT-II

Strategic Marketing Planning – Buyer Behavior – Consumer vs. Organizational Buyers – Market Segmentation and Targeting – Positioning and Differentiation Strategies – Marketing Mix – Product Decisions: Concept of a Product, and Classification of Products – Product Mix and Line Decisions – Product Life Cycle – Strategic Implications – New Product Development and Consumer Adoption Process – Price Setting: Objectives, Factors and Methods, Price Adapting Policies, and Initiating and Responding to Price Changes.

UNIT-III

Marketing Communication:- Concept, Definition, and Importance – Marketing Communication Mix – Promotion Decisions – Integrated Marketing Communication – IMC Planning Process – Integrated Communications Strategy – Recent trends in Marketing communications.

UNIT-IV

Marketing Channel System – Functions and Flows – Channel Design – Channel management – Selection, Training, Motivation, and Evaluation of Channel Members – Channel dynamics: VMS, HMS, and MMS – Distribution Strategy – Market Logistics Decisions.

UNIT-V

Marketing Organization and Control: Types of Marketing Organization Structures, and Factors Affecting Marketing Organization – Control of Marketing Efforts: Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control – Marketing Audit – Customer Relationship Marketing – Customer Attracting and Retaining Customers – Consumerism – Consumer Rights and Marketers' Responsibilities.

Case Study (Not Exceeding 300 words)

Practical Components:

Analyze different needs and wants of consumers in your locality or region

- Analyze the prevalent marketing environment in your locality or region.
- Analyze Product Life Cycle of few Products like consumer durables (ex., Electronic goods, Computers, etc.).
- Analyze Packaging strategies used by FMCG companies
- Analyze Marketing strategies/planning used by automobile cosmetic and FMCG companies

REFERENCE BOOKS:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha, *Marketing Management – A South Asian Perspective*, Pearson Education.
2. Agarwal, P.K., *Marketing Management – An Indian perspective*, Pragati Prakasham
3. Kazmi SHH, *Marketing Management Text and Cases*, Excel.
4. Philip Kotler and Armstrong. G., *MARKETING*, Prentice Hall of India, 12th Edition.
5. Ramaswamy V.S. & Nama Kumari, S., *Marketing Management – Planning and Control*, Macmillan.
6. Jayachandran.S., *Marketing Management*, Excel Books.
7. Michale J. Etzel, Broce J. Walker, William J. Stanton, *Marketing*, Tata McGraw Hill.
8. William J Stanton, *Fundamentals of Marketing*, McGraw-Hill.
9. Palmer – *Introduction to Marketing*, Oxford University Press.
10. Zinkota & Kotabe, *Marketing Management*, Prentice Hall of India.

20MBA 202: HUMAN RESOURCE MANAGEMENT

Subject Code:	20 MBA 202	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives: by the end of the course, students will be able to

- To develop a meaningful understanding of HRM theory, functions and practices;
- To apply HRM concepts and skills across various types of organizations.

UNIT-I

Introduction: Meaning, Definition, Nature, scope, and Importance of HRM – objectives and Functions of HRM – Policies, Procedures and Programmes, and Practices of HRM – Organization of HRM – Line and Staff Responsibility – Role of Personnel Manager and HR manager – Models of HRM – HRM in a Changing Environment.

UNIT-II

Procurement: HR Job Analysis – Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning – Demand Forecasting and Process of HR Planning – Problems and Limitations of HRP – Recruitment: Definition, Objectives, Subsystems, Factors Affecting Recruitment Policy, Centralized and Decentralized Recruitment, Recruitment Organisation, Recruitment Sources, Recruitment Techniques, Recruitment Process, and Recent Trends in Recruitment Practices – Selection: Meaning, Definition, Importance, Types of Selection, Essentials of Selection Procedure, and Process of Selection – Placement, Induction, and Socialization.

UNIT-III

Development and Performance Management: Objectives of Training, Training Need Assessment, Designing and Administering Training Programme, Executive Development Programmes, Evaluation of Training and Development Programmes –

Performance Appraisal: Meaning, Need, Purpose, Objectives, Contents of PAS, Appraisers and Different Methods of Appraisal, Uses of Performance Appraisal, Limitations, Problems of Performance appraisal, and Post Appraisal Feedback.

UNIT-IV

Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning and Development – Compensation Management: Definition, Need for Sound salary Administration,

Objectives, Factors Affecting Wages/ Salary Levels, HRM Approaches to Reward Management, Job Evaluation – Employee Welfare Measures.

UNIT-V

Maintaining: HRM Approach to Employee – Quality of Work Life (QWL): Meaning, Conditions, Specific Issues in QWL, Strategies for Improvement of QWL – Retirement, Discharge, VRS, and Exit Interviews – Changing Role of HR in Knowledge Era, Mergers and Acquisitions, Outplacement, Outsourcing HR Functions, and Employee Leasing – HRM Changes in Management Control Systems: HRIS, HRM Accounting, and HR Audit – International HRM: Perspectives and Challenges – Grievance and Disciplinary Procedure – HR Research.

Case Study (Not Exceeding 300 words)

Practical Components:

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

REFERENCE BOOKS:

1. Monappa, A., and Saiyaddin.M., *Personnel Management*, Tata Mc Graw Hill.
2. De Cenzo and Robbins, Stephen, P., *Personnel/ Human Resource Management*, Prentice Hall of India.
3. Dessler, *Human Resource Management*, Pearson Education.
4. Singh. N. K., *Human Resources Management*, Excel Books.
5. Subba Rao, P., *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
6. Aswathappa. K., *Human Resource and Personnel Management*, Tata McGraw Hill.
7. V.S.P.Rao, *Human Resources Management*, Excel Books.
8. Pattanyak, *Human Resource Management*, Prentice Hall of India.
9. Flippo E.E., *Personnel Management*, McGraw Hill.
10. Memoria C.B., *Personnel Management*, Himalaya Publishers.
11. Ivancvceovich, *Human Resources Management*, McGraw Hill.

20MBA 203: FINANCIAL MANAGEMENT

Subject Code:	20 MBA 203	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives: The purpose of the course is manifold: (1) to give understanding and perspective on financial management function in the company and in its relation to domestic and international economy, (2) to provide illustration on financial management practices and policies, processes, techniques and strategies that are used in the financial management, (3) to develop knowledge on the type and characteristics of problems and the possibility of the occurrence of financial management problems, and to increase the ability to handle the problems through reliable approach and problem solving strategy development, (4) to develop planning skill and monitoring skill in financial management functions effectively, so the students be able to apply the appropriate management strategy to face the company challenges.

UNIT-I

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals – Changing Role of Finance Managers – Time value for money – Present Value – Risk and Return – Profit maximization Vs. Wealth Maximization – Financial Decisions – Financial Planning and Forecasting: Meaning, Objectives, Process of Financial Planning and Financial Forecasting **(Theory and Problems).**

UNIT-II

Financial Leverages: Types of Financial Leverages-EBIT and EPS analysis – Cost of Capital – Measurement of Specific Costs of Capital – Weighted Average Cost of Capital **(Theory and Problems).**

UNIT-III

Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure – Capital Structure theories: Traditional, NI, NOI and MM Theories – **Capital Budgeting:** Nature, Scope, Significance, and Risks in Capital Budgeting – Techniques of Capital Budgeting: Traditional and DCF techniques – Risk Analysis in Capital Budgeting. **(Theory and Problems)**

UNIT-IV

Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements – Operating cycle – Financing of Working Capital– Management of Cash, Receivables, and Inventory – Management of Profits: Dividend Policy and Dividend Theories. (**Theory and Problems**)

UNIT-V

Financial Analysis: Types of ratios, Classification and analysis through ratios, Advantages and Limitations of ratio analysis (**Theory and Problems**)

Case Study (Not Exceeding 300 words) or Problem

Practical components:

- Students are expected to study any five companies' financial reports and submit a report on their financial planning and financial forecast.
- A group assignment on “capital structure of any three big domestic companies and any three MNCs with respect the models studied in unit-3.
- Case studies on dividend policies of various companies with respect to Indian context.

REFERENCES BOOKS:

1. James C Van Horne & John M. Wachowicz Jr, *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi.
2. Arthur Keown, John Martin, William Petty & David Scott Jr, *Financial Management: Principles and Applications*, Prentice Hall of India, New Delhi.
3. Brealey, Richard and Myers Stewart. C., *Principles of Corporate Finance*, McGraw Hill, New Delhi.
4. Brigham F Eugene and Houston F Joel, *Fundamentals of Financial Management*, International Students Edition.
5. Hampton J John, *Financial Decision Making: Concepts, Problems and Cases*, Prentice Hall of India, New Delhi.
6. Weston, J F and Brigham, E. F., *Essentials of Managerial Finance*, Pearson Education.
7. James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India.
8. Chandra Bose D., *Fundamentals of Financial Management*, Prentice Hall of India.
9. Khan M Y and Jain P. K., *Financial Management: Text and Problems*, Tata McGraw Hill.
10. Pandey I M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
11. Pandey & Bhat, *Cases in Financial Management*, Tata McGraw Hill.
12. Prasanna Chandra, *Financial Management – Theory and Practice*, Tata McGraw Hill.

20MBA 204: OPERATIONS MANAGEMENT

Subject Code:	20 MBA 204	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives: To understand the strategic role of operations management in creating and enhancing a firm's competitive advantages; understand key concepts and issues of OM in both manufacturing and service organizations; understand the interdependence of the operations function with the other key functional areas of a firm; and apply analytical skills and problem-solving tools to the analysis of the operations problems

UNIT-I

Production and Operations Management -An Overview :Operations as a Function - Production Systems - Facilities location - Layout Design - Product and Process Design - Materials Handling - Value Analysis - Operations Strategy – World Class Manufacturing.

UNIT-II

Operations Planning and Control: Forecasting as a planning tool, Forecasting types and methods, Mass and Batch Production Planning - Production Planning and Control techniques - Capacity Planning – Optimal Production Strategies: Scheduling – Assignment and Sequencing of Operations - Work Design: Method Study and Work Measurement - Work Sampling.

UNIT-III

Maintenance Management: Need for Maintenance Management – Maintenance Alternatives - Equipment life cycle – Managing of Work Environment – Waste Management - Automation — Technology Management.

UNIT-IV

Materials Management: An Overview of Materials Management - Material Requirements Planning - Purchase Management - Stores Management - Inventory Planning and Control Systems - Just-in-Time Systems – Perpetual Inventory Control System.

UNIT-V

Quality Management: Acceptance Sampling - Statistical Quality Control - ISO-9000 Standards – - Economics of Quality Assurance – Improvement of Operations: Quality Circles - Six Sigma and Kanban System - Total Quality Management.

Case Study (Not Exceeding 300 words) or Problem

REFERENCE BOOKS:

1. Chary, S.N. Production and Operations Management. New Delhi, TMH, New Delhi.
2. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, John Wiley, New York.
3. Everett E. Adam, Jr., Ronald J. Ebert, Production and Operations Management, PHI, New Delhi.
4. Gopalakrishnan P. and Sundaresan. M., Materials Management - An Integrated Approach, PHI, New Delhi.
5. Krishnaswamy. K.N., Cases in Production/Operations Management, PHI, New Delhi.
6. Mahadevan, B. Operations Management: Theory and Practice, Pearson Education.
7. Pannerselvam R., Production and Operations Management, PHI, New Delhi.
8. Thomas E. Morton, Production Operations Management, Vikas, New Delhi.

20MBA 205: ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

Subject Code:	20 MBA 205	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objective

The objective of this course is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur and to develop perspective understanding of start-ups and MSMEs in the Indian context.

UNIT-I

Introduction to Entrepreneurship: Concept of Entrepreneur – Characteristics of an Entrepreneur – Distinction between an Entrepreneur and Intrapreneur and a Manager – Functions of an Entrepreneur – Common Myths -Types of Entrepreneurs, — Types of Start-up Firms – Importance of Entrepreneurship: Economic Impact – Impact on Society – Entrepreneurial Process. Growth of Entrepreneurship in India – Recent Trends in Women Entrepreneurship and Rural Entrepreneurship – Problems and Perspectives

UNIT-II

Developing Successful Business Ideas: Recognizing Opportunities and Generating Ideas – Feasibility Analysis: Product/Service Feasibility – Industry/ Market Feasibility – Financial Feasibility – Industry and Competitor Analysis: Industry Analysis – Competitive Analysis – Developing an effective Business Model: Business Models – Components of an effective Business Model – Building a new venture Team – Assessing a new venture's financial strength and viability – Preparing the proper ethical and legal foundation – Writing a Business Plan.

UNIT-III

Preparation of Project Report and Financing Ventures: Meaning of DPR - Importance of Project Report - Preparation of Project report — Content; Guidelines for Report preparation – Sources of Finance – Concept of working Capital and Estimation – Seed Capital – Venture Capital.

UNIT-IV

Promotion of MSMEs: Definitions, Characteristics – Relationships of MSME – Relationship with large units – Export Oriented Units - Rationale – Objectives – Scope of Small Enterprises – Opportunities for an Entrepreneurial career – Role of Small Enterprises in Economic Development – Causes and Symptoms of Sickness – Cure for Sickness.

UNIT-V

Institutional support to Entrepreneurs: Commercial Banks – Other major financial institutions – Central Level Institutions - NSIC : National Productivity Council (NPC); – State Level Institutions – DIC – SFC-state Small Industries Development Corporation (SSIDC) – Industry Associations – Confederation of Indian Industry(CII) ; Federation of Indian Chamber of Commerce Industry (FICCI); Associated Chambers of Commerce and Industry of India (ASSOCHAM).

Case Study (Not Exceeding 300 words)

Practical Components:

- Students must attend all of the workshops
- Students will be expected to read widely on the academic literature of entrepreneurship and understand how the various themes in the theoretical literature
- Students will be expected to prepare, present in class and work on team assignments

REFERENCE BOOKS:

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
2. Vijay Sathe, "Corporate Entrepreneurship" 1st edition, 2009, Cambridge
3. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
4. Badhai, B 'Entrepreneurship for Engineers', Dhanpat Rai & co. (p) Ltd.
3. Vasanth Desai, "Dynamics of Entrepreneurial Development & Management", 2007, HPH.
4. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH.
5. P. Narayana Reddy, "Entrepreneurship – Text and Cases", 2010, 1st Ed. Cengage Learning.
6. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
7. E – Book, MSME at a glance – English version, Ministry of MSME.
8. JaynalUd – Din Ahmed and Abdul Rashid, MSME in India, New Century Publications.
9. Saini, J. S., 'Entrepreneurial Development Programms and Practices' , Deep & Deep Publications (P), Ltd.
10. Gupta and Srinivasan, 'Entrepreneurial Development', S. Chand & Sons, New Delhi.

20MBA206: MANAGEMENT INFORMATION SYSTEMS

Subject Code:	20 MBA 206	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

To create the awareness among the upcoming managers over different types of information systems in an organization, so as to enable the use of computer resources efficiently, for effective decision making.

UNIT - I

Introduction: Managerial Overview of Information Technology – Information as a Strategic Resource – Use of Information for Competitive Advantage – Types of Information Systems used in operational, tactical and strategic level – Modern Organization - IT enabled – Technology Road Map for the Organization, Matching MIS Plan to the Organizational Strategic Plan.

Challenges for the IT manager in Networked-Dispersed organizations – Information Systems Architecture – Computer Hardware – Computer Software – Computer Networks – Topologies of Different Networks – Cloud computing.

UNIT-II

MIS Planning & MIS Design: Assessing Enterprise Information requirements – Design and Implementation Concepts – Systems Concept – Acquiring Information Systems – Contemporary Approaches.

Systems Development Life Cycle:— Systems Engineering, Analysis and Design, Development, Testing, Implementation and Maintenance – Alternative System Building Approaches.

UNIT- III

Data Management and Decision Support Systems: Data Management: Importance of Database management, Types of DBMS, Importance of RDBMS – Data Warehousing and Data Mining – Business Intelligence and Analytics – DSS, DSS applications – Group Decision Support Systems – Executive Information Systems – Executive Support Systems – Geographical Information Systems – Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence.

UNIT – IV

MIS in Functional Application and ERP: MIS in Functional Areas – MIS in Accounting, MIS in Marketing-CRM, MIS in HR- Performance Management, MIS in operations- Logistics management – ERP – Emerging IT Trends – Electronic Data Interchange – Extended Enterprise Systems – Managing International Information Systems.

UNIT – V

Digital Firms and Ethical Issues: MIS Model for a Digital Firm – Organization Structure for Digital Firm – e-Business Models and Applications – Mobile Computing, Call Centers, BPO. Management Issues in MIS: Information Security and Control Systems, Success and Failure, Quality Assurance – Ethical and Social Dimensions – Intellectual Property Rights as Related to IT Services / IT Products.

Case Study (Not Exceeding 300 words)

REFERENCES:

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1st Ed.)
2. O'Brien James - Management Information System (Tata Mc Graw Hill, 12th Ed.)
3. Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3rd Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1st Ed.)
5. Davis & Olson – Management Information System (TMH, 2nd Ed.)
6. Murdick, Ross, Claggett – Information System for Modern Management (PHI, 3rd Ed.)

20MBA207: OPERATIONS RESEARCH

Subject Code:	20 MBA 207	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives: This course will provide students with the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively. The subject imparts skills in the use of various mathematical models with Operations Research approach in solving real problems in industry and thereby facilitates the managerial decision making process. This course will provide critical understanding of operations research concepts that yield a competitive advantage through operational excellence.

UNIT-I

Operations Research – Uses, Scope, and Applications of Operation Research in Managerial Decision-making – O.R. Models – Formulation of Models – Using Models for Problem Solving – Techniques of Operations Research – Limitations of Operations Research – Linear Programming: Mathematical Formulations of LP Models for Product-mix Problems – Graphical Method – Simplex Method and its Applications.

UNIT-II

Duality and Sensitivity Analysis: Duality in Linear Programming – Technical Issues in Simplex Method – Project Management – Network Models: PERT, and CPM and its Applications.

UNIT-III

Transportation Problem: Introduction – Methods for Finding Initial Solution – Optimum Solution – MODI Method – Assignment Problem: Hungarian Method.

UNIT-IV

Game Theory: – Introduction – Two Person Zero sum games – Pure and Mixed Strategies – Dominance Principles – Graphical method – Decision Theory and its Applications.

UNIT-V

Queuing model (M / M / I ONLY): Components, Basic Structure, and Assumptions – waiting line Decision Problem – Simulation: Process of Simulation, Applications of Simulation to Different Management Problems.

Case Study (Not Exceeding 300 words)

Practical Components:

- Students will discuss minimum three cases to be discussed for each OR techniques

REFERENCE BOOKS:

1. Taha M.A., *Operations Research*, Mac Milan.
2. Anand Sharma, *Operations Research*, Himalaya Publishing House.
3. Kantiswarup, P.K.Gupta and Manmohan, *Operations Research*, Sultan Chand & Sons.
4. Kalavarthy, S. *Operations Research*, Vikas Publishers House Pvt Ltd.
5. Franks S. BuknickMcleavey, Richard Mojena, *Principles of Operations Research for Management*, AITBS publishers.
6. Kapoor, V.K., *Operation Research Techniques for Management*, Sultan Chand & Sons.
7. Sharma, J. K., *Operation Research – Theory and Applications*, MacMillan.

20MBA 208 MOOCS FROM SWAYAM & OTHERS

Subject Code:	MBA 208	A Pass Certificate with 50 % marks

About MOOCS: MOOCs are the natural evolution of Open Courseware, first created by the Massachusetts Institute of Technology (MIT) in 2001. A massive open online course (MOOC) is an online course aimed at large-scale interactive participation and open access via the web. In addition to traditional course materials such as videos, readings, and problem sets, MOOCs provide interactive user forums that help build a community for the students, professors, and teaching assistants (TAs). MOOCs are a recent development in distance education.

Further, A MOOC is an online course with the option of free and open registration, a publicly-shared curriculum, and open-ended outcomes. MOOCs integrate social networking, accessible online resources, and are facilitated by leading practitioners in the field of study. Most significantly, MOOCs build on the engagement of learners who self-organize their participation according to learning goals, prior knowledge and skills, and common interests.

Typical Structure of a MOOC: The common duration of a MOOC is from 6 to 12 weeks. A MOOC is accessible 24 hours a day, 7 days a week. The majority of the content is delivered asynchronously (meaning students can access it in their own time and at their own pace). However, sometimes there can be optional synchronous events such as 'live' webinars (interactive sessions) which require participants to join in at specific dates/times.

A standard class becomes in a MOOC a set of videos of 5-10 minutes each.

The learning of students in a MOOC is usually assessed by multiple-choice questions.

An important component of MOOCs is assignments. Students have to upload assignment solutions into the MOOC platform. Assignments can be evaluated and graded.

- Automatically when possible.
- Peer-to-peer: students evaluate and grade themselves.

Another component is the forum, where students post questions that other students can answer.

Usually, there are no pre-requisites for taking a MOOC, apart from having access to a computer with an internet connection. Most of the time, the educational or academic background of students isn't important.

Students usually don't need to buy any books for these courses, because all reading is either be provided within the MOOC content or is linked to open access texts.

Institutes/Universities/Organisations offering MOOCS in India:

- (1) Indian Institute of Management, Bangalore MOOCs
 - Healthcare in India: Strategic Perspectives

- Introduction to Banking and Financial Markets-I
- Introduction to Banking and Financial Markets-II
- Statistics for Business-I
- Statistics for Business-II
- Do your Venture: Entrepreneurship for everyone.
- Introduction to Investments
- Innovation and IT Management
- Predictive Analytics
- Strategy and sustainable Enterprise
- Introduction to Corporate Finance

(2) IIT, Bombay

- Inferential and Predictive Statistics for Business
- Corporate Strategy
- Exploring and Producing data for Business Decision Making
- Accounting for Business Decision Making: Strategy Assessment and Control
- New Models of Business in Society
- Digital Analytics for Marketing professionals: Marketing Analytics in Theory
- Engagement and Nurture Marketing Strategies
- Leadership through design Innovation
- Brand and Product Management
- Finance for Everyone: Markets
- Financial Evaluation and Strategy: Corporate Finance
- Managing the Company of the Future
- Creating and Develop a tech startup
- Understanding Financial Statements: Company Performance-I
- Understanding Financial Statements: Company Performance-II

(3) Indian HRD Ministry's MOOC Platform – SWAYAM

(4) National Programming on Technology Enhanced Learning (NPTEL),

(5) IIT Madras

- Applied Multivariate Statistical Modelling
- Bank Management
- Commercial Banking Credit Risk Modelling & Management
- Consumer Behaviour
- Econometric Modelling
- Global Supply Chain Management
- Entrepreneurial Finance
- Infrastructure Finance

(5). IRDA Certified courses in Insurance and Risk Management

(6) NISM Mutual Fund Certification Course

(7) NSE-NCFM Modules (any one module)

20MBA 209: INDUSTRY AND BUSINESS ANALYSIS LAB

Subject Code:	20 MBA 209	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

Course Objectives:

(a) To help the students understand the dynamics of a specific industry, (b) to acquaint students with various issues particular to an industry and (c) to provide a cross-functional perspective of the functioning of a business enterprise and an industry.

UNIT-I

Industry Analysis – the Basics: Nature of the Industry, Players in Industry – Nature of Competition from an Economist’s Perspective – Market Shares of top 3 & bottom 3 players – Possible Classification of Players into Leaders, Challengers, Followers, Nichers– Positioning & Differentiation Strategies of Key Players – Branding Strategies – Pricing Policies, Cartelization if any and Comments thereon – Capacity Analysis – Total Capacity of the Industry and Break up Capacity Amongst key Players – Planned Future Capacity Additions – Geographical Spread of Plants/Facilities/ Capacities (Domestics as well as Global) – Demand Supply Balance in the Industry – Key Factors Affecting Demand – Key Supply side Constraints – Professional Trade Bodies of the Industry – Business Functions carried out Online by the key Players – Online Presence.

UNIT-II

Promoters & Management Ethos: Background of Promoter Groups of top 3 and bottom 3 Players in the Industry – Management Ethos and Philosophy – Brief Profiles of CMDs, CEOs, and Key Top Management Personnel with their Career Highlights – Detailed Profile of one Distinguished Top Management Personnel each from any Two Players in the Industry – CSR Policy – Corporate Governance Initiatives – Initiatives towards Social Inclusion – Initiatives towards Environment Conservation.

UNIT-III

External Environment: Controlling Ministry and / or Regulator if any for the Industry – Regulatory Actions against the Players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, etc. against Irregularities, Legal Violations if any – Regulatory Policies at the State, National and Global Level and their Impact on the industry as a whole with Analysis of Impact on top 3 Players – Key National and Global Issues Affecting the Industry – Key Initiatives by the Government to Promote the Industry – Environmental Issues.

UINT-IV

Financials: Profitability, Revenues, Margins of Top 3 & Bottom 3 Players over the last 3 years and Trends/Changes therein – Sick Players if any and Their Turnaround Strategies, if any – Key Factors Contributing to Costs – Ratio Analysis of Financial Data for last 3 years for Top 5 and Bottom 5 Companies in the Industry.

UINT-V

Recent Developments: Impact of Key Relevant Provisions of the latest Fiscal Policy on the Industry and Various Players therein – Analysis of Key relevant Provisions of Latest Exim Policy in case of Industries that are Focused on Global Markets for Exports or Industries that have significant import Components – Key Alliances in the past 5 years and their Performance & Impact on other Players in the Industry – Mergers & Acquisitions, if any – Technological Developments – Labor Unrest if any – Reasons thereof and Impact on the Particular Player and the Industry as a whole – Emerging first Generation Entrepreneurs, if any, in the Industry – Corporate Wars & Feuds in the Industry, if any.

- Students should work in groups of 3 to 5 each under the guidance of a faculty.
- Students shall study various aspects of any TWO industries (group of similar business entities) of their choice.
- Focus shall be the comparative and historical analysis across the players in the industry.
- Students shall submit a structured detailed report.

Practical Components:

Learning Resources:

- 1 Supplementary Reading Material
Annual reports of various companies
Economic Times
Business Standard
Business Line
Business Today
Business India
- 2 Websites
Websites of various companies
Websites of various ministries of the Government of India
Websites of various trade bodies
Websites of stock exchanges
- 3 Journals
Journals Economic and Political Weekly

20MBA 210 - MS EXCEL & ACCOUNTING TALLY LAB

Subject Code:	20 MBA 210	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

Course Objectives: (1) To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications, (2) to provide students hands on experience on MS Excel Utilities, (3) to gain proficiency in creating solutions for Data Management and Reporting, and (4) to provide hands on experience on accounting tally and gain proficiency in creating solutions in financial account and management.

UNIT-I

Introduction: Understanding Excel's Files, Ribbon and Shortcut – Create a workbook – Enter data in a Worksheet – Format a Worksheet, Format Numbers in a Worksheet – Create an Excel Table – Filter Data by Using an AutoFilter, Sort Data by using an AutoFilter – Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts – Working with Cells and Ranges: Formatting Cells, Name Manager – Visualizing Data Using Conditional Formatting: Apply Conditional Formatting – Printing Your Work: Print a worksheet , Using Print Preview & Other Utilities.–

UNIT-II

Lab based Evaluation-1: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to Column – Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index –

UNIT-III

Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations – Creating Charts and Graphics: Chart Your Data, Creating Sparkline Graphics, Using Insert Tab Utilities – Using Custom Number Formats: Right Click, Format Cells Window – Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab – Analyzing Data with the Analysis Tool Pack: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

UNIT-IV

Computers and Accounting: Fundamentals of Computerised Accounting – Computerized Accounting Vs Manual Accounting – Features of Tally – Procedure for Creating a New Company – Directory Name / Mailing Name / Address / Groups Creation – Editing and Deleting Groups – Display of Predefined Vouchers – Voucher Creations and Alteration of Vouchers while or after Entering Transaction – Types of Vouchers – Payment Voucher – Receipt Voucher – Sales Voucher– Purchase Vouchers.

UNIT-V

Accounting Tally: Ledger – Groups in Tally – Primary Groups, Sub-groups, Creation of Ledger - process of Creation of Ledger – Balance Sheet at the Gateway of Tally – Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports – Creation of Stock Categories – Stock Items – Stock Groups.

REFERENCE BOOKS:

1. Tally – Accounting software S. Palanivel – Marghan Publications
2. Computer Applications in Business – Dr. Rajkumar

Learning Resources:

- 1 Text Books Excel 2010 Bible [With CDROM]by John Walkenbach, John Wiley & Sons, 2010 Edition
- 2 Reference Books Excel 2007 for Dummies by Greg Harvey
New Perspectives on Microsoft Office Excel 2007
- 3 Supplementary www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf
Reading Material www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf
www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf
www.microagecs.com/apps/training/courseware/excel.pdf
www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf
- 4 Websites <http://office.microsoft.com/en-us/>
<http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx>
<http://office.microsoft.com/en-us/excel/>
<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx>
<http://www.baycongroup.com/e10.htm>
http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.htm
<http://www.computerhope.com/shortcut/excel.html>

MBA III SEMESTER:

PAPER I: STRATEGIC MANAGEMENT (20MBA 301)

PAPER II: PROJECT MANAGEMENT (20MBA302)

PAPER III: ELECTIVE I (Marketing)

PAPER IV: ELECTIVE II (Marketing)

PAPER III: ELECTIVE I (Human Resource Management)

PAPER IV: ELECTIVE II (Human Resource Management)

PAPER III: ELECTIVE I (Finance)

PAPER IV: ELECTIVE II (Finance)

PAPER III: ELECTIVE I (Operations)

PAPER IV: ELECTIVE II (Operations)

PAPER III: ELECTIVE I (Entrepreneurship)

PAPER IV: ELECTIVE II (Entrepreneurship)

PAPER VII: PROJECT WORK (20MBA307)

PAPER VIII: Generic Elective (CBCS – I)

PAPER XI: Generic Elective (CBCS –II)

Syllabus is appended.

Note: The evaluation process for Generic Elective / CBCS (Choice Based Credit System) papers is only internal assessment. At the end of the semester an internal examination will be conducted in one section and the whole syllabus shall be covered and student is required to answer 5 out of 8 questions and each question carries 10 Marks with the maximum of 50 Marks in 90 minutes (1 ½ hour). The minimum pass percentage should be 50 (25 marks).

MBA III SEMESTER CURRICULUM

Paper Code	Paper Title Generic core course	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Tutorial	Practical				
20MBA301	Strategic Management	4	0	1	Core	30	70	4
20MBA 302	Project Management	4	0	1	Core	30	70	4
FUNCTIONAL SPECIALISATIONS : (Choose any two elective courses from any two specializations (2 X2 =4) out of 5 specializations having 4 courses each as shown in Table-II)								
20MBA303MKT - 20MBA 306 MKT	Marketing	4 X 4 = 16 HOURS (16L +4P+0T)			Electives	4X30	4X70	4X4=16
20MBA303 HRM -20MBA306 HRM	HRM							
20MBA303 FIN - 20MBA306 FIN	Finance							
20MBA303 OPS - 20MBA306 OPS	Operations							
20MBA303 ENT - 20MBA306 ENT	Entrepreneurship							
20MBA307	Internship/ Project Work	6 weeks			-	-	100	3
Generic Elective Courses(Choose any two out of four courses)								
20MBA308 MOOCS /NCFM/IRDA/NISM	Any online course related to MBA from the authentic sources	0	0	0	Elective-1	A PASS CERTIFICATE WITH 50% MARKS		2
20MBA 309	Life skills for Managers	2	0	1	Elective-2	50	-	2
20MBA310	Creativity & Innovation	2	0	1	Elective-3	50	-	2
20MBA311	Leadership and Change Management	2	0	1	Elective-4	50	-	2
TOTAL FOR III SEMESTER		24+4	6	6	-	180 + 100	520	27+4

Note:The student is required to choose functional specialization (dual) from any two of the following and the specialization (dual) shall be offered with the student batch consisting not less than 15 (Fifteen).

Table No. II: ELECTIVES IN FUNCTIONAL SPECIALIZATIONS

MARKETING	<ol style="list-style-type: none">1. Consumer Behavior & Marketing Research(20MBA303MKT)2. Product and Brand Management(20MBA304MKT)3. Integrated Marketing Communication(20MBA305MKT)4. Services Marketing(20MBA306MKT)
HRM	<ol style="list-style-type: none">1. Human Resource Planning (20MBA303HRM)2. Performance & Reward Management (20MBA304HRM)3. Training and Development (20MBA305HRM)4. Organization Development and Change (20MBA306HRM)
FINANCE	<ol style="list-style-type: none">1. Financial Institutions & Markets (20MBA303FIN)2. Behavioural Finance (20MBA304FIN)3. Security Analysis & Portfolio Management (20MBA305FIN)4. Financial Engineering (20MBA306FIN)
OPERATIONS	<ol style="list-style-type: none">1. Manufacturing systems in Management (20MBA303OPS)2. Supply Chain Management (20MBA304OPS)3. Services Operations Management (20MBA305OPS)4. Logistics and Distribution Management (20MBA306OPS)
ENTREPRENEURSHIP	<ol style="list-style-type: none">1. Business Opportunities in Emerging Economies (20MBA303ENT)2. Startup & New Venture Management (20MBA304ENT)3. Venture Capital & Private Equity (20MBA305ENT)4. Entrepreneurial Ecosystem in India (20MBA306ENT)

20MBA 301: STRATEGIC MANAGEMENT (4L + 0T + 1P)

Subject Code :	20MBA 301	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: The purpose of this course is to provide an understanding of how strategic decisions are to be taken and implemented in the changing environment scenario.

1. To explain core concepts in strategic management and provide examples of their relevance and use by actual companies
2. To focus on what every student needs to know about formulating, implementing and executing business strategies in today's market environments
3. To teach the subject using value-adding cases that features interesting products and companies, illustrate the important kinds of strategic challenges managers face, embrace valuable teaching points and spark student's interest.

UNIT-I

Evolution of Strategic Management – Concept, Definition, Need and Scope, Objectives, and Importance of Strategic Management – Types of Strategies – Guidelines for Crafting Strategies – Basic Model of Strategic Management – Strategic Decision Making – Stages of Strategic Management: Strategy Formulation, Strategy Execution and strategy Evaluation and Control – Tailoring Strategies to Fit Specific Industry and Company Situations.

UNIT-II

Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile – Value-Chain Approach – Corporate Level Analysis: BCG, GE Nine-cell Matrix, Bodnet Market Evolution Matrix, Hofer's Product Market Evolution and Shell Directional Policy Matrix – Industry Level Analysis: Porters's Forces Model – Qualitative Factors in Strategic Choice – Distinctive Competitiveness – Concept of Strategic Business Units(SBUs).

UNIT-III

Resource Allocation (Technological and Demand Forecasting): Budgets, Organization Structure, Matching Structure and Strategy, and Behavioral issues – Leadership Style – Corporate culture – Values – Power – Social Responsibilities – Ethics – Building a Capable organization, and Functional Issues – Functional Plans and Policies – Corporate level (or Grand) Strategies: Stability, Expansion, Divestment and Coordination Strategies;

UNIT-IV

Expansion and Growth Strategies: Types of Expansion Strategies – Intensification

Strategies: Market Penetration, Market Development and Product Development – Diversification Strategies: Vertically

Integrated, Concentric and Conglomerate Diversification Strategies, and their Importance
Growth Strategies: Mergers, Acquisitions, Takeover, Joint Ventures, Strategic Alliances, and Collaborative Partnerships – Turnaround Management Strategies.

UNIT-V

Strategy Execution/Implementation: 7S Framework for Understanding Implementation Issues – Organizational Learning – Structures for Strategies – Organizational Leadership and Corporate

Culture – The concept of Balanced Score Card – Triple Bottom line Approach – Strategy Evaluation and Control: Purpose of Strategic Control, Strategic, Budgetary and Operational Control – Strategic Control Process – Strategic Audit.

Case Study (Not Exceeding 300 words)

Practical Component:

✓ Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:

- Executive Summary
- Overview of Business and industry analysis
- Description of recommended strategy and justification
- Broad functional objectives and Key Result Areas.
- Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.
- ✓ Analyzing Mission and Vision statements of a few companies and comparing them
- ✓ Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.
- ✓ Analyze the news items to understand and write down the company's strategy and execution efficiency.
- ✓ Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- ✓ Conduct SWOT analysis of your institution and validate it by discussing with faculty.
- ✓ Conduct SWOT analysis of companies around your campus by talking to them.

Reference Text Books:

1. J A. Pearce II and R. B. Robinson Jr., *Strategic Management Formulation Implementation and Control*, Tata McGraw Hill.
2. Ansoff H. Igor, *Corporate Strategy: An Analytical Approach to Business Policy for*

- Growth and Expansion*, McGraw – Hill, NewYork.
- 3.V.S.P. Rao & V Hari Krishna, *Strategic Management Text & Cases*, ExcelBooks.
 - 4.Andrews, Kenneth R., *The Concept of Corporate Strategy*, Dow – Jones – Irwin, Homewood(Illinois).
 - 5.Glueck, William F. and Lawrence R. Jauch., *Business Policy and Strategic Management*, Mc GrawHill, InternationalEdition.
 - 6.Hamel, G. and S.K. Prahlad, *Competing for the Future*, Harvard Business SchoolPress.
 - 7.Kazmi, Azhar., *Business Policy*, Tata McGrawHill.
 - 8.Nitin Balwani, *Strategic Management & Business Policy*, Excel Books, NewDelhi
 - 9.Hamel, G. and S.K. Prahlad, *Competing for the Future*, Harvard Business School Press, Boston,1994.
 10. Srinivasan R., *Strategic Management – The Indian Context*, Prentice Hall ofIndia.
 11. Vipin Gupta, Gollakota & Srinivasan, *Business Policy and Strategic Management – Concepts and Applications*, Prentice Hall ofIndia.
 12. Arthur Sharplin., *Strategic Management*, McGraw Hill.

20MBA 302: PROJECT MANAGEMENT (4L + 0T + 1P)

Subject Code :	20MBA 302	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objective: The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management

UNIT I: Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. : Identification of nvestment opportunities – Sources of new project ideas, preliminary screening of projects – Feasibility studies and reports – Stages of Project feasibility study – Componentsfor project feasibility studies.

UNIT II–Market feasibility- Market survey – Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections.

UNIT III: Technical feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, site preparation, Managerial Feasibility Project organization and responsibilities. : Legal Aspects of Project Management – Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) – Benefits of PERT – Assumptions in PERT modeling Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path –Method (CPM)

UNIT IV: Financial Analysis – Capital Expenditure – Criteria and Investment strategies – Capital

Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income – Preparation of detailed financial projections Operational feasibility -Heads of cost, estimates of cost of production – Breakeven point – Economics of working.

UNIT V: Project Management –project implementation and review - Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis – behavioral issues in project abandonment – administrative aspects of project abandonment.

Reference Text Books:

1. Gido: Effective Project Management, 2e, Thomson, 2007.
2. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.
3. Damodaran, “Corporate Finance”, Johy Wiley Publications.
4. Erhardt & Brigham, “Principles of Corporate Finance”, Thomson, 2006.
5. Singh M.K, “Project Evaluation and Management”.
6. Prasad N.K, “Principles and Practice of Cost Accounting”,
- 7.. Pahwa, HPS, Project Financing.
8. Clifford F. Gray, Erik W. Larson, “Project Management, the Managerial Emphasis”,McGraw Hill, 2000.

FUNCTIONAL SPECIALISATIONS – MARKETING MANAGEMENT

20MBA 303MKT: CONSUMER BEHAVIOUR AND MARKETING RESEARCH (4L + 0T + 1P)

Subject Code :	20MBA 303 MKT	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives:

- To understand the concept of consumer behavior, decision making by consumers, behavior variables and influences on consumer behavior.
- To comprehend the social and cultural dimensions of consumer behavior, factors impacting attitudes and behavior.
- To arm the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel.
- To provide an understanding of the basics of marketing research and to build a research vocabulary, key terms and ideas.
- To provide a balance of the theoretical and practical aspects of marketing research and encourage the students to take up analytical and critical thinking through research.
- To highlight importance of research in consumer behavior and marketing

UNIT-I

Consumer Behavior: Concept, Definition, Scope and Importance and Interdisciplinary – Consumer Environment – Consumer Analysis Framework – Consumer Behavior and Consumer Research – Models of Consumer Behavior: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behavior – Application of Consumer Behavior and Knowledge in Marketing – Profile of the Indian Consumer and Understanding their Needs.

UNIT-II

Individual Determinants of CB: Perception: Thresholds of Perception, Subliminal Perception, and Perceptual Process dynamics – Personality: Nature, Theories, self concept, psychographic and life style – Attitude: Structural Model of Attitude, Attitude formation & Change – Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives, and Theories – Learning: Concept, Definition, Learning Theories and their Applications. Group Determinants of CB: Reference Group Influence: Types of Consumer Relevant Groups, Factors Affecting Group Influence, Application of Reference Group Concept – Family: Functions of Family, Family Decision Making – Environmental Influences on CB: Social Class, Life Style, Profile of Social Class, and Application of CB – Culture: Characteristics, and Cross Cultural Understanding.

UNIT-III

Consumer Decision Making Process: Routinised Response, Limited and Extensive Problem Solving Behavior – Models of CB: Nicosia, Howard & Sheth, Engel-Kollat; Diffusion of Innovation: Elements, Decisions, Adoption Categories and Process.

UNIT-IV

Marketing Research: Meaning, Nature, Significance – Marketing Research as an element of marketing information system – Marketing Intelligence Approaches – Marketing Research during Different Phases; Interaction between Management & Marketing Research – Management uses of Marketing Research – Problem Formulation – Marketing Research Process – Types of Marketing Research.

UNIT-V

Applications of Marketing Research: Product Research, Advertising Research, Copy Testing, Test Marketing, Sales & Marketing effectiveness, Internet Marketing Research, Cool hunting, and Commercial Eye Tracking – Marketing research in India – Ethical Issues Involved in Marketing Research.

Case Study (Not Exceeding 300 words)

Practical Component

- Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.
- Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?
- Choose 5 successful products or services and identify the insight behind them through a field survey.
- Do a comprehensive essay on the difference between consumer vs. trade vs. Competition insights & how best to exploit them.
- Take 5 recent digital innovations e.g. twitter or face book and identify their insights.
- Locate 5 non-users of search or mail and Interview their reasons.
- Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class
- Choose 3 successful movies e.g. Dabang & Zindagi na milegi & My name is Khan--- and interview consumers about the reasons for their success.

Reference Text Books:

- 1.Hawkins, Best, Coney., *Consumer Behavior Building Marketing Strategy*, Tata McGrawHill.
2. Leen G. Schiffman and L.H.Kanuk., *Consumer Behavior*, Pearson Education.
3. Panwar, J.S., *Beyond Consumer Marketing*, Sage Response Books, New Delhi.
4. Deon ., *Buyer Behavior*, Oxford University Press.
5. Henry Assael., *Consumer Behavior*, Willey India, New Delhi.
6. Naresh Malhotra ., *Marketing Research*, Pearson.
7. Gilbert A. Churchill, Jr and Down Iacobucci ., *Marketing Research Methodological Foundation*, Cengage.
8. Donald S Tull and Del I Hawkins., *Marketing Research Measurement and Methods*, McGraw Hill publishers.

20MBA 304MKT: PRODUCT AND BRAND MANAGEMENT (4L + 0T + 1P)

Subject Code :	20MBA 304MKT	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives:

The objective of this course is to introduce students to a range of subjects that are of immediate and practical importance to a product manager. The objective of the course is also to equip students with theoretical and practical knowledge necessary for a successful and efficient management of brands. It provides the framework for the analysis of the main factors determining success of a brand in the market and introduces techniques and tools necessary for management of brands, such as: development of vision for the brand, identify the correct market niche, design a communication and marketing strategy and implement it. The course provides the students to

1. Understand the nuances of product and product concepts.
2. Understand key principles of branding
3. Explain branding concepts and ideas in their own words
4. Understand and conduct the measurement of brand equity and brand performance
5. Formulate effective brand strategies for consumer and business goods and services.
6. Demonstrate the ability to conduct a critical brand audit, including recommendations for changes and improvement in brand management.

UNIT-I

Product: Concepts, Product Levels, Product Hierarchy, and Product Classification – Product Life Cycle – Portfolio Management – Market Potential – Product Demand Pattern and Trend Analysis– New Product: Planning, Development Strategies, and Launching Strategies.

UNIT-II

Product Mix - A Strategic Choice: Product Mix Decisions, Product Line Decision – strategic Decision involving Adding or Pruning Product Lines – Concept of Product Positioning: Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy, and Developing Positioning Strategy – Product Research: Importance, Tools and Analysis.

UNIT-III

Brand: Meaning, Definition, Evolution of Brands, Different Types of Brands, Functions of Brand to Consumer – Role of Brand – Advantages of Brand – Product Vs Brand – Brand Life Cycle – Branding: Meaning, Creation of Brands – Branding Decisions – Brand Management: Meaning and Definition – Strategic Brand Management Process: Meaning, Steps in Brand Management Process – Concept of Brand Equity: Customer Based Brand Equity, and Models of CBBE – Brand Building and its Implications – Brand Value Chain.

UNIT-IV

Branding Strategies: Multiple Branding, Brand Extension, Co-branding Strategies, Brand Personality, Brand Image Building, Brand Repositioning, Brand Leveraging – Branding Impact on Buyers and Competitors – Methods for Measuring Brand Equity – Methods for Measuring Brand Performance – Brand Audit.

UNIT-V

Brand Rejuvenation and Re-launch – Brand Development through Acquisition, Takes over and Merger – Brand Licensing and Franchising – Role of Packaging and Labeling – Brand Success Strategies – Brand Loyalty Programs – Building Global Brands – Branding Failures.

Case Study (Not Exceeding 300 words)

Practical component:

- Students can choose any consumer durable products or FMCGs and identify their elements of positioning.
- Students can do a mini project on product mix decisions of FMCG/Consumer durables/automobile companies in India. Students can discuss about PLCS of any consumer durable or FMCG product.
- Students can go to a supermarket and find the brand elements in various brands of soaps, mobiles, consumer durables and other products
- Students can pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions? Consider some groups like Tata's , Birla's, Infosys etc – what is their branding strategy
- Students are supposed to assess the product life cycle and appraise alternative approaches to luxury brand management.

Reference Text Books:

1. Kevin Lane Keller, *Strategic brand Management*, Person Education, NewDelhi.
2. Jean Noel, Kapferer, *Strategic brand Management*, The Free Press, NewYork.
3. Paul Tmeporal, *Branding in Asia*, John Wiley & sons (P) Ltd., NewYork,
4. S.Ramesh Kumar, *Managing Indian Brands*, Vikas publishing House (P) Ltd., NewDelhi.
5. Richard Elliott & larry Perclu, *Strategic Brand Management*, OxfordPress.
6. Chernatony, *Creating powerful brands*, ElsevierPublication.
7. Tapan Panda, *Brand Management*, ExcelPublication.
8. Y L R Moorthi, *Brand Management-The Indian Context*, VikasPublication.

20 MBA 305 MKT: INTEGRATED MARKETING COMMUNICATION (4L + 0T + 1P)

Subject Code :	20MBA 305MKT	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: This course will equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communications (IMC) program. Students will learn about various tools of IMC and the importance of coordinating them for an effective marketing communications program

UNIT 1

Introduction to IMC and the Communications Process: Evolution of IMC and reasons for its growth, promotional tools for IMC, IMC Planning Process, Role of IMC in Marketing Process, Communication Process; Traditional & Alternative Response Hierarchy models. Establishing Objectives and Budgeting: Determining Promotional Objectives, Sales v/s communication objectives, DAGMAR, Problems in Setting Objectives, Setting objectives for the IMC Program, Establishing and Allocation of Promotional budget

UNIT II

Creative and Media Strategy: The Creative Process, Inputs to the Creative Process, Advertising Appeals, Execution, Concepts in Media Planning and Strategy, Developing a Media Plan – Market Analysis, Establishing Media Objectives, Developing and Implementing Media Strategies, Evaluation and Follow up, Advertising Spiral

UNIT III

Evaluation of Broadcast, Print and Support Media: Advantages and Disadvantages of Television, Measuring TV Audience, Advantages and Disadvantages of Radio, Advantages and Disadvantages of Magazines, Circulation and Readership, Advantages and Disadvantages

of Newspaper Advertising, Types of Support Media: Traditional and Non-Traditional, Advantages and Disadvantages of Support Media.

UNIT IV

Evaluating Sales Promotion, Direct Marketing, Interactive Marketing, Public Relations & Personal Selling: Objectives and Types of Direct Marketing, Advantages and Disadvantages of Direct Marketing, Objectives of Interactive Media Marketing, Measures of Effectiveness on Internet, Advantages and Disadvantages of Internet, Growth of Sales Promotions, Types of Sales Promotions: Consumer and Trade Promotions, Process, Advantages and Disadvantages of Public Relations, Publicity: Advantages and Disadvantages, Nature, Advantages and Disadvantages of Personal Selling

UNIT V

Measuring Effectiveness of the Promotional Program & Evaluating Social, Ethical and Economic Aspects: Measuring Effectiveness: Arguments for and against, Advertising Research- What, When, Where & How, Testing Process. Advertising and Promotion Ethics, Advertising and Children, Social and Cultural Consequences – Stereotypes, Economic Effects of Advertising

Reference Text Books:

1. Belch, G.E., Belch, M. A., & Purani, K. (2010). *Advertising and Promotion-An Integrated Marketing Communications Perspective*. (7th ed.). Tata McGraw Hill.
2. Lane, W.R., King, K. W., & Russell, J.T. (2008). *Kleppner’s Advertising Procedure*. (16th ed.). Pearson Education.
3. Clow, K.E., & Baack, D. (2007). *Integrated Advertising, Promotion and Marketing Communication*. (3rd ed.). Prentice Hall of India.

20MBA 306MKT: SERVICES MARKETING (4L + 0T + 1P)

Subject Code :	20MBA 306MKT	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives:

- Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customerservice.
- Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer serviceofferings.
- Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and servicemanagers.

UNIT -I

Introduction: Meaning, Nature, Scope, Characteristics, Classification and Growing Significance of Services Marketing – Difference between Goods and Service in Marketing – Environment of Service Marketing (Micro as well as Macro) – Concept of Service Marketing Triangle and its Implications – The Service Marketing Mix Framework– Myths about Services Marketing – Recent Trends & Opportunities in Services Marketing.

UNIT-II

Consumer Behavior in Services: Search, Experience and Credence Property, Customer Expectation of Services, Two levels of Expectation, Zone of Tolerance, Factors influencing Customer Expectation of Services, The Three-Stage Model of Consumer Behavior Applied to Services – Customer Perception of Services: Factors influencing Customer Perception of Service, and Strategies for Influencing Customer Perception – Market Segmentation and Positioning Services in Competitive Markets.

UNIT-III

Services Marketing Mix: Product-Service Continuum, product Differentiation and Product Levels, and Service Life Cycle – Pricing of Services and Revenue Management: Pricing Concepts, Pricing Strategies for Services – Communications Mix for Services – Service Distribution: Components of Service Delivery System, and Distribution Strategies for Services – Role of Employees and Consumers in Services – Integrated Communication and Service Branding – Concept of Service Encounter – Moment of Truth – Concept of Services cues and Physical Evidence – Concept of Process – Types of Process – Role of Process in Various Services – Customer Role in Service Process – Developing and Managing Service Processes.

UNIT-IV

Customer Satisfaction & Service Quality Management: Concept of Customer Satisfaction, Determinants of Customer Satisfaction, Monitoring, and Measuring Customer Satisfaction – Service Quality Models: Parsuraman- Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF -Gronroos Model – Technology & Service Strategy: Applying Technology to Service Settings, e- services.

UNIT-V

Relationships, Complaining & Service Recovery: Building and Managing Customer Relationships, Human Service Interfaces, Services Marketing Effectiveness, Service Deficiencies, Service Failure, and Recovery Services Strategies – Service Innovation and Design – Cost-Effective Service Excellence – Customer Profitability and Lifetime Value – Managing Customer Loyalty – Churn Diagnostic and Customer Retention – Service Audit.

Case Study (Not Exceeding 300 words)

Practical Component:

- Ask students to choose a service industry of their choice at the beginning of the semester.

- Ask them to do an in-depth study of the industry and give a presentation at the end of the every Module relating to the concepts of that Module to the industry
- Students can prepare service blueprints for any service of their choice

Reference Text Books:

1. Lovelock. Christopher H., *Services Marketing*, Pearson Education, New Delhi.
2. Valeri Zeithmal and Mary Jo Bunter, *Services Marketing*, Tata McGraw Hill, New Delhi.
3. Ravi Shankar, *Services Marketing*, Excel Books, New Delhi.
4. K. Ram Mohan Rao, *Services marketing*, Pearson Education, New Delhi.
5. Newton M P Payne, A., *The Essence of Services Marketing*, New Delhi, Prentice Hall of India.
6. Apte, *Services Marketing*, Oxford University Press.

20MBA 303HRM: HUMAN RESOURCE PLANNING (4L + 0T + 1P)

Subject Code :	20MBA 303HRM	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives

The objectives of this course are create a critical appreciation and knowledge for understanding the determinants of human resource requirements in the organization; and to develop a conceptual as well as practical understanding of human resource planning, deployment, maintaining HR information, preparing report on HR performance. To familiarize the students with the information system, accounting and audit system required for managing HR functions.

UNIT-I

Human Resource Planning: Concept, Importance, Objectives, Types of HR Plan, Factors Affecting Human Resource Planning, Need for Human Resource Planning, Dimensions of Human Resource Planning, Five Steps in Human Resource Planning, Importance of Human Resource Planning, Obstacles in Human Resource Planning, Approaches to Human Resource Planning (Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach).

UNIT-II

Human Resource Forecasting and Developing HR Planning Process: Necessity for Forecasting, Steps in Forecasting, Demand and Supply Forecasting, Demand Forecasting Techniques, Forecasting Accuracy, Benefits of Forecasting, Methods of Demand Forecasting and Supply Forecasting at Micro Level, Macro Level and National Level, Managing Surplus and Shortages, Evaluating human resource planning Effectiveness – Developing a HR Plan:

Qualitative Side of HR Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in HR Planning, Sample HR Plan.

UNIT-III

Talent Development and Engagement: Policies and Approaches, Organizational Training, Role of Training Managers in Talent Development – Talent Engagement and Fully Engaged Talent, Importance of Talent Engagement, Driving Factors of Talent Engagement, Engagement Levels, Talent Engagement Model Process for Improving Talent Engagement. , Talent Engagement vs. Performance and Retention, Talent Engagement, Entrepreneurship, Intrapreneurship

UNIT-IV

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

UNIT-V

Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA, Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India – Human Resource Information System – Emerging Trends and Issues in Human Resource Planning – Manpower Planning in 21 century – Impact of Globalization on Manpower Planning policies and practices.

Case Study (Not Exceeding 300 words)

Practical Component

- Ask students to study HR Planning policies and practices of any three product and service oriented organisations.
- Ask students to prepare a blue print of HR forecasting and developing HR Plan.
- Ask students to present innovation HR planning practices adopted by Indian and Western business organizations.

Reference Text Books

1. James W. Walker, Human Resource Planning, McGraw-Hill.
2. Cascio., Managing Human Resources, Mc Graw-Hill.
3. Mirza S Saiyadain & Tripti Pande Desai, Emerging Issues in Human Resource Management,
Excel Books.
4. Noe & Raymond., Fundamentals of Human Resources, Mc Graw-Hill.

20MBA 304 HRM: PERFORMANCE AND REWARD MANAGEMENT (4L + 0T + 1P)

Subject Code :	20MBA 304HRM	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives

The course aims at motivating the learner to the concept and understands about the effective process of performance appraisal in quality oriented organizations through the pedagogy of case studies and practical experiences. The objectives are to provide a methodology for measuring the efficiency of the employees and to discuss about the components of a good reward system. To create an idea about the various reward methods while rewarding the employee for his great efforts towards to the organizational objectives.

UNIT-I

Performance Management: Concept and Objectives, Prerequisites, Principles, and Characteristics of an Ideal PM Systems – Dimensions of Performance Management – Factors Affecting Performance Management – Pitfalls of Poorly Implemented PM systems – Performance Management Process – Performance Management and Strategic Planning – Performance Management and Performance Appraisal Concept.

UNIT- II

Performance Appraisal System: Concept, Defining Performance, Determinants of Performance, Performance Dimensions – Approaches to Measuring Performance, Diagnosing the Causes of Poor Performance – Differentiating Task from Contextual Performance – Choosing a Performance Measurement Approach: Traditional Methods and Modern Methods – Measuring Results and Behaviors – Gathering Performance Information, and Implementing Performance Management System.

UNIT- III

Performance Management and Employee Development Plan: Components and Process of Personal Development Plans – HR Score Card – Performance Reviews – Conducting performance review meetings – Mentoring – Coaching – Role Efficacy – Performance Consulting: Concept, the Need for Performance Consulting, designing and Using Performance Relationship Maps – Contracting for Performance Consulting services – Organizing Performance Improvement Department.

UNIT- IV

Performance Management & Reward Systems: Performance Linked Remuneration System, Performance Linked Career Planning & Promotion Policy – Reward Management: Objectives and Criteria – Statutory Provisions Governing Different Components of Reward Systems – Competitiveness and Equity – Designing Compensation – Wage Levels and wage Structures – Determining Individual Pay – Executive Compensation Systems in Multinational Companies and IT companies.

UNIT -V

Performance pay – Incentives, Individual, Group, Short-term and Long-term – Compensation of Special Groups, Supervisors, Executives, Directors, Sales Force, Technical Professional, and Women Executives – Fringe Benefits – Retirement Benefits including VRS / Golden Handshake Schemes.

Case Study (Not Exceeding 300 words)

Practical Component:

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Students must compare and analyze compensation practices in different countries. Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in a automobile manufacturing organization.

Reference Text Books

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books
2. G.K.Suri., Performance Measurement and Management, Excel Publications
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. D.K.Srivastava, Strategies for Performance Management, Excel Publications.
5. R.K. Sahu, Performance Management System, Excel Publications.
6. Chadha, Performance Management, MacMillan.
7. Michael Armstrong, Performance Management, Kogan Page India Ltd.
8. Boyett, J.H and Conn, H.P., Maximizing Performance Management, Glenbridge Publishing, Oxford
9. Dipak kumar Bhatta charya, Compensation Management, Oxford.
10. Pareek, U., Managing Transitions: The HRD Response, TMH.

20MBA 305 HRM: TRAINING AND DEVELOPMENT (4L + 0T + 1P)

Subject Code :	20MBA 305HRM	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives

The course aims at exposing the learner to the concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences. To provide an experimental skill-based exposure to the process of planning, organizing, and implementing of training program in a globalised organization. To provide an in depth understanding of the role of training in the development process of an employee and also to educate the employee about career objectives and career planning.

UNIT-I

Introduction: Concepts and Rationale of Training and Development; overview of training

and development systems; organizing training department; training and development policies; Linking training and development to company's strategy; Requisites of Effective Training; Role of External Agencies in Training and Development.

UNIT- II

Training Needs Assessment (TNA) and Development Methodologies: Training Needs Analysis: Meaning and significance of training needs types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities.

UNIT- III

Designing Training and Development Programs: Organization of Training and Development programs, Training design, kinds of training and development programs - competence based and role based training; orientation and socialization; Preparation of trainers; developing training materials; E - learning environment; Flexible learning modules; Self development; Training process out sourcing.

UNIT- IV

Training Evaluation: Meaning, Reasons for Evaluating Training and Significance of Training Evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Data Collection for Training Evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity

UNIT- V

Executive Development/ Management Development: Need, factors affecting MDP, Methods, Process, Administration, Delivery, Costing & Pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training - Emerging Trends in Training and Development: Team training and six sigma training; Electronic Enabled Training Systems (EETS).

Case Study (Not Exceeding 300 words)

Practical Component:

- Study training programs and processes in different organizations and analyze their effectiveness.
- Students to design a training program for a specific job role.
- Students are expected to conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Give a training needs analysis case and ask the students to find out the training needs.
- Implement various training methods, observe and submit a report on its effectiveness

Reference Text Books

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and
7. Development, London Institute of Personnel Management.

20MBA306 HRM: ORGANIZATION DEVELOPMENT AND CHANGE (4L + 0T + 1P)

Subject Code :	MBA 306HRM	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives

The objectives of this course are to help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively, to understand the various components and constraints involved in Change management, to give the knowledge of various tools & techniques for Organization Development to students, to understand different OD interventions and help students explore the different approaches and techniques involved in OD.

UNIT-I

Introduction to organizational Development: Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

UNIT-II

OD process: Initiating OD relationship, contracting and diagnosing the problem, Diagnosing models, open systems, individual level, group level and organizational level diagnosis collection and analysis for diagnostic information, feeding back the diagnosed information.

UNIT-III

Designing OD interventions: Human process interventions:- coaching, training and development, process consultation, third part intervention, and team building. Organization confrontation meeting, intergroup relations intervention, and large group intervention, work design, Socio technical systems approach.

UNIT-IV

HR and Strategic interventions: HRM interventions: performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies,

collaborative strategies, organizational transformation, culture change, self designing organizations, learning and knowledge management.

UNIT-V

Organizational Change- Introduction, Nature of Change, Internal & External Changes, Types of Change, Models of Change- Lewis's Force Field, Systems Model, Action Research Model, Organizational Vision and Strategic Planning; Resistance to Change- Reasons for the Resistance, Overcoming Resistance for the Change, Change and Person and Manager, Systematic Approach to Making Change- Factors for Effective Change, Skills of Leaders in Change Management, Designing the Change. **Case Study (Not Exceeding 300 words)**

Practical Component:

- To conduct Force field analysis for MBA department
- Group activity-Identify the need for OD intervention for your college and call the director/ principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level, group level and individual level.
- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analyzation.
- Group Presentation: Health care, FOO, Education, PSU, Retail, Manufacturing Industries.
- Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.
- Students are expected to study the changes that have taken place in various industries over a period of ten years and submit a report.

Reference Text Books

1. Palmer, I., Dunford, R., & Akin, G. (2009). Managing organizational change (2nd Ed.), McGraw-Hill: Irwin, NY.
2. Kotter, J. and Cohen, D. (2002). The Heart of Change : Real-Life Stories of How People Change Their Organizations. Boston: Harvard Business School Press.

20MBA 303FIN: FINANCIAL INSTITUTIONS & MARKETS (4L + 0T + 1P)

Subject Code :	20MBA 303FIN	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: The main objective of this course is to familiarize the students with the financial institutions, markets and its regulations. It is also aimed at helping students in acquiring analytical skills in the market analysis in the context of raising medium and long

term funds. It also gives students an understanding of the behavior of banks and other financial firms. By the end of the course students should be able to:

1. Examine the role of the financial system in the economy.
2. Demonstrate an awareness of the variety of financial instruments.
3. Students should be able to: Compare and contrast the role of and functions of organized financial markets and financial intermediaries

UNIT-I

Financial Institutions – Banks & Non-banking Financial Institutions – Genesis and Development– New Financial Institutions like the Discount Finance House of India, stock Holding Corporation of India Limited, Industrial Leasing and Financial Services Limited etc., – Indian Banking System: An Overview, Recent Developments, Role of Reserve Bank of India, Finance Ministry and Control Mechanism.

UNIT-II

Development Banks: Objectives and Scope of Development Banks – Industrial Development Bank of India, Industrial Finance Corporation of India, Industrial Credit Investment Corporation of India, National Bank for Agricultural and Rural Development, Export and Import Bank, Small Industrial

Development Bank of India, Industrial Reconstruction Bank of India, State Financial Corporations and State Industrial Development Corporation; Investment institutions: LIC, GIC, UTI, Mutual Funds and Pension Funds.

UNIT-III

International Financing Institutions: Objectives of International Financial Institutions. Sources of Funds, Priority Areas – IBRD, International Finance Corporation, International Development Agency, Asian Development Bank and International Monetary Fund.

UNIT-IV

Financial Markets: Government Economic Philosophy and financial market, structure of financial market in India – Capital market: Capital Market Theory, Critical Evaluation of the Development, Future Trends – Primary Market System and Regulations in India – Primary Market Intermediaries: Commercial Banks, Development Banks, Merchant Bankers, Rating Agencies – Secondary Market System and Regulations in India: Stock Exchanges, Stock Exchange Regulations – Regulations and Regulatory Agencies (Primarily SEBI): for Primary Markets and Secondary Markets

UNIT-V

Bond Markets: Government Bond Market and its Interface with Capital Market – Debt Market in India and its Interface with Stock Markets, Primary and Secondary Markets, Capital and Money Market – Mutual Fund: Concept, Mechanism Role, etc.

Case Study (Not Exceeding 300 words)

Practical Component:

- Students are asked to examine the financial system in any two product and service oriented companies and present brief report on the same in seminar periods.
- The class will be divided into small groups (consisting of 6 students). The groups are to discuss and present their views on variety of financial instruments used in corporate sector.
- Students are asked to identify any three financial markets and financial intermediaries in their region/locality; compare and contrast the role of and functions of organized financial markets and financial intermediaries.

Reference Text Books

1. L.M.Bhole – Financial Market and Institutions
2. M.Y.Khan – Indian Financial System
3. Vasant Desai – Development Banking – Issues and Options, Himalaya Pub.
4. M.Y.Khan – Industrial Finance, Tata Mc Graw Hill Publishers.
5. L.C.Gupta – The Changing Structure of Industrial Finance in India, Oxford University Press
6. Avadhani – Marketing of Financial Services, Himalaya Publishing House.

20 MBA 304FIN: BEHAVIORAL FINANCE (4L + 0T + 1P)

Subject Code :	20MBA 304FIN	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: The main objective of this course is to familiarize the students with the behavioral finance and its regulations. It is also aimed at helping students in acquiring analytical skills in the market analysis in the context of raising medium and long term funds. It also gives students an understanding of the behavior of banks and other financial firms.

1. By the end of the course students should be able to:
2. Examine the role of the financial system in the economy.
3. Demonstrate an awareness of the variety of financial instruments.
4. Students should be able to: Compare and contrast the role of and functions of organized financial markets and financial intermediaries.

UNIT-I

Non-behavioral finance: Introduction; Why we care: The roles of securities prices in the economy; Efficient markets hypothesis (EMH): Definitions; EMH in supply and demand framework; Theoretical arguments for flat aggregate demand curve; Equilibrium expected returns models; Key methodologies; Pro-EMH evidence

UNIT-II

Some motivating evidence: Return predictability in the stock market; Data mining; Joint hypothesis problem; Predictability in bonds, forex, futures, real estate, options, sports betting.

UNIT-III

Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation); Case: Strategic Capital Management, LLC.

UNIT-IV

Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment

UNIT-V

Supply by firms and managerial decisions: Supply of securities and firm investment characteristics (market timing, catering) by rational firms; Associated institutions; Relative horizons and incentives; Biased managers

Reference Text Books:

1. Hausch, Donald, and William Ziemba, 1995, Efficiency of sports and lottery betting markets, In: Handbooks in Operations Research and Management Science, vol. 9 (Elsevier).

20MBA 305FIN: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (4L + 0T + 1P)

Subject Code :	20MBA 305FIN	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general. The main objectives of this course are: (i) to provide a theoretical and practical background in the field of investments; (ii) Designing and managing the bond as well as equity portfolios in the real world; (iii) Valuing equity and debt instruments; (iv) Managing the mutual funds, (v) Measuring the portfolio performances.

UNIT-I

Investment: Meaning, Characteristics, Objectives of Investment, Investment Vs. Speculation and Gambling, Types of Investors – Investment Avenues: Traditional and Modern – Risk: Meaning, Elements of risk, Systematic and Unsystematic Risk – Capital Allocation Between Risky & Risk Free Assets – Utility Analysis – Measurement of Risk: S.D, Variance, Correlation, Regression and Beta coefficients – Risk Returns Trade-off.

UNIT-II

Valuation of Shares and Bonds: Concept of Present Value, Share Valuation Model, Constant Growth Model, Multiple Growth Model, Discount Rate, Multiplier Approach to Share Valuation,

and Regression Analysis – Bond Valuation: Bond Returns, Bond Prices, Bond Pricing Theorems, Bond Risks and Bond Duration.

UNIT-III

Fundamental Analysis & Technical Analysis of Equity Stock: Economic, Industry and Company Analysis Framework, Economic Forecasting Techniques – Technical Analysis (Case Study: Coca Cola): Basic Principles and Assumption of Technical Analysis, Chart Patterns, and Technical Indicators – Dow Theory, Elliot Wave theory, Confidence Index RSA, RSI, Moving Average Analysis, and Japanese Candlesticks.

UNIT-IV

Portfolio and Management: Random walk Theory, Efficient Market Hypothesis (Case Study: eBay- Stock Market Efficiency), and Forms of Market Efficiency – Portfolio Management: Process of Portfolio Management, Portfolio Analysis, Portfolio Risk and Return Calculation –Diversification of Risk – Portfolio Selection – Feasible Set of Portfolio – Efficient Frontier – Security Market Line – CML –Selection of Optimal portfolio using Markowitz and Sharpe Single Index model. (Case Study: Vanguard - Mutual Funds and Taxes).

UNIT-V

Capital Market Theory: CAPM-Arbitrage Pricing Theory – Methods of Portfolio Performance Evaluation: Sharpe, Traynor, and Jensen – Measures Portfolio Revision: Need for Revision, Constraints in Revision, Revision Strategies, Formula Plans, and Portfolio Management in India.

Case Study/Problem (From 2, 4 & 5 Units Only)

Reference text books:

1. Reilley and Brown, *Investment Analysis & Portfolio Mgmt*, Thomson Learning.
2. Fisher and Jordan, *Security Analysis & Portfolio Management*, Pearson, PHI.
3. David G. Luenberger, *Investment science*, Oxford.
4. Alexander, Sharpe, Bailey, *Fundamentals of Investment* – Pearson /PHI.
5. Barua, Verma and Raghunathan, *Portfolio Management*, TMH.
6. S. Kevin, *Portfolio Management*, Prentice Hall India.
7. Ranganathan & Madhumathi, *Investment Analysis & Portfolio Management*, PHI.
8. V A Avadhani., *Securities Analysis & Portfolio Mgmt.*, HPH.

20MBA 306FIN: FINANCIAL ENGINEERING (4L + 0T + 1P)

Subject Code :	20 MBA 306 FIN	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: This course provides a broad overview on the investment options and the techniques available through scientific methods. It includes Asset pricing, Monte carlo simulation, Modeling techniques etc. The main objectives of this course are: (i) to provide fundamental theorem of asset pricing; (ii) To create awareness on equity derivatives; (iii) to equip the modeling volatility and its functions; (iv) to provide an advanced knowledge on income derivatives and its evaluation methods (v) to make the students well worse with spot rates and forward rates.

UNIT I

Introduction to Stochastic Calculus, The Fundamental Theorem of Asset Pricing

Martingales. Brownian motions. Ito processes. Di_usions and stochastic di_erential equations. Ito's lemma. Girsanov's theorem. -Arbitrage, numeraires and martingale measures. The martingale property of asset prices. The martingale property of forward and futures prices. The risk-neutral martingale measure and the forward martingale measure.

UNIT II

Martingale Pricing and Monte Carlo Simulation, Introduction to Equity Derivatives

The martingale approach to derivative pricing. Examples: Black-Scholes and Black formulas. Monte Carlo simulation. Euler discretization. Choleski decomposition. Estimating the greeks through Monte Carlo simulation. First examples. Key features of empirical volatility surfaces for equity derivatives. Implications for price distributions. Time-series evidence from the VIX.

UNIT III

Modeling Volatility, Modeling Jumps

Local volatility models: the constant elasticity of variance (CEV) model and the implied volatility function (IVF) model. Stochastic volatility models: the Heston model. Calibration and Monte Carlo implementation of stochastic volatility models. The need for jumps. The Poisson process. The Merton jump-di_usion model. The a_nestochastic volatility jump (ASVJ) model. Calibration and Monte Carlo implementation of jump models.

UNIT IV

Advanced Topics in Equity Derivatives, Introduction to Fixed Income Derivatives

Volatility derivatives. Variance swaps: pricing and synthetic replication. The construction of the VIX.

Quantos. Hedging with stochastic volatility and jumps. Basic instruments (swaps, caps and floors, swaptions). The market pricing formulas and quoting conventions. Empirical volatility surfaces for fixed income derivatives. Pricing caps, floors and swaptions as bond options.

UNIT V

Modeling Spot Rates, Modeling Forward Rates

One-factor models: The extended Vasicek (Hull-White) model and the extended Cox-Ingersoll-Ross (CIR++) model. Pricing swaptions in one-factor models: the Jamshidian decomposition. Limitations of one-factor models. Factors in bond returns and principal component analysis. Multi-factor spot-rate models: the extended two-factor Gaussian (G2++) model. Modeling forward rates: key advantages. The Heath-Jarrow-Morton (HJM) approach. Example: building a model with level and slope factors using the HJM approach. Limitations of the HJM approach. The Brace-Gatarek-Musiela (BGM) approach. Standard LIBOR market models. Parametric volatilities and correlations versus non-parametric calibration. Choosing the number of factors. Simulation of market model.

Non-standard market models. Introduction to Credit Derivatives, Key instruments. Basic pricing relations. Hazard rates and credit spreads. Hazard rate curves implied by Credit Default Swaps. Calibration of intensity models. Modeling correlated defaults. Dynamic copula-based models. Stochastic Recovery. Monte Carlo implementation.

Reference Text Books:

1. John C. Hull, Options, Futures, and Other Derivatives, 6th edition, Prentice Hall, 2005.
2. Paul Glasserman, Monte Carlo Methods in Financial Engineering, 1st edition, Springer, 2004.
3. Riccardo Rebonato, Volatility and Correlation, 2nd edition, Wiley, 2004.
4. Damiano Brigo and Fabio Mercurio, Interest Rate Models - Theory and Practice, 2nd edition, Springer, 2006.
5. Riccardo Rebonato, Modern Pricing of Interest-Rate Derivatives: The LIBOR Market Model and Beyond, 1st edition, Princeton University Press, 2002.
6. Philipp J. Schönbucher, Credit Derivatives Pricing Models, 1st edition, Wiley, 2003.

20MBA 303OPS: MANUFACTURING SYSTEMS MANAGEMENT (4L + 0T + 1P)

Subject Code :	20MBA 302OPS	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course objectives: This course introduces the students to the concepts of Manufacturing Systems Management. The students will be exposed to the fundamental concepts and philosophy of manufacturing. The paper will provide an overview of the different aspects and components of manufacturing system. The paper will help the students to enhance their knowledge related to operational aspects in business organization.

UNIT I:

Manufacturing systems: Concept, objectives, challenges of Manufacturing, Various manufacturing methodologies, FMS, Cellular Manufacturing, World class manufacturing, Technological evolution of CAD/CAM and CIM. Layout of Manufacturing Systems: Plant layout-Definition-Objectives-Principles-Factors influencing layout-Types of layout - Cellular layout- Tools and tooling system for cellular manufacturing,

UNIT-II

Development and implementation of an FMS: Planning phase, Integration, System configuration, FMS layouts, Simulation – *Automated Material Handling & Storage*: Functions, Types, Analysis of material handling equipments, Design of Conveyor & AGV Systems – Problems and Development of Total Material Handling Systems.

UNIT-III

High -Volume Production Systems: Automated flow lines, methods of work part transport, transfer mechanisms, buffer storage, analysis of flow lines without storage and with storage buffer, assembly systems, automated assembly system and its types, single stage and multistage assembly machines.

UNIT-IV

Computer Aided Quality Control (CAQC): Introduction, QC inspection and testing, the computer in QC, Automated inspection principles and methods, sensor technologies for automated inspection – contact and non contact types, computer aided testing.

UNIT-V

Role of information systems: Information requirements of manufacturing, group technology, computer aided process planning, computer integrated production planning systems, material requirements planning, capacity planning, shop floor control, automatic identification techniques, Computer networks for manufacturing, Database requirements of Computer Integrated Manufacturing.

Case Study (Not Exceeding 300 words)

Reference Text Books:

1. Groover, M.P; “Automation, Production System and CIM”- Prentice-Hall of India.
2. Vajpayee, “Principles of CIM” - Prentice-Hall of India.
3. Ranky, Paul G; “Computer Integrated Manufacturing”- Prentice-Hall of India.
4. David Bedworth: “Computer Integrated Design and Manufacturing” -TMH, New Delhi.
5. Robert Levine et al; ”A Comprehensive guide to AI and Expert Systems”- McGraw Hill Inc, 1986.
6. Geoffrey Boothroyd, “Assembly Automation and Product Design”,(Manufacturing Engineering and Materials Processing)
7. Radhakrishnan.P, Subramanyan. S.'CAD/CAM/CIM', New Age International Publishers
8. Horst Tempelmeier and Heinrich Kuhn “Flexible Manufacturing Systems: Decision Support for Design and Operation”

20MBA304OPS: SUPPLY CHAIN MANAGEMENT (4L + 0T + 1P)

Subject Code :	20MBA 305OPS	IA Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: This paper aims for understanding the concept of supply chain, significance of supply chain management in business organizations and the recent trends in SCM. After completion of the course, students will be able to

1. Critically evaluate supply chain design and potential improvements,
2. Use qualitative and quantitative techniques to model complex supply chain phenomena.
3. Deliver meaningful analyses and solutions that can be understood easily by a variety of audiences.
4. Recognize global practices and identify regional differences, as well as understand the interconnectedness and interdependencies of global supply chain management.
5. Make socially conscious supply chain decisions that consider the global availability of resources.

UNIT-I

The Basics of Supply Chain Management: Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions

UNIT- II

Planning Demand and Supply-Three Components of SCM, Demand Management, Demand Forecasting – Planning Demand and Supply: Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies.

UNIT- III

Procurement and Inventory Management: Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs, Types of Inventory Models, Inventory Control Systems, Tools of Inventory Management.

UNIT- IV

Supply Chain Benchmarking- Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure

UNIT- V

Recent Trends in Supply Chain Management: New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management

Case Study (Not Exceeding 300 words)

Reference Text Books

1. B. Handfield and E.L. Nichols, Jr. Introduction to Supply Chain Management. Prentice Hall
2. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India.
3. Jeremy F. Shapiro. Modeling the Supply Chain, Duxbury Thomson Learning.
4. Sahay, B.; Supply chain management : For global competitiveness, Macmillan publishers.
5. Chopra, S and Meindl P; Supply chain management: strategy, planning and operation, PHI.
6. Dobler, D and Starling S; World class supply management-Key to supply chain management, TMH.
7. David Simchi Levi, Philip Kaminsky, and Edith Simchi Levi. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. Irwin McGraw Hill.
8. Rahul V. Altekar, 'Supply Chain Management- Concepts and Cases'; Prentice Hall of India, Latest edition.
9. Simchi, D., Kaminsky, P., et al 'Designing and Managing the Supply Chain Concepts, Strategies and Case Studies'; McGraw-Hill Companies, Latest edition.

20MBA305OPS: SERVICES OPERATIONS MANAGEMENT (4L + 0T + 1P)

Subject Code :	20MBA 305OPS	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: 1. To understand the nature of services, 2. Aligning service strategy and service competitiveness. 3. Service design, development & automation. 4. Managing human resource in services. 5. Service quality. 6. Service facility design and facility location. 7. Demand management in services. 8. Capacity management or supply management in services. 9. Managing waiting lines & queuing models. 10. Service inventory and supply chain management. 11. Quantitative models in managing service operations.

UNIT-I

Service Operations Concept: Difference between Manufacturing and Service Operations, Service Operations Characteristics, Classification of services and analyzing service operations, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing

organizations, Field Service and Customer satisfaction. Service Operation Strategy: Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized

vs. Decentralized, Creating Customer Connection, Enhancing customer satisfaction, Service Operations as ProfitCentre.

UNIT-II

Service Design and Strategy: Introduction to Service Strategy, Competitive Service Strategies, - New service Design and Development – Design Elements – Service Blue Print – Process Structure – Generic Approaches – Value to Customer; Retail Design Strategies – Store Size – Network Configuration; Managing Service Experience – Experience Economy, Key Dimensions; Vehicle Routing and Scheduling.

UNIT-III

Service Quality: Defining Service Quality, Dimensions, Service Process Control, Service Quality Gap Model; Measuring Service Quality – SERVQUAL– Walkthrough Audit; Quality Service by Design; Service Recovery – Service Guarantees; Service Encounter – Triad, Creating Service Orientation, Service Profit Chain; Front office, Back Office Interface – Service Decoupling.

UNIT-IV

Service Facility : Services capes – Behavior – Environmental Dimensions – Framework; Facility Design –Nature, Objectives, Process Analysis – Process Flow Diagram, Process Steps, Stimulation; Service Facility Layout; Service Facility Location – Considerations, Facility location decision factors, Facility Location Techniques.

UNIT-V

Demand and Capacity Management in Services: Forecasting Demand in Services – Smoothing Customer Demand in Services – Service Capacity Management – Yield management – Resource and Workforce Scheduling in Services – Inventory Management in Services – Managing Waiting Lines.

Case Study (Not Exceeding 300 words)

Reference text books:

1. Heskett, J.L.(1991),"Lessons in the service sector" in The Service Management Course: Cases & Reading, Free Press, 47-642.
2. B.Fitzsimmons, James A.,and Mona J.Fitzsimmons, Service Management: Operations,Strategy, and Information Technology, 6th Ed., Irwin/McGraw-Hill,2007.
3. C. Haksever, Render B., Russel S. R. and Murdick R. G.,Service Management and Operations, 2nd Ed.,Prentice Hall,2007.
4. Johnston, R.(2005),"Service operations management: from the roots up" International Journal of Operations & Production Management, 25, 12,1298-1308.

20MBA306OPS: LOGISTICS AND DISTRIBUTION MANAGEMENT (4L + 0T + 1P)

Subject Code :	20MBA 306OPS	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: This course enables the students to have an understanding of the importance of logistics and the elements of logistic system. Also this paper enables the student to understand the different channels of distribution in detail and the emerging trends in distribution.

UNIT- I

Introduction- Definition of Logistics and Logistics Management, Types of Logistic Activities, Nature of logistics and Importance of Logistics Management, Integrated Logistics and its Support; Logistics activities: Receipt of raw materials, equipment, and supplies; types of production stores arrangements—the closed and open system, different ways to store materials, the difference between expediting and tracing, strategies to bring lost shipments in ontime.

UNIT-II

Logistic system: Determinants of Designing Logistical System. Elements of logistic system- Transportation- the scope and function of physical distribution, study of carrier transportation modes and methods; Basic transportation documents-Bill of lading and freight bill Warehousing- planning, setting up, and operating a warehouse; Techniques of controlling inventories: EOQ and ABC Analysis – Packaging- dimensions of packaging; Order entry, and customer service (order fulfillment).

UNIT-III

Channel management- Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels

UNIT- IV

Wholesaling: Definition of Wholesalers, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling – *Retailing*: Definition of Retailing, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Format

UNIT- V

Emerging Concepts in Distribution Management:- Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

Case Study (Not Exceeding 300 words)

Reference Textbooks

1. Handbook of Logistics and Distribution Management – John Gattorna
2. Logistics Management – P. Fawcett, R. McLeish and IOgden
3. Strategic Logistics Management – D.M. Lambert & J R Stock, Richard D Irwin Inc.
4. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
5. Bowersox D.J. , Closs D.J. , Logistical Management, McGraw-Hill, 1996
6. Johnson J., and D. Wood, Contemporary Logistics , Prentice Hall
7. Englewood cliffs, New Jersey Lambert, D.M., Stock, J.R., Strategic Logistics Management. Irwin, Inc.
8. Lambert, D.M., Stock J.R. and Lisa M. Ellram, Fundamentals of Logistics Management, Irwin-McGraw-Hill international editions, 1998
9. Martin Christopher, Logistics and Supply Chain Management, Prentice-Hall, 1998
10. Smykay E., F. Mossman, D. Bowersox, Physical Distribution Management, Macmillan, New York,
11. Wood, D. F., Johnson, J. C., (1995). Contemporary Transportation. Fifth edition, Prentice Hall
12. Krishna K. Havaldar & Vasant M Cavale : *Sales & Distribution Management: Text & Cases*, Tata McGraw Hill.
13. Still, Cundiff and Govani , Sales Management - Decisions, Strategies and Cases, Prentice Hall.
14. Gupta S.L., *Sales & Distribution Management (Text and Cases)*, Excel Books, New Delhi

20 MBA 303 ENT: BUSINESS OPPORTUNITIES IN EMERGING ECONOMIES (4L + 1P + 0T)

Subject Code :	20MBA 302ENT	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives:

This course focuses on the challenges and opportunities associated with organizational management and business strategy in emerging economies. The course also focuses on specific organizational strategies firms pursue to overcome these obstacles and exploit opportunities in emerging markets. There is also a focus on cross functional strategies that integrate management, marketing, financial, and operational approaches, and discuss how

both large multinationals and smaller, entrepreneurial firms can benefit from a better understanding of the dynamics of emerging markets.

1. Study the institutions of emerging markets that are relevant for managers.
2. Analyze opportunities presented by emerging markets.
3. Analyze the additional ethical challenges and issues of social responsibility common in emerging markets.
4. Learn to minimize the risks of doing business in emerging markets.

UNIT-I

Introduction: What are Emerging Economies and why are they so important? – Strategic Ideas of Emerging Markets — Different Perspectives for Evaluating Emerging Market Potential – Financial, Business, Economic, Legal and Political approaches to Emerging Economies — Influence of Global Trends on the Emerging Economies — Unique Challenges of Emerging Economies (Case Study: Novartis in India: Innovation versus Affordability) — Emerging Markets Today: BRIC Group.

UNIT-II

Growth & Development of Emerging Market Economies: Political Disintegration, Economic Reintegration, Privatization, Regional Decentralization, Internationalization, Deficit of Investments and its effect on the Expanding Business World – Stages of Development of National Economies in the Global Marketplace — Economies in Transition — Internationalization and Strategic Alliances -Prospects for Companies from the Emerging Markets — Pursuing Different Strategies from the Developed Country Multinationals.

UNIT-III

Business Models and Strategies for Success in Emerging Markets: Competing in Emerging Markets

A Developed Country Perspective — International Business Strategy in Emerging Markets: Exporting, Market Entry and Relationship Management — New Business Models in Emerging Markets.

UNIT-IV

Foreign Investments in Emerging Economies: Wholly-Owned Foreign Companies, International Joint Ventures and its Management System, Strategic Management of International Joint Ventures, Economic and Special Technologic Zones, International Trade and the Global Emerging Market.

UNIT-V

Competing in Emerging Markets: Evolution of emerging market MNCs, competition in newly industrialized contexts — Strategies for Winning in Home Markets — Emerging Market Companies Going Global — Developed Country Companies Going to Emerging Markets.

Case Study (Not Exceeding 300 words)

Practical Component:

Individual Assignments. Students will prepare a written analysis for each of the cases listed in the references. The analysis involves two parts, 1) diagnostics, and 2) recommended actions. Please underline your main recommendation.

Group Assignment: Groups composed of maximum five students will prepare an in-depth written analysis and a presentation about an emerging market (i.e. Brazil, Russia, India, China, or Mexico) and one company operating in that market. The document and presentation will consist of two main sections, I) Country Analysis, and II) Company analysis. Each section will consist of two parts, I) Diagnostics and, II) Recommendations. The document is to be submitted two times. First when the case is presented in class, and second at the end of the course, taking into account the feedback received by the instructor and classmates.

Reference Text Books:

1. Case Study and Article Reading: Eyring and Johnson (2011) “New Business Models in Emerging Markets”, Harvard Business Review - (Product Code:R1101E-PDF-ENG)
2. Washburn and Hunsaker (2011) “Finding Great Ideas in Emerging Markets” Harvard Business Review – (Product Code:R1109J-PDF-ENG).
3. Berman, J. (2013), “Seven Reasons Why Africa’s Time is Now” Harvard Business Review, October(F1310Z-PDFENG)
4. -Eder, G. (2013), “The End of the Emerging Market Boom?” Allianz Economic Research Working Paper 167–August
5. Garcia-Herrero, A. (2011), “The Next Emerging Giants Take Flight” IESE-Insight Magazine, September(IIR058-PDF-ENG).
6. Jullens, J. (2013) “How Emerging Giants Can Take on the World”, Harvard Business Review (R1312J-PDF-ENG).
7. Case: "China: To Float or Not To Float?" Harvard Business School Case706-021.
8. Vietor, R. H. K. (2007), How Countries Compete. Boston: Harvard Business School Press. Chapter1.

20MBA 304 ENT: STARTUP AND NEW VENTURE MANAGEMENT (4L + 1P + 0T)

Subject Code :	20MBA304ENT	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives:

1. To instill a spirit of entrepreneurship among the studentparticipants.
2. To provide an overview of the competences needed to become anentrepreneur
3. To give insights into the Management of Small FamilyBusiness

UNIT-I

Introduction: A Typology of Entrepreneurs — Entrepreneur & Entrepreneurship — Entrepreneurial Competencies — Factor Affecting Startup and New Venture — Innovation and Entrepreneurship – Reward, Challenges and Myths of Entrepreneurship - Entrepreneur and Corporate Manager – Entrepreneurship and Economic Growth – New Venture Management: Significance, Challenges and Options —Venture Management versus Corporate Management —Five Critical Success Factors for New Ventures.

UNIT-II

Identifying and Evaluating opportunities – The Entrepreneurial Process – Opportunity Identification Market Research for Entrepreneurship – Evaluating Opportunities — The Business Plan – The concept and Business Plan – The need for Business Plan – Contents of a Business plan – Making the Business plan – Presenting the Business plan.

UNIT-III

Starting Up – Legal Issues: The Legal Environment – Forms of Startup Organization – Approval for New Venture – Taxes or Duties Payable – Intellectual Property – Franchising
Starting Up – Financial Issues: Types of Finance – Estimating Capital Cost of Project – Securing Finance – Sources of Finance – What lenders and investors look for.

UNIT-IV

Starting Up – Human Angle: Individual or Team Start-up – Acquiring Influence by Networking – Leadership – Designing the organization – organization culture. Venture Survival and Growth: Venture Life patterns – Start-up Phase – Early Growth – Changes in Management Style and Organization Design – New venture failures.

UNIT-V

Harvesting: Venture Harvesting/Exit Strategies – Handing over to family Member – Selling the business – Going Public (IPO) – Liquidation.

Case Study (Not Exceeding 300 words)

Reference Text books:

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, NewDelhi

- 2.Saini, J. S., ‘Entrepreneurial Development Programmes and Practices’ , Deep & Deep Publications (P), Ltd.
- 3.Khanka, S S. ‘Entrepreneurial Development’, S Chand & Company Ltd. NewDelhi
- 4.Badhai, B ‘Entrepreneurship for Engineers’, Dhanpat Rai & co. (p)Ltd.
- 5.Desai, Vasant, ‘Project Management and Entrepreneurship’, Himalayan Publishing House, Mumbai, 2002.
- 6.Gupta and Srinivasan, ‘Entrepreneurial Development’, S Chand & Sons, NewDelhi.

20MBA 305 ENT: VENTURE CAPITAL AND PRIVATE EQUITY (4L + 1P + 0T)

Subject Code :	20MBA305ENT	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: The objectives of the course are to support the entrepreneurial talent by providing finance, to provide business management skills, and to get the returns in the form of capital gains. The main aim of the course is to build students skills, frameworks and knowledge in entrepreneurial finance. The specific course aims are to improve your capacity to:

- Recognize an opportunity worthy of financing, Value an opportunity.
- Understand the difference between the funder’s perspectives and those of the company being financed.
- Appreciate the difference between venture capital, private equity, early stage and traditional financing sources.
- Approach a venture capital source and present your idea.
- Use different financing techniques, Understand the importance of options
- Use strategic partnering and Operate internationally

UNIT-I

Introduction to Venture Capital - Overview of Entrepreneurial Finance – Financing choices for startups – Alternative Forms of Venture Capital – Venture Capitalists Decision Making: An Information Processing Perspective – Banks Versus Venture Capital in the Financing of New

Ventures – Corporate Venture Capital – Venture Capital Funding – Angel Finance: The Other Venture Capital – Business Incubation and its Connection to Venture Capital – Philanthropic Venture Capital: A New Model of Financing for Social Entrepreneurs.

UNIT-II

Venture Capital Funding and Valuation: The Structure of Venture Capital Investments –

Financial Contracts and Venture Capitalists' Value-Added - Venture Capitalists, Monitoring and Advising – Project Externalities and Moral Hazard – Doing It Not Alone: Antecedents, Dynamics, and Outcomes of Venture Capital Syndication.

UNIT-III

Venture Capital Value-Added and Conflicts: Time to Grow Up: Large Sample Evidence on the Maturation Dynamics of Private Venture-Backed Firms – How Do Venture Capitalists Create Value for Entrepreneurial Firms? Venture Capital and Innovation – Reputation in Financial Intermediation: Evidence from Venture Capital – Investor Opportunism, and Governance in Venture Capital – Conflicts of Interest and Litigation in the Venture Capital Industry – Venture Capital Exits and Returns.

UNIT-IV

Private Equity and Angel Funding: Difference between Venture Capital, Private Equity and Angel Investing — Fund Organization and Structure of Private Equity companies (Overview) — Private Equity Activity, Growth, and Performance in India — Role of VC and PE for Innovation and Development of SMEs – Structure and Terms of Venture Capital and Private Equity Fund — Life Cycle of Private Equity Fund – Identifying Opportunities and Investment Decisions: Key Tools for Assessment, Valuation, Structuring and Terms – Interactions between Private Equity Investors and Entrepreneurs – Angel Financing for Entrepreneurs: Basics about Angel Investors, Looking for Angels and What Angels Are Looking for.

UNIT-V

Financing the Growth and Achieving Liquidity: Private Equity Funding Sources, Private Equity Funding Rounds, and Process of Financing Growth of their Portfolio Companies, Private Equity Investment Strategy — Constraints for private Equity Financing of Small and Medium Enterprises — Growth Financing and Exits — Collaborations with other Private Equity Firms — Emerging Trends in Private Equity Funding – Funds of Funds.

Case Study (Not Exceeding 300 words)

Reference Text Books:

1. Douglas J. Cumming, 2010, VENTURE CAPITAL - Investment Strategies, Structures, and Policies, John Wiley & Sons, Inc. USA.
2. Susan L. Preston, 2007, Angel Financing for Entrepreneurs – Early Stage Funding for Long-Term Success – John Wiley & Sons, Inc. USA.

WEB LINKS:

1. "Venture-capital funding drops sharply in Southern California"
2. "History of private equity and venture capital"
3. "Why Angel Investors Don't Make Money ... And Advice For People Who Are Going To Become Angels Anyway"
4. "Center for Ventura Research: The Angel Investor Market in 2007: Mixed Signs of Growth"

20MBA 306 ENT: ENTREPRENEURIAL ECOSYSTEM IN INDIA (4L + 1P + 0T)

Subject Code :	20MBA306ENT	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: The objectives of this are to enable students to understand the entrepreneurial ecosystem in India, and get awareness about the ecosystem. Helps the students to know various institutional avenues for startups and make them to understand the gaps in Eco system.

UNIT-I

Introduction: Concept, Definition – Critical role of entrepreneurship in shaping India's future – Evolution and Growth of Ecosystem in India (brief history) – Startups and Entrepreneurs – Key Elements of Entrepreneurial Ecosystem – Opportunities and Challenges – Changing Business Landscape in India during 2000-2015 – Nurturing the Early Stage Ecosystem – Success and failed startup ventures in India – Women & Startups.

UNIT-II

Enabling the Ecosystem: Understanding the Entrepreneurial Ecosystem – Entrepreneurial Motivation, Performance and Reward – Government Policy & Regulations – Industrial policy Resolution-2013, 2015 and 2016 – Ease of Doing Business Initiatives – Startup India, Standup India -Access to Fund: India Aspiration Fund (IAF), SIDBI Make in India Loan for Small Enterprises (SMILE), Micro Units Development and Refinance Agency (MUDRA Bank) – Income Tax Credits – Incentives and Subsidies – Support Entrepreneurship through Entrepreneurship Hubs (E- Hubs) – Listing Rules for Startups.

UNIT-III

Support to Startup and Indian Venture Ecosystem: Registration: Institutional Support – Financing for Startups – Types of Business Funding: Venture capitalist, Angel Investor, Venture Debt – Industry Associations – Non-Govt. Initiatives – Indian Venture Ecosystem: Evolving landscape during 2010-2015, Venture Funds, Private Equity Funds, Public Markets – Venture Capital Investments and Angel Investments – Gaps in Ecosystem – Obstacles and Constraints in Ecosystem.

UNIT-IV

Sustaining Competitiveness: Disrupt Startup Ecosystem – Ways of Sustaining Competitive Advantage (Case: Twitter's sustainable competitive advantage) – Maintaining Competitive Advantage (Case: Amazon's sustainable competitive advantage) – Evaluation of Open

Sources for Competitive Advantage – Changing role of Entrepreneur – Harvesting Strategies versus go for Growth.

UNIT-V

Entrepreneurship-education and Mentoring: National Policy for Skills Development and Entrepreneurship 2015 – Education & Capacity Building – Research & Development Activities – Incubation & Technical Services – Technology Incubation Platforms – Accelerator Programmes – Co-working Spaces – Industry Bodies, Facilitators & Networks – Innovative Incubators and Industry-Incubator Collaborations and Mentor Networks (The Indus Entrepreneurs (TiE)).

Case Study (Not Exceeding 300 words)

Reference text books:

- (1) Bains (2015) India Private Equity Report 2015
- (2) InnoVen Capital (2015) India Angel Report 2015
- (3) Nasscom and Zinnov (2015) Start-up India - Momentous Rise of the Indian Start-up Ecosystem
- (4) Niti Aayog (2015) Report of the Expert Committee on Innovation and Entrepreneurship
- (5) Sonne, L. and Jamal, A. (2014) Regional Social Enterprise Ecosystems in India: A Snapshot of Nine Regions. Report
- (6) Thillai Annamalai (2014) IITM India Venture Capital and Private Equity Report 2014 - A study of limited partners
- (7) Unitus Seed Fund (2015) Global Best Practices in Incubation and Acceleration

20MBA 308 MOOCS (1L + 1P + 0T)

Subject Code	20MBA 308	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1 ½

About MOOCS: MOOCs are the natural evolution of Open Courseware, first created by the Massachusetts Institute of Technology (MIT) in 2001. A massive open online course (MOOC) is an online course aimed at large-scale interactive participation and open access via the web. In addition to traditional course materials such as videos, readings, and problem sets, MOOCs provide interactive user forums that help build a community for the students, professors, and teaching assistants (TAs). MOOCs are a recent development in distance education.

Further, A MOOC is an online course with the option of free and open registration, a publicly-shared curriculum, and open-ended outcomes. MOOCs integrate social networking, accessible online resources, and are facilitated by leading practitioners in the field of study.

Most significantly, MOOCs build on the engagement of learners who self-organize their participation according to learning goals, prior knowledge and skills, and common interests.

Typical Structure of a MOOC: The common duration of a MOOC is from 6 to 12 weeks. A MOOC is accessible 24 hours a day, 7 days a week. The majority of the content is delivered asynchronously (meaning students can access it in their own time and at their own pace). However, sometimes there can be optional synchronous events such as 'live' webinars (interactive sessions) which require participants to join in at specific dates/times. A standard class becomes in a MOOC a set of videos of 5-10 minutes each. The learning of students in a MOOC is usually assessed by multiple-choice questions.

An important component of MOOCs is assignments. Students have to upload assignment solutions into the MOOC platform. Assignments can be evaluated and graded: Automatically when possible, Peer-to-peer: students evaluate and grade themselves. Another component is the forum, where students post questions that other students can answer.

Usually, there are no pre-requisites for taking a MOOC, apart from having access to a computer with an internet connection. Most of the time, the educational or academic background of students isn't important. Students usually don't need to buy any books for these courses, because all reading is either be provided within the MOOC content or is linked to open access texts.

[Institutes/Universities/Organizations offering MOOCs in India:](#)

(1) Indian Institute of Management, Bangalore MOOCs

- Healthcare in India: Strategic Perspectives
- Introduction to Banking and Financial Markets-I
- Introduction to Banking and Financial Markets-II
- Statistics for Business-I
- Statistics for Business-II
- Do your Venture: Entrepreneurship for everyone.
- Introduction to Investments
- Innovation and IT Management
- Predictive Analytics
- Strategy and sustainable Enterprise
- Introduction to Corporate Finance

(2) IIT, Bombay

- Inferential and Predictive Statistics for Business
- Corporate Strategy
- Exploring and Producing data for Business Decision Making
- Accounting for Business Decision Making: Strategy Assessment and Control
- New Models of Business in Society
- Digital Analytics for Marketing professionals: Marketing Analytics in Theory
- Engagement and Nurture Marketing Strategies

- Leadership through design Innovation
- Brand and Product Management
- Finance for Everyone: Markets
- Financial Evaluation and Strategy: Corporate Finance
- Managing the Company of the Future
- Creating and Develop a tech startup
- Understanding Financial Statements: Company Performance-I
- Understanding Financial Statements: Company Performance-II
- (3) Indian HRD Ministry's MOOC Platform –SWAYAM
- (4) National Programming on Technology Enhanced Learning (NPTEL), IIT Madras
- Applied Multivariate Statistical Modeling
- Bank Management
- Commercial Banking Credit Risk Modeling & Management
- Consumer Behaviour
- Econometric Modelling
- Global Supply Chain Management
- Entrepreneurial Finance
- Infrastructure Finance
- (5). IRDA Certified courses in Insurance and Risk Management
- (6) NISM Mutual Fund Certification Course
- (7) NSE-NCFM Modules (any one module).

20MBA 309 LIFE SKILLS FOR MANAGERS (1L + 1P + 0T)

Subject Code	20 MBA309	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1 ½

Course Objectives: This course provides an opportunity to the students, to know and gain the required knowledge and its application over the fundamental capabilities to exercise at the work place as a part of their management profession. This course aims to provide i) the fundamental concepts of life skills and their development ii) to create an awareness on their personal management techniques, iii) to make the student as social responsible citizen through improving social skills. iv) to make the students as the best fit to their work places and v) to concentrate the overall personality development of the students through coping strategies.

UNIT –I

Introduction: Definition of Life Skills – Assumptions about Life Skills – Concept of Skill in Life Skills – Concept of Skill in Life Skills – Primary Goal of Life Skills Programme – Life Skills Process Model– Group Development and Group Behaviors.

UNIT-II

Personal Management: Managing Personal Finance – Selecting and Managing a Household – Caring for Personal Needs – Raising Children and Meeting Marriage Responsibilities – Buying, Preparing, and Consuming Food – Buying and Caring for Clothing – Exhibiting Responsible Citizenship – Using Recreational Facilities and Leisure Time – Getting Around the Community (Mobility).

UNIT-III

Personal-Social Skills: Achieving Self-Awareness – Acquiring Self-Confidence – Achieving Socially Responsible Behavior – Maintaining Good Interpersonal Skills – Achieving Independence, Achieving Problem-Solving Skills – Communicating with Others.

UNIT-IV

Occupational Skills: Knowing & Exploring Occupational Possibilities – Selecting and Planning Occupational Choice – Exhibiting Appropriate Work Habits and Behaviors – Seeking, Securing, and Maintaining Employment – Exhibiting Sufficient Physical-Manual Skills – Obtaining a Specific Occupational Skills.

UNIT-V

Coping Strategies: Concept of Coping – Types of coping strategies: 1) appraisal focused (adaptive Cognitive) 2) problem focused (adaptive behavior) 3) emotion focused Empathy – Fundamentals of Moral Development – Interpersonal Influences on Moral Development – Moral Development and Social Exclusion – Morality and Culture – Morality and Intergroup Attitudes – Moral Emotions.

Practical Components:

1. Each student will work on personal goals within our Life Skills class.
2. Each student will respect the different levels of reading/writing competency toward their peers, and work to help others.
3. Opinions will be respected, honored, listened to, and considered when making decisions that affect the entire class.
4. Mrs. Faulkner will choose all recipes (excluding Open Labs).
5. No inappropriate language or illustrations will be used in any of the projects within this Life Skills class.

Reference Text Books:

1. Glencoe, *Applying Life Skills*, McGraw Hill, 2010.
2. Louise A. Liddell and Yvonne S. Gentzler, *Building Life Skills*, Goodheart - Wilcox Publishers, 6th Edition
3. Glencoe, *Managing Life Skills*, McGraw Hill, 2010.
4. Glencoe, *Discovering Life Skills*, McGraw Hill, 2010.
5. Peter Nicholls, *Enjoy Being Proud Of Who You Are: 52 Inspirational Life-Skills Messages for Teenagers*, Kindle Edition.
6. Shipra Vaidya, *Developing Entrepreneurial Life Skills: Creating and Strengthening Entrepreneurial Culture in Indian Schools*, Springer Publishers, New Delhi.

20MBA 310 CREATIVITY AND INNOVATION LAB (1L + 1P + 0T)

Subject Code	20MBA 310	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1 ½

Course objectives: Students will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of innovation. Topics include: personal thinking preferences, everyday creativity and eliminating mental blocks, creative thinking techniques, idea selection approaches, teaming techniques for creativity, conditions that promote creativity, design for interaction, disruptive technologies, and intellectual property. The course uses fun and hands-on activities to stimulate innovation.

- Understand building blocks of innovation
- Be familiar with processes and methods of creative problem solving: observation, definition, representation, ideation, evaluation and decisionmaking
- Enhance their creative and innovative thinking skills
- Be familiar with creative and innovative thinking styles
- Practice and value teaming, communication, and diversity
- Understand risk taking, paradigm shift, and paradigm paralysis:

UNIT-I

Introduction to Creativity: Concept- Convergent and Divergent Thinking-Creativity Intelligence- Creativity Techniques -Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing Creativity Techniques -Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing Enhancing Creativity Intelligence- Determinants of Creativity-Creativity Process, Creative thinking as a skill Introduction – Characteristics of creative of creative organization – Valuing diversity in thinking: Thinking preferences and creativity styles – Creativity in problem solving: problem definition, understanding and representing.

UNIT-II

Fundamentals of Innovation – Invention, Creativity, and Innovation – Invention vs. Innovation – Creative and Lateral Thinking Management – Drivers of Innovation – Characteristics of Innovation -Types of Innovation – Sources of Innovation – Designing the process of Innovation – Managing Innovation Process Introduction to Innovation: Components of Innovation – Types of Innovations – Key drivers of Innovation, Factors influencing Innovation.

UNIT-III

Measures of Innovation: Input measures, output measures, and econometric analysis Types of Measures of Innovation: Firm Level, Organizational Level, and Political Level – Innovation Measurement Tools: Index of Corporate Innovation, and Balanced Score Card (Customer Perspective and Developmental Perspective).

UNIT-IV

Innovation Culture within Organizations: Creative Climate for Innovation, Building an Innovation Factory, Creating Breakthroughs – 3M, Designing and sustaining a Winning Innovative Culture – Social Media and Building Innovations into Organizations – Creating Innovative Capabilities – Government’s Role in Promoting Innovation – Implementing Innovation: Principles and Practices for Implementing Innovation.

Practical Component: The class will be divided into small groups (consisting of 6 students).

Assignments include:

- Brain teasers (aka Puzzle Busters, to be solved individually)
- Cartoon captions (small teams)
- TRIZ, a systematic ideation method, reading (individual)
- Book readings and discussions (small teams)
- Small team presentations on innovation:
(1) innovative individual, (2) innovative company, (3) innovative movie/game, (4) sustainable innovation, (5) innovation in business, (6) innovation in art, (7) innovation in architecture, (8) innovative nation, (9) innovation in science, and (10) innovation in engineering.

SESSIONS AND ASSIGNMENTS DURING LAB:

- Undertake a controlled creative process, both in your mind and in a group.
- Apply creative business analysis, idea-generation, solution creation and proof of concept.
- Work effectively in teams, facilitating multiple ways of thinking.
- Reflect on the role of constraints in creativity, and work effectively with constraints in a real-world business setting.
- Service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.
- Use basic storytelling skills in a business context.
- Creativity Tools and Methods for individual and groups; Creative Thinking in Business; Actions that support creative thinking, Scenario building; Holistic, Vertical and Horizontal thinking.
- Disruptive Innovation model – Segmentive Models – New market disruption.
- Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry.

Reference Text Books:

1. The Seven Habits of Highly Effective People, by Stephen R. Covey
2. Ten Faces of Innovation, by Tom Kelley
3. The art of Innovation, by Tom Kelley and the Deep Divestory
4. Five Dysfunctions of a Team, by Patrick M. Lencioni
5. The Five Temptations of a CEO: A Leadership Fable, by Patrick M. Lencioni.
6. Strategies for Creative Problem Solving, by H. S. Fogler and S.E. LeBlanc, Prentice Hall, 1995.

7. Creative Problem Solving, E. Lumsdaine and M. Lumsdaine, McGraw Hill, 1995.
8. The Art of Innovation, by T.Kelley.
9. The Ten Faces of Innovation, by T.Kelley.
10. Jone Ceserani, Peter Greatwood- Innovation and Creativity, CrestPublishing House, New Delhi.
11. Clayton, Christensen- Innovation and the General Manager, McGrawHill.
12. Margaret,A. White & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach.
13. Joe Tidd and John Besant, *Managing Innovation*, John Wiley andSons.
14. Allan Afuah, *Innovation Management: Strategies, Implementation and Profits*, Oxford UniversityPress.
15. Shlomo Maital and D V R Seshadri, *Innovation Management: Strategies, Concepts and Tools for Growth and Profit*, ResponseBooks.
16. J E Ettl, *Managing Technology Innovation*, John Wiley andSons.
17. C Christensen, *The Innovator's Dilemma*, Harvard BusinessSchool.
18. Peter F. Drucker, *Innovation and Entrepreneurship*, Drucker series,Butterworth-Heinemann Publications(2006).
19. Edward De Bono, *Serious Creativity*, Indus Publishers.
20. Peter F. Drucker, *Innovation and Entrepreneurship: Practice and Principles*, HarperCollins.
21. C.K. Prahalad and M.S. Krishnan, *The New Age of Innovation: Driving Cocreated Value Through Global Networks*, Mc Graw Hill(2008).
22. Tony Davila, Marc J. Epstein, and Robert Shelton, *Making Innovation Work: How to Manage It, Measure It, and Profit from It*, Wharton School Publication(2005).

20MBA 311 LEADERSHIP & CHANGE MANAGEMENT (1L + 1P + 0T)

Subject Code	20MBA 311	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1 ½

Course Objectives: The purpose of Leadership Lab is to enable students to prepare themselves to become leaders of organizations and to embark on paths of personal leadership development. The Leadership Lab imparts techniques and frameworks for managing individuals, teams, and networks. The goal is to give students an edge as leaders in today's decentralized, diverse, and dynamic organizations. Leadership Labs foster deep self-reflection about what behaviors we choose to use, the consequences of those behaviors, and given choices, how we might be even more productive. This interactive and experiential course focuses on questions such as: How do we maximize the performance of the teams we become a part of? What interpersonal skills give us influence? Which interpersonal strengths can propel us to our next promotion? What development areas might prevent our ascension to the executive suite?

- Students able to understand their leadership journeys and their crucibles by reflecting upon and framing their life stories and experiences to date.
- Student able to understand why leaders lose their way and the self-awareness needed to avoid derailment.

- Students can gain clarity about their leadership principles, values, and ethical boundaries, and how they will respond under pressure when challenged.
- Students can understand what is motivating them, both extrinsically and intrinsically, and to find leadership paths that will enable them to utilize their motivated capabilities.
- Students can explore how to build support teams and lead an integrated life.
- Students can understand the purpose of their leadership and empower other leaders, while they are optimizing their leadership effectiveness.
- Students can create personal leadership development plans to guide them throughout their lives.

UNIT-I

Introduction to Leadership: Importance of leadership, Roles of a Leader – Leadership Theory

Paradigms, Levels of Analysis of Leadership Theory – Leadership Traits and Ethics: Personality Traits and Leadership, Traits of Effective Leaders, Leadership Attitudes, Ethical Leadership.

Practical component: Each class participant will be assigned to a Leadership Development Group(LDG) with five other people. Discuss with your LDG the people and the relationships that have been most important to you. Describe for your group a specific situation you have faced where these relationships were especially important for your leadership. To whom did you turn for counsel and advice? How did you use these relationships in this case? Discuss these relationships with your Development group, and solicit their feedback and insights about the role relationships play in your life. Then discuss the kind of support network you plan to establish in the future and discover your authentic leadership.

UNIT-II

Leadership Behavior and Motivation: Leadership Behavior and Styles, University of Michigan and Ohio Studies, Leadership Grid – Leadership and Motivation – Content and Process Theories: Reinforcement Theory, Contingency Leadership Theories and Models, Leadership Continuum theory, normative leadership theory, and Leadership Substitute Theory (discuss them in brief)

Practical component: Discuss your extrinsic and your intrinsic motivations with the group, and solicit their feedback. Discuss how you are balancing your motivations, and the challenges you face. Share the results of the “Motivated Capabilities Exercise” with your group, and solicit feedback about whether others see your motivated capabilities the same way you do.

The purpose of this session is to glean insights from your peers to see yourself as others see your motivations and motivated capabilities and why leaders lose their way.

UNIT-III

Team Leadership, Organizational Leadership: The Use of Teams in Organizations, Types of Teams, Decision Making in Teams – Leadership Skills for Effective Team Meetings – Ginnet’s Team Effectiveness Leadership Model.

Practical component: Each class participant will be assigned to a Leadership Development

Group(LDG)with five other people to build his/her support team with values, principles and ethicalboundaries. Describe your leadership style to your group and solicit their feedback. Talk about therole of power in your leadership and how you deal with your power and the power of people you work with.

UNIT-IV

Leadership Development and Succession: Development through Self Awareness and Self Discipline, Development through Education, Experience, and Mentoring – Succession Policy – Leadership Development Programs

Practical component and discussion questions:

Identify any three effective and efficient leaders inIndian and Western business organisations?

How well they build an integrated leadership in their organisations? How did they optimize their leadership effectiveness?

How well do they use their personal leadership to empower others?

In what ways do you want your leadership (assumed) to change to improve your effectiveness?

Reference books:

1. George, B. with Sims, P. True North: “Discover Your Authentic Leadership”
2. George, B.; McLean, A. and Craig, N. “Finding Your True North: Personal Guide”

IV SEMESTER:

PAPER I: INTERNATIONAL BUSINESS (20MBA 401)

PAPER II: E-BUSINESS (20MBA402)

PAPER III: ELECTIVE I (Marketing)

PAPER IV: ELECTIVE II (Marketing)

PAPER III: ELECTIVE I (Human Resource Management)

PAPER IV: ELECTIVE II (Human Resource Management)

PAPER III: ELECTIVE I (Finance)

PAPER IV: ELECTIVE II (Finance)

PAPER III: ELECTIVE I (Operations)

PAPER IV: ELECTIVE II (Operations)

PAPER III: ELECTIVE I (Entrepreneurship)

PAPER IV: ELECTIVE II (Entrepreneurship)

PAPER VII: COMPREHENSIVE VIVA – VOCE (20MBA407)

PAPER VIII: Generic Elective (CBCS – I)

Note: The evaluation process for Generic Elective / CBCS (Choice Based Credit System) papers is only internal assessment. At the end of the semester an internal examination will be conducted in one section and the whole syllabus shall be covered and student is required to answer 5 out of 8 questions and each question carries 10 Marks with the maximum of 50 Marks in 90 minutes (1 ½ hour) and the pass mark is 25 (50%).

Syllabus is appended.

MBA IV SEMESTER

S. No	Course	Paper title	Paper Code	Total Marks	Mid Sem Exam	Sem End Exam	Teaching Hours	Credits
1	Core	International Business	20MBA401	100	30	70	5	4
2	Core	E-Business	20MBA 402	100	30	70	5	4
ADVANCED SPECIALISATIONS : (Choose any Four Elective Courses from Two Specializations (Two from each i.e., 2X2=4) out of 5Specializations having 4 courses each shown in the following Table)								
Marketing Specialization								
3	Elective-1	Strategic Marketing	20MBA 403MKT	100	30	70	5	4
4	Elective-2	Sales & Distribution Management	20MBA 404MKT	100	30	70	5	4
5	Elective-3	Retail Management	20MBA 405MKT	100	30	70	5	4
6	Elective-4	Digital & Social Media Marketing	20MBA 406MKT	100	30	70	5	4
Human Resource Management Specialization								
3	Elective-1	Human Resource development	20MBA 403 HRM	100	30	70	5	4
4	Elective-2	Strategic HRM	20MBA 404 HRM	100	30	70	5	4
5	Elective-3	International HRM	20MBA 405 HRM	100	30	70	5	4
6	Elective-4	Stress Management	20MBA 406 HRM	100	30	70	5	4
Finance Specialization								
3	Elective-1	Financial Service & Risk Management	20 MBA 403 FIN	100	30	70	5	4
4	Elective-2	Financial derivatives	20 MBA 404 FIN	100	30	70	5	4
5	Elective-3	International Financial Management	20MBA 405 FIN	100	30	70	5	4
6	Elective-4	Corporate Taxation	20MBA 406 FIN	100	30	70	5	4
Operation Specialization								
3	Elective-1	Total Quality Management	20MBA 403 OPS	100	30	70	5	4
4	Elective-2	Lean Manufacturing	20MBA 404 OPS	100	30	70	5	4
5	Elective-3	Research & Development	20MBA 405 OPS	100	30	70	5	4
6	Elective-4	Supply Chain Analytics	20MBA 406 OPS	100	30	70	5	4

Entrepreneurship Specialization								
3	Elective-1	Family Business Management	20MBA 403 ENT	100	30	70	5	4
4	Elective-2	Corporate Entrepreneurship	20MBA 404 ENT	100	30	70	5	4
5	Elective-3	Social Entrepreneurship	20MBA 405 ENT	100	30	70	5	4
6	Elective-4	Global Entrepreneurial Ecosystem	20MBA 406ENT	100	30	70	5	4
7	Core	Comprehensive Viva - Voce	20MBA407	100	0	100	0	3
Generic Elective Courses (Choose any one out of Three Courses)								
8	CBCS	Employability Skills Lab	20MBA408	50	50	0	3	2
9	CBCS	Selling and Negotiation Skill Lab	20MBA409	50	50	0	3	2
10	CBCS	Statistical Software Applications Lab	20MBA410	50	50	0	3	2
TOTAL				750	180+50	520	33	27+2

ELECTIVES IN FUNCTIONAL SPECIALIZATIONS

MARKETING	<ul style="list-style-type: none"> 5. Strategic Marketing(20MBA403MKT) 6. Sales and Distribution Management(20MBA404MKT) 7. Retail Management(20MBA405MKT) 8. Digital and Social Media Marketing(20MBA406MKT)
HRM	<ul style="list-style-type: none"> 5. Human Resource Development (20MBA403HRM) 6. Strategic Human Resource Management (20MBA404HRM) 7. International Human Resource Development (20MBA405HRM) 8. Stress Management (20MBA406HRM)
FINANCE	<ul style="list-style-type: none"> 5. Financial Services & Risk Management (20MBA403FIN) 6. Financial Derivatives (20MBA404FIN) 7. International Financial Management (20MBA405FIN) 8. Corporate Taxation (20MBA406FIN)
OPERATIONS	<ul style="list-style-type: none"> 5. Total Quality Management (20MBA403OPS) 6. Lean Manufacturing (20MBA404OPS) 7. Research & Development (20MBA405OPS) 8. Supply Chain Analytics (20MBA406OPS)
ENTREPRENEURSHIP	<ul style="list-style-type: none"> 5. Family Business Management (20MBA403ENT) 6. Corporate Entrepreneurship (20MBA404ENT) 7. Social Entrepreneurship (20MBA405ENT) 8. Global Entrepreneurial Ecosystem (20MBA406ENT)

MBA – IV SEMESTER
20MBA 401: INTERNATIONAL BUSINESS

Subject Code	20MBA 401	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

The objectives of this course are to enable the students learn nature, scope and structure of international business, understand the influence of various environmental factors on international business operations, trade and investment, international financial management and marketing avenues, corporate governance, social responsibility and business ethical issues of MNCs. This course is designed to provide students with an exposure to many of the essential elements of international business in today's global system. Contemporary business leaders must be familiar with, and have a perspective on, the dynamic and rapidly changing international conditions under which they must conduct their operations. The course exposes the differences between domestic and international business focusing on International business management, strategy, marketing, globalization, and trade theories of business.

Learning Outcomes: After completing this course, students should be able to:

1. Understand how political, economic, and legal systems collectively influence a country's ability to achieve meaningful economic progress.
2. Discuss how culture is different because of differences in social structure, religion, language, education, economic philosophy, and political philosophy.
3. Explain the important implications that international trade theory holds for business practice.
4. Reason why some governments intervene in international trade to restrict imports and promote exports.
5. Describe the need and prospects of the world's most important regional economic agreements.
6. Demonstrate how currency exchange rates are determined.
7. Assess the role played by the International Monetary Fund and the World Bank in the global monetary system.
8. Interpret the three basic decisions that a firm contemplating in international business expansion must make: which markets to enter, when to enter, and on what scale.
9. Describe the different approaches to business ethics that can be derived from moral philosophy, and show how these approaches can help managers to make international business decisions that do not violate ethical norms

UNIT-I

International Business: An overview, Elements of International Business, Types of International Business – International Business Environment – Globalization: Forces, Meaning – The External

Environment: National Differences in Economic, Political, Socio-cultural, and Technological Environment – Ethics in International Business

UNIT-II

Global Trade and Investment Environment : International Trade Theories, Investment Theories – Political Economy of International Trade – Barriers to Trade – Regional Economic Integration – Trading Blocks – Foreign Direct Investment – WTO

UNIT-III

Global Monetary System : International Monetary System – Foreign Exchange Market – Global Capital Market - Balance of Payments Problems – Macro Economic Management – Role of IMF

UNIT-IV:

Strategy and Structure of International Business: Strategy of International Business - Country Selection – Market Entry Strategies and Strategic Alliances – Organization Structures of International Business

UNIT-V

International Business Operations: Export and Import Management – Government Support - Global Production – Out sourcing, and logistics – Global Marketing and R&D – Global Human Resource Management –Accounting in the International Business – Financial Management in International Business – Export Financing

Case Study (Not Exceeding 300 words)

Practical Component:

- Conduct group project: The Group project is an analysis of a country, multinational firm or theory discussed in class. The topic is left for the group to decide and must be done in groups of 3-4.
- International Business Plan: Students should be asked to prepare a International business plan and present it at the end of the semester. This should include the following:
 - Executive Summary
 - Overview of Business and industry analysis
 - Description of recommended strategy and justification
 - Broad functional objectives and Key Result Areas.
 - Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.
- Analysing Mission and Vision statements of a few companies and comparing them Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance,

Banking etc. Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.

- Analyze the news items to understand and write down the company’s strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company’s failure in the market? Analyze the internal and external factors. Map out GE 9-cell matrix and BCG matrix for some companies and compare them. Conduct SWOT analysis of your institution and validate it by discussing with faculty. Conduct SWOT analysis of companies around your campus by talking to them.

REFERENCE BOOKS:

1. Francis Cherunilam, International Business, Prentice Hall of India private Ltd
2. John D. Daniels & Lee H. Radebaugh., International Business, Pearson Education.
3. Vyuptakesh Sharam, International Business, Pearson Education.
4. Bhattacharya, International Business, Excel Books.
5. K. Aswathappa, International Business, Tata McGraw Hill.
6. Sundarmos Black., International Business Environment, Prentice Hall of India
7. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
8. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
9. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth.
10. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
11. Hill, Charles W. L., International Business, McGraw Hill, New York

20MBA 402: E-BUSINESS

Subject Code	20MBA 402	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

Upon successful completion of this course the student will be able to understand the e-business concepts and how it is different from e-commerce. Moreover, the student will be able to understand the e-business models and infrastructure. Students will learn how e-business concepts are applied to different fields, such as: education, banking, tourism and so on. Moreover, this course will inspire students with online business ideas and motivate them to apply what the learned in the real life.

Course Description:

This course describes the basic principles of e-business technologies. Upon the completion of this course, students should have a good working knowledge of e-business concepts, applications and technologies (e.g. e-business marketplace, e-Commerce, B2B e-business, e-learning, e-government and online payments). In addition, and after understanding the main concepts, students should understand how to initiate and launch online business.

Intended Learning Outcomes: Successful completion of this course should lead to the following learning outcomes:

A- Knowledge and understanding:

A1) Understand E-Commerce and E-Business and their types.

A2) Understand the e-Marketplaces.

A3) Understand the main e-Business Models.

A4) Understand some innovative e-Business systems: e-Learning, e-Government, e-Tourism...etc.

A5) Understand the requirements for starting an online business.

B- Intellectual Skills:

B1) Motivation to think “virtually”.

B2) Foundation to design an online business.

C- Subject Specific Skills:

C1) To Familiarize the students with the e-business concepts.

C2) To Motivate the students to think critically and analytically to new successful business ideas.

D- Transferable Skills:

D1) Discuss and work in a group in order to design a new online business idea.

D2) Analyze and present and case study of successful e-Business stories

UNIT-I:

Emergence of e-Commerce – Traditional vs. E-Commerce - Internet and World Wide Web-Business Models for e-Commerce-B2C, B2B, C2C & C2B, Merits and Limitations

UNIT-II:

Technologies of the World Wide Web- Internet client-server application-Telnet, PTP, IRC, Chat, ICQ & MIME, Networks, web site-Website goals & Objectives Strategies for website Development.

UNIT-III:

E-Marketing:-Traditional Marketing, Online Marketing- Advantages of online Marketing - Advertisements in E-commerce- various means of advertising- advertisement strategies.

UNIT-IV:

CRM-Traditional methods-Technology support-E-CRM-Customer Life Cycle- CRM Capabilities and Customer Life Cycle-Data Mining in CRM - e-Supply Chain- Old ways of Managing supply and information flow-new ways of managing supply chain- several ways to reduce inventory- Real time benefits of e-Supply Chain.

UNIT-V:

E-Commerce Payment Systems-Electronic Payments with Protocols-Security schemes-Electronic Fund Transfer and Debit Cards-E-Cash, Properties of E-Cash-E-Cash in Action-Operational Risk and E-Cash-Legal issues- E-Cheque- Risk and E-Payments Systems- Cashless Economy

References

1. E-Commerce, An Indian Perspective, PT Joseph SJ Prentice Hall of India (3rd).
2. E-Commerce, A Management Perspective—Effraim Turban, Joe Lee, David Kind-H Michael Chung, Pearson Education Asia- (Third)
3. Pandey US & ShuklaEr.S., E-Commerce & M- Commerce Technology, S.Chand& Company New Delhi.
4. Gary P. Schneider, E-Commerce Strategy Technology & Implementation, Cenage Learning, New Delhi-2009.
5. Trepper, E-Commerce Strategies, Prentice Hall of India, New Delhi. 2006
6. Jonathan Reynolds, E-Business A Management Perspective, Oxford University Press.

MARKETING MANAGEMENT SPECIALIZATION:

20MBA 403MKT: STRATEGIC MARKETING

Subject Code	20MBA 403MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Description:

This course is focused on helping students become a strategic marketer, so that they can create, gain support for and execute marketing plans that will build strong and enduring businesses. The aim of Strategic Marketing is to provide students as executive level managers with the necessary skills to adopt a strategic approach to the planning and control of the marketing function within your organisation, with the aim of developing a sustainable competitive advantage.

Course Objectives:

The primary objective of the course is to develop knowledge and understanding of the marketing function of an organization, how it interconnects with other functions and its impact as a way of doing business on the evolution of corporate strategy. The aim of this course is to develop understanding and analyze the relationship between consumer behaviors and strategic marketing practices, analyze strategic marketing concepts, and analyze the factors that make marketing a key strategic element in organizational performance. Students will develop their strategic thinking skills while still appreciating the operational role marketing has in terms of meeting corporate objectives. Learning Outcomes: 1.Upon completion of this course, the student will be

able to: Understand key principles of marketing strategy and explain marketing and strategy concepts and ideas in their own words

2. Think strategically about marketing issues and provide recommendations
3. Critically evaluate an organization's strategic approach
4. Apply key learning to a company's strategic (marketing) efforts through detailed exploration
5. Use key frameworks to analyze situations and make strategic marketing decisions

UNIT-I

Introduction and Overview: Fundamentals of Strategic Marketing – Business Strategy and its Relationship with Strategic Marketing – Objectives & Basic Concepts of Strategic Marketing Management – Creating an Effective Marketing Plan and Decision Making Process – Strategic marketing planning in the Contemporary Environment – Components of a Strategic Marketing Plan – Use of Market Research for Marketing Strategy Decisions.

UNIT-II

Analytical Approaches to Strategic Marketing: Organization for Marketing – Strategy Environment & Competitive Analysis- Strategic Analysis (SWOT Analysis, GAP Analysis – Competitive Analysis – Porter's 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing – Strategic options: Value, Focus, Innovation and Customer Page 110 of 162 Relationships – Strategic Positioning, Position Options, Development and Selection of a Strategic Position.

UNIT-III

Marketing Strategy Formulation: Developing Competitive Marketing Strategies: Role of Marketing Mix – Diversification Strategies (related and unrelated diversification, synergy, entry strategies) – Strategies for Growth Markets (Penetration, Product-Market Expansion, Vertical Integration and the Big Idea – Strategies for Mature, Declining and Hostile Markets (creating growth, right strategy, milk or harvest, divestment or liquidation) – Turnaround Strategies – Strategies for New Economies – Competitive Positioning Strategies: Competitive Advantage through Innovation and Managing Customer Relationships – Global Marketing Strategies.

UNIT-IV

Marketing Strategy Implementation: A Framework for Going to Market – Prerequisites for Effective Implementation – Constraints in Marketing Strategy Implementation – Organizational Issues – Channel Tactics, New Product Development best Practices – Integration of Marketing Strategies and their Application to Different Business Sectors: FMCG, Industrial, & Services.

UNIT-V

Marketing Strategy Evaluation and Control: Measurement of Marketing Performance and its feedback to next year's Marketing Strategy Formulation – Types of Control – Strategic Marketing Audit & Scope – Corrective Measures.

Case Study (Not Exceeding 300 words)

Practical Component

- Students will undertake a strategic marketing project. The project will address an existing strategic marketing problem from an organizational/commercial partner to provide a valuable practical situation in which the strategic marketing theory can be applied to practice.
- Students will conduct critical evaluation of the strategic value of marketing planning in domestic and multinational company of their choice. } Students will form into groups consist of 3-5 students to evaluate applications of strategic marketing concepts in domestic and international companies of their choice.
- Each student is responsible for developing a case based upon a marketing related problem from work or from an organization in which you have a particular interest. This assignment must specifically address issues and analytical tools discussed during the semester or covered in your text.

REFERENCE BOOKS:

1. Carol H. Anderson : Strategic Marketing, Houghton Mifflin Harcourt Page 111 of 162
2. D. W. Cravens & N. F. Piercy : Strategic Marketing, McGraw Hill/Irwin
3. O.C. Ferrell, Michael D. Hartline:Strategic Marketing, South-Western Cengage
4. Boyod Wlker, Mullins Larrech : Marketing Strategy, McGraw Hill
5. Colin, David J. : Strategic Marketing Management; Planning, Implementation & Control: Pearson Richard M. S. Wilson; Gilligan, Oxford, Butterworth-Heinemann
6. Aaker, David : Strategic Marketing, Wiley-India
7. George S. : Market Driven Strategy Day; Process of Creating Value, Free Press
8. J. P. Guiltinan, G. W. Paul, T. J. Madden : Marketing Management Strategies and Programs, McGraw-Hill Companies
9. Jain, Subhash : Marketing; Planning and Strategy,South-Western College Publishers
10. Kerin Roger, Peterson Robert : Strategic Marketing Management, Allyn and Bacon
11. P. Baines, R. Brennan & P Garneau :Contemporary Strategic Marketing, Palgrave

20MBA 404MKT: SALES AND DISTRIBUTION MANAGEMENT

Subject Code	20MBA 404 MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. It provides an understanding of the concepts, attitudes, techniques and approaches required for effective

decision making in the areas of Sales and Distribution. Further, the course aimed to develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Learning Objective:

The aim is to prepare students to manage sales and channel teams for different types of selling, with the purpose of enhancing value based output and productivity. At the end of the course, the student will be able to:

- Understand the concept of sales and distribution management and their interrelationship
- Explain role and responsibility of sales personal, and essential selling skills
- Understand the concept and effect of sales organization and sales effort
- Explain the skills and methods required for sales force management
- Understand the Management of Marketing Channels
- Explore the concept and theories of rural distribution
- Explain the concept of retailing
- Understand the process of marketing logistics.

UNIT-I

Sales Management: Concept, Nature and Scope, Objectives and Functions –Interface of Sales with different functions – Theories of Selling – Organization Framework of the Field Sales Force – Types and Methods – Field Sales Manager: Tasks and Responsibilities, Relation with Salesman, and Relationship with Top Management – Coordinating and Controlling the Marketing Mix –Trends and Challenges – Selling Through Different Media.

UNIT-II

Sales Forecasting & Operations: Methods and Procedural Steps in Forecasting – Prospecting for Customers – Modes of Sales Presentation – Designing and Delivering of Sales Presentation – Sales Budgeting – Allocation of Field Sales Resources – Design Sales Territories – Sales Quota – Control of Sales – Sales Meeting.

UNIT-III

Sales force Management: Planning Manpower Requirements – Recruiting and Selecting Sales Personnel – Methods and Administering Selection Procedures – Developing Sales Training Programs, Executing and Evaluating Sales Training Programs, Motivating Sales Personnel, Compensating Sales Personnel – Designing and Administering Various Compensation Plans, Controlling Sales Personnel and Managing, Sales Evaluation Programs, Comparing Standards with Actual Performances of Sales Personnel – Sales Audit and Analysis.

UNIT-IV

Distribution Management: Role of Distribution in Marketing Mix – An Overview of Marketing Channels – Structure, Functions, and Relationships of Channels of Distribution – Channel Planning and organizational Patterns in Marketing Channels – Channel Design Process and Channel Management Decisions – Channel Intermediaries: Role and Types – Wholesaling:

Types of Wholesalers, and Wholesaler marketing decisions – Retailing: Types of Retailers, and Retailer Marketing Decisions – Channel Dynamics and Conflicts.

UNIT-V

Market Logistics & Supply Chain: Logistics Objectives, Market Logistics Decisions for Distribution Channels – Transport and Handling: Economic of Transportation – Modes of Transport, Organizing Transport Facilities – Supply Chain Operations – New Developments in Supply Chain Management.

Practical Component:

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

Case Study (Not Exceeding 300 words)

REFERENCE BOOKS

1. Krishna K. Havaladar & Vasant M Cavale : Sales & Distribution Management: Text & Cases, Tata McGraw Hill.
2. Still, Cundiff and Govani , Sales Management - Decisions, Strategies and Cases, Prentice Hall.
3. Gupta S.L., Sales & Distribution Management (Text and Cases), Excel Books, New Delhi.
4. Anderson. R. Professional Sales Management: Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Buskirk, R.H. and Stanton. W.J., Management of Sales Force, Homewood Illinois, Richard D. Irwin.
6. Dalrymple, D.J., Sales Management: Concepts and Cases, New York, John Wiley.
7. Johnson. E. M., Sales Management: Concepts, Practices and Cases, New York. McGraw Hill. 8. Stanton, William J etc., Management of Sales Force, Chicago, Irwin

20MBA 405 MKT: RETAIL MANAGEMENT

Subject Code	20MBA 405 MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

To develop an understanding of the contemporary retail management, issues, strategies and trends in Retailing; to highlight the significance of retailing and its role in the success of modern business houses; and to acclimatize with the insights of retailing, key activities and relationships.

UNIT-I

Introduction to Retailing: Concept, Meaning, Nature, Scope and Importance, and Functions of Retailing – Overview of Indian & Global Retailing – Theories of Retail Development – Retail organization Structure – Types of Retailing: Store Based and Non-store Based Retailing – Retail Customers and Consumers – Changing Trends of Consumerism and Consumer Buying Behavior Retail Consumer Purchase Decision Making Process – Concepts of Cross-shopping, and Cross buying Behavior – Opportunities and Challenges of Retailing in India – Innovative Business Models in Indian Retailing: e-tailing.

UNIT-II

Retail Market Strategy: Concept, Definition, and Need for Retail Market Strategy – Developing a Sustainable Competitive Advantage – Strategic Retail Planning Process – Retail Growth Strategies: Opportunities and Challenges for Domestic and International Expansion – Retail Location: Concept, Types and Importance of Retail Location – Retail Location Theories – Retail Location Process – Retail Location and Retail Strategy – Retail Site Selection: Local, Legal, and Market Potential Considerations.

UNIT-III

Retail Management: Concept, Scope and Process of Retail of Management – Retail HRM: Policies, Practices, and Managing of Human Resources in Retailing Business – Financial Strategies in Retailing: Objectives and Goals – Strategic Profit Model – Financial Performance Assessment in Retailing – Retail Merchandising: Process of Merchandise Planning, and Methods of Merchandise Procurement – Category Management – Emergence of Private Labels (Store Brands).

UNIT-IV

Retail Pricing & Promotion: Policies, and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix: Retail Advertising and Sales Promotions – In-store Price promotions – Retail Communication Budget: Process and Methods of Budgeting –

Emergence of Multichannel Retailing: Issues and Challenges – Integrating and Controlling Retail Strategy.

UNIT-V

Store Management: Concept, Scope and Importance of Store Management – Store Layout, Design, Atmospherics, and Visual Merchandising – Retail Customer Service: Managing Service Quality, Complaint Handling, and Service Recovery Strategies – Customer Relationship Management: CRM Process and CRM Programs – Retail Customer Satisfaction, Loyalty, and Retention Strategies – CRM Measurements: Customer Life Time Value and Customer Equity – Retail Information System – Supply Chain Management in Retailing – Ethical Issues in Retailing – Retail Audit – Retailing Research in India. **Case Study (Not Exceeding 300 words)**

Practical Component:

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighbourhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold ‘loose’ in each locality and compare this with the approximate income range of the customers? What are the retailer’s losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

Reference Books

1. Levy & Weitz, Retailing Management, TMH.
2. Swapna Pradhan, Retailing Management Texts & Cases, McGraw Hill Companies.
3. A.J.Lamba, The art of Retailing, TMH.
4. Andrew J Newmann & Petescullen, Retailing Management, Thomson Learning.
5. Barry Berman Joel & R Evans, Retailing Management-A Strategic Approach, Pearson Education.
6. Gilbert, Retail Marketing Management, Pearson Education.
7. Chetan Bajaj, Rajnish Tuli and Srivastava, Retail Management, Oxford University Press.
8. Suja Nair, Retail Management, Himalaya Publisher.
9. Lecy, M., B.A. Weitz, and Ajay Pundit., Retailing Management, The McGraw-Hill Companies.

20MBA 406 MKT: DIGITAL AND SOCIAL MEDIA MARKETING

Subject Code	20MBA 406 MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives

This course aim is to make students understand the form of marketing that uses social media sites, forums and blogs to promote product or brand and create awareness about them. The study of this course helps to know about how to promote and attract customers through all digital platforms including internet based and non-internet based channels.

UNIT-I:

Introduction to the digital marketing- History, Digital vs. Real Marketing - Digital Marketing Channels and Classifications- Relationship to the Purchase Funnel- Fundamental Ideas Underlying Digital Marketing.

UNIT-II:

Creating initial digital marketing plan: - Content management - SWOT analysis- Target Group Analysis- Content Management- Optimisation of Websites-Digital Marketing Budgeting- Privacy Issues in Digital Marketing.

UNIT-III:

Introduction to Social Media- Basics- Different types of Social Media Channels-Role of Social Media in Marketing- Social Media Marketing Goals and Strategies- Developing a Social Marketing Plan.

UNIT-IV:

Facebook Marketing: Creating a Facebook page - Visual identity of a Facebook page - Types of publications in Face book, Instagram Marketing: Optimization of Instagram profiles- Integrating Instagram with a Web Site and other social networks

UNIT-V:

LinkedIn Marketing- Youtube Marketing- Google+ Marketing, E-mail Marketing-Social Media Advertising- Problems and Challenges in Social Media Marketing- Ethics in Social Media Market

Case Study (Not Exceeding 300 words)

Reference Books:

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. The Beginner's Guide to Digital Marketing (2015). Digital Marketer.Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education

HUMAN RESOURCE MANAGEMENT SPECIALIZATION:-.
20MBA 403 HRM: HUMAN RESOURCE DEVELOPMENT

Subject Code	20MBA 403 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

UNIT-I

Human Resource Development: Concepts, Goals, Importance, Challenges of HRD – Macro and Micro Perspectives of HRD - HRD Climate and Culture – HRD Process – HRD Approaches for Coping with Organizational Changes – HRD Departments and their Tasks – HRD as A Profession – Duties and Responsibilities of HRD Manager – Present Status of HRD in India – HRD Matrix.

UNIT-II

Interventions of Human Resource Development: Behavioral Factors in HRD – Performance Management, Performance Appraisal, Potential Appraisal, Coaching, Counselling and Mentoring, Career Planning and Development – Organizational Development Process – Organizational Development Interventions: Concept and Role of HRD Interventions –TQM and HRD Strategies.

UNIT-III

Training and Development: Need for Training, Concept of Learning and Learning Principles, Training Process, Training Need Analysis, Training Methods, and Evaluation of Training Methods – HRD and Employee Engagement – Management Development: Concept, Meaning, Importance and Scope of Management Development.

UNIT-IV

Page 121 of 162 HRD in Practice: HRD in Strategic Organizations – HRD Experiences in Indian Public and Private Sector Industries – HRD in Government and Service Sectors – HRD in Voluntary Organizations – Global Developments and Implications for HRD in India.

UNIT -V

HRD Audit & Research: HRD Audit: Concept and Objectives of HRD Audit, Methodology, Preparation of HRD Audit, HRD Score Card, HRD Audit Failures – Current Status of HRD Audit in India- Future of HRD – Research on HRD. **Case Study (Not Exceeding 300 words)**

Practical Component

- Ask the students to list the human resource development needs for the 21st century.
- Ask students to evaluate their understanding of each topic by conducting group discussions
- and presentations. Presentation by students on application of HRD program design

Reference books

1. Nadler Leonard., Corporate Human Resource Development, Van Nostrand, Rinhold / ASTD.
2. TV.Rao., Human Resource Development Audit, Sage Publications.
3. Werner J. M., DeSimone, R.L., Human resource development, South Western.
4. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
5. Mankin, D., Human resource development, Oxford University Press India.
6. Haldar, U. K., Human resource development, Oxford University Press India.
7. Rao, T.V., Future of HRD, Macmillan Publishers India.
8. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
9. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business driven, Pearson Education.
10. Curtis, B., Hefley, W. E., Miller, S. A., The people capability maturity model: Guidelines for improving workforce, Pearson Education.

20MBA 404 HRM: STRATEGIC HRM

Subject Code	20MBA 404 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

The purpose of this course is to understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors.

UNIT-I

SHRM Framework :SHRM: Meaning, Nature and Scope of SHRM – Strategic Framework for HRM– Process of Strategic HRM – Corporate Strategy and SHRM – SHRM Approaches– Business Strategy and Organizational Capability – Developing SHRM Plans and Strategies – Strategic HR Planning – Acquisition and Development.

UNIT-II

Strategy Formulation: Strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic

flexibility for the future – An investment perspective of Human Resources – HR investment consideration.

UNIT-III

HR Strategy Implementation: Human Aspects of Strategy Implementation: Behavioral Issues in Strategy Implementation, Matching Culture with Strategy – Leadership, Power and Politics, Employee Morale – Personal Values and Business Ethics – Retrenchment Strategies: Downsizing, Voluntary Retirement Schemes (VRS), HR Outsourcing, Early Retirement Plans, and Project Based Employment.

UNIT-IV

Recruitment and Retention Strategies: Online Recruitment, Employee Referrals, Recruitment Process Outsourcing, Head Hunting, Executive Education, Flexi Timing- Telecommuting – Work– life Balance Practices – Employee Empowerment –Employee Involvement – Autonomous Work Teams – Training, Development and Performance Strategies: Creating a Learning Organization, Competency Mapping, Multi-Skilling Succession Planning, Cross Cultural Training.

UNIT-V

HR Strategy Evaluation: HR evaluation process – Overview– Scope – Strategic Impact – Level of Analysis – Criteria – Level of Constituents – Ethical Dimensions – Approaches to Evaluation - Balanced score card perspective – Bench marking – Evaluating Strategic Contribution of Traditional areas such as selection, Training, Compensation – Evaluating Strategic Contribution in Emerging areas such as Management of Diversity and Quality Readiness.

Case Study (Not Exceeding 300 words)

Practical Component

- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Consider some groups like Tata's, Birla's, Infosys etc – what is their HR strategy.
- Hold a debate in the classroom about downsizing the workforce.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.

Reference Text Books:

1. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, Strategic Human Resource Management in a Global Economy, Excel Books, 2007.
2. Jeffray A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt. Ltd.,New Delhi, 2008.
3. Monica. Belcourt and Kenneth J. McBey, Strategic Human Resource Planning (SecondEdition), Cengage Learning India Pvt. Ltd. New Delhi, 2008
4. R. Srinivasan, Strategic Management – The Indian Context, Prentice Hall of India Pvt. Ltd.,New Delhi, 2002.
5. R. Venugopal, Contemporary Strategic Management, Vikas Publishing House Pvt. Ltd.,2000.

6. Richard Regis, Strategic Human Resource Management and Development, Excel Books, NewDelhi, 2008.
7. Jeffrey A Mello, Strategic Human Resource Management, Thomson, Singapore, Southwestern.
8. Randy L. Desimone, Jon M. Werner, David M. Maris, Human Resource Development, Thomson Southwestern.
9. Robert L. Mathis and John H. Jackson, Human Resource Management, Thomson Southwestern.
10. SrinivasKandula, Human Resource Management in Practice, Prentice Hall of India, New Delhi.
11. Anuradha Sharma, Strategic Human Resource Management: An Indian perspective, Sage Response Books.
12. Nadler, Competing by Design, Oxford University Press.
13. Charles R.Greer, Strategic Human Resource Management, Pearson Education.
14. Freed R.David, Strategic Management, Prentice Hall of India.
15. Michael Armstrong, Strategic Human Resource Management, Koga Paye.

20MBA 405 HRM: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code	20MBA 405 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

The purpose of this course is that the students should gain an understanding on International HRM, Basics of IHRM, Functional Aspects of IHRM, IHRM Practices in Selected Countries, and Special Issues in IHRM.

UNIT-I

Basics of IHRM: Definition, Nature, Importance, Objectives & Problems of IHRM, Difference between IHRM and Domestic HRM - Growing interest in IHRM -Three Dimensions of IHRM activities-Cultural issues in IHRM.

UNIT-II

Recruitment, Selection, Staffing and Training in International context: Issues in International Selections, International Staffing Policies, Advantages & Disadvantages of Staffing Policies, Expatriate Selection-Expatriate Failures & Reasons – Need & Importance of Expatriate Training, Cultural Awareness Programs, Current scenario in international training and development.

UNIT-III

International Compensation, Performance Management & Labour Relations: Objectives and Key components of an International compensation program, Approaches to International

compensation, Performance Management of Expatriates- International Labour Relations, Key issues in International Labour Relations.

UNIT-IV

IHRM Practices in Selected Countries: HRM practices in different countries- Japan, America, Britain, Germany, China and India.

UNIT-V

Special Issues in IHRM: Information Technology and International HRM, Human Resource Outsourcing, Women Expatriates and their problems, Ethics in IHRM, Future challenges in IHRM.

Case Study (Not Exceeding 300 words)

Practical Components:

- Write an essay on the challenges faced by Indian multinational companies in deploying employees from one country to another.
- Give a MNC recruitment case and ask the students to design and present a recruitment strategy.
- Debate on the challenges involved in measuring performance of employees in multinational context.
- Give a case and role play it, to negotiate the compensation of a software engineer to be posted from Bangalore to Seattle.
- Debate the Visa policy of India for hiring foreign workers.

Reference Books:

1. K Aswathappa, Sadhna Dash-- International Human Resource Management Text and Cases - Tata McGraw Hill Publishing Company Ltd.
2. S.P.S. Bedi ,Minakshi Kishore- - Global Human Resource –Wisdom Publications, Delhi.
3. R.V.Badi& S.G. Hundekar - International Human Resource Management – Vrinda Publications, Delhi.
4. P. Subba Rao - International Human Resource Management Himalaya Publishing House
5. Peter J. Dowling - International Human Resource Management Denise E. Welch 4th Edition, Thomson Learning USA.
6. Dr. NilanjamSengupta- International Human Resource Management Excel Books, New Delhi.
7. SujataMangalai - Globalization and Human Resource Management Excel Books.

20MBA 406 HRM: STRESS MANAGEMENT

Subject Code	20MBA 406 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

To understand the physiological systems that are affected by stressors and the long-term effects and illnesses that can result from stressors, to understand the specific applications of stress as it relates to the workplace and different target groups; to create effective stress management plans for individual clients and for workplace environments, and to enhancing significance of training and development, performance evaluation Purpose: Purpose of this course examines different sources from where individuals experience a stress response. Through diligent individual and group study, students will be able to learn to apply stress management principles in order to achieve high levels of performance and understand the role of relationships to the management of stress and health.

UNIT-I

Introduction to Stress: Nature, Meaning – Symptoms – Work Related Stress – Individual Stress – Reducing Stress – Sources of Stress –Consequence of Stress Burnout – Symptoms of Burnout – Stress Vs Burnout-Model of Stress-Strategies for Coping Stress (individual and organizational strategies)

UNIT-II

Frustration, Meaning of Frustration, Causes of Frustration, Some General Frustration of Our Culture, Conflict, Meaning of Conflict, Types of Conflict, General Conflict of Our Society, Pressure, Meaning of Pressure, Causes of Pressure, General Pressure of Our Society.

UNIT -III

Stress Framework-Sources of Managerial Stress, Stress and Thought Processes - Learning, Stress and Personality - Behavioral and Situational Modifiers, Stress and Motivation, Managerial Implications of Stress-Leadership Styles in Stressful and Non-Stressful Situations, Decision Making under Stress.

UNIT-IV

Stress-related Disorders and Treatment Methods: Cardiovascular, Gastrointestinal and-convulsion, Pain and hypochondriacs, Eating disorders – Anorexia nervosa, Bulimia Nervosa, obesity Substance use related disorder.

UNIT-V

Stress Management Techniques: Coping with Resources and Processes — Assertiveness Training, Stress and Social Support, Group Processes and Changing Values for Understanding

and Coping with Stress, Behavioral techniques for stress control, Behavioral assignments, Risk taking, Shame Attaching, Relaxation techniques, Techniques of Relaxation, Yoga, Vipasyana.

Case Study (Not Exceeding 300 words)

Practical Components:

- Ask students to visit different business organizations in their locality or region to identify the factors causing stress to employees/ workers.
- Ask students to analyze various coping mechanism practiced by different business organisations and develop innovative coping mechanisms.
- Students are formed into groups (6-8) to develop case study on stress management mechanism followed in their region.

Reference Text Books:

1. Patel ,M.K. and Other Authors, (2006), 1stEd.“ Stress, Emotions, Coping and Health”, Saurashtra University, Rajkot .
2. Patel ,S.T.and Other Authors, (1992), 1stEd.“ Psychology and Effective Behaviour”,Liberty Publication , Ahmedabad.
3. Shah,K.N.(2001), 1stEd.“ Psychology and Effective Behaviour”,University Book Production Board, Ahmedabad.
4. Shah, D. R.and Other Authors, (2008 -9). 5thEd, “ Psychology and Effective Behaviour”, C. Jamnadas Co. Ahmedabad.
5. Jerrold Greenberg: Comprehensive Stress Management, McGraw-Hill
6. V. J. Sutherland & C. L. Cooper: Strategic Stress Management: An Organizational Approach, Macmillan Business.
7. Emma Short: Strategic Stress Management: An Organizational Approach, Emerald Group Publishing Limited.
8. Carol Turkington: Stress Management for Busy People: McGraw-Hill
9. J. Cranwell, Ward & A. Abbey: Organizational Stress:, Palgrave Macmillan.

**FINANCIAL MANAGEMENT SPECIALIZATION:-
20MBA 403FIN: FINANCIAL SERVICES & RISK MANAGEMENT**

Subject Code	20MBA 403 FIN	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course objective: The objective of the course is to get awareness on the nature, scope and significance of financial services. The aim of this course is to understand the different types of financial services available in the Indian financial system. Also the study of this course enables students to know about the risk, importance of understanding the various types of risk and management of risk.

UNIT - I:

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India - Merchant Banking – Meaning – Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT -II:

Venture Capital – Growth of Venture Capital in India – Financing Pattern Under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Leasing – Types of Leases – Evaluation of Leasing - Lease Vs. Borrowing. Credit Rating – Meaning, Functions - Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting –Types of Factoring - Arrangements- Factoring in Indian Context.

UNIT - III:

Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization - Concept and Application - De-mat Services-need and Operations-role of NSDL and CSDL.

UNIT-IV:

Introduction to Risks: Financial Risk: An Overview, Evolution, and the Environment-Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity)–Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures.

UNIT-V:

Integrated Risk Management framework: Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting – Issue of Governance Ratings and Risk in Institutions, the Role of Risk Management Offices (front, middle and back offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, Stop Loss and Var based Limits, Establishing Trading Limits.

Case Study (Not Exceeding 300 words)

Reference Books:

1. I.M. Bhole, Financial Institutions and market, Tata McGraw Hill.
2. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai.
3. Vasant Desai, Indian financial system, Himalaya Publisher.
4. Benton E.G., Financial Intermediaries An introduction.
5. Edminister R. D, Financial Institution, Markets and Management
6. Cristoffersen, P.F. (2003), Elements of Financial Risk Management, Academic Press, London

7. Hull, John C. (2015), Risk Management and Financial Institutions (4th edition), Pearson
8. Duffie, Darrell and Kenneth J. Singleton (2003): Credit Risk, Princeton UP 5. Jorion, Philippe (2011): Financial Risk Manager Handbook, Wiley
9. McNeil, Alexander, Rüdiger Frey, and Paul Embrechts (2005): Quantitative Risk Management – Concepts, Techniques and Tools, Princeton UP

20MBA 404 FIN: FINANCIAL DERIVATIVES

Subject Code	20MBA 404 FIN	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives

The aim of this course is to provide understanding to the students about the significance of risk. To understand the importance of hedging using derivative instruments like Forwards, Futures, Options and Swaps.

UNIT I:

An overview of Financial Derivatives – Types of trades and traders – types and purpose of derivatives – uses of derivatives- Derivatives Market in India and other Countries.

UNIT II:

Forwards Contract: Forwards Markets-the Mechanism of Forwards Markets– Types of Forwards -Clearing House Arrangement– Forward Price –Trading Forward Positions.

UNIT III:

Futures Contract: Future Markets-the Mechanism of Future Markets– Long and Short of Financial Futures – Clearing House Arrangement–Futures Price-Spot Price–Trading Future Positions.

UNIT IV:

Options: Meaning of Options, types – Options Contract–Options Trading–Differences between Futures and Options Contract–Market Participations and Motivations.

Option Pricing: Black- Scholes - Option pricing model – Binominal option pricing model – Option greeks. Option Strategies- Option Spreads.

UNIT V:

Swaps: Meaning, Types-Interest Rate Swap-Currency Swaps – Valuation – Mechanism of Operation–Credit risk and Swap. Financial Swaps: Interest rate swaps – Currency swaps – Swap Pricing.
(Case studies are compulsory)

Reference Books:

1. David A. Dufofsky and Thomas W. Miller: **Derivatives**, Oxford.
2. John C. Hull: **Options, Futures and other Derivatives**, Prentice Hall of India, New Delhi.
3. N DVohra and B R Bagri, **Futures and Options**, McGraw Hill
4. Robert .A. Strong, **Derivatives**, Cengage.
5. Don M. Chance and Robert Brooks: **Derivatives and Risk Management Basics**, Cengage.
6. Jayanth Rama Varma, **Derivatives and Risk Management**, McGraw Hill.
7. 7 .Bishnu Priya Mishra, **Financial Derivatives**, Excel Books, New Delhi.
8. Franklin Edwards and Cindy Ma, **Futures and Options**, Tata McGraw Hill, NewDelhi.
9. Redhead, Financial Derivatives, **An Introduction to Futures, Forwards, Options**, Prentice Hall of India, New Delhi
10. Bhalla, V.K, **Financial Derivatives**, Sultan Chand, New Delhi.
11. Satyanarayana Chary.T, **Financial Derivatives**, Excel Books, New Delhi.
12. Gupta S L., **Financial Derivatives: Theory, Concepts and Problems**, Prentice Hall of India, New Delhi. Kumar S.S, Financial Derivatives, Prentice Hall of India, New Delhi

20MBA405FIN: INTERNATIONAL FINANCIAL MANAGEMENT

Subject Code	20MBA 405 FIN	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

To create awareness among the students about the importance of international financial management, international financial markets, management of exposure, international capital budgeting, international portfolio management and international working capital management. Learning outcomes: The student would be able to understand financial management at international scenario and also about various hedging options to manage the exposure.

UNIT-I

Multinational Corporations: Features of MNCs, Motives for Going Global, Factors Inhibiting MNCs to Maximize Profits, Complexities and Issues in Financial Decisions of a Multinational Firm – Financial Management Versus International Financial Management – IFM: Features, Objectives, and Importance of IFM.

UNIT-II

International Monetary System: Gold Standard, Interwar Period, Bretton Woods System, Fixed and Floating Exchange Rate System – Foreign Exchange Market: Features and Functions – Exchange Rate: Determination of Exchange Rate – Spot and Forward Rates – International Parity Conditions: Purchasing Power Parity, Forward Rate Parity and Interest Rate Parity – Fisher Open Condition – Exchange Rate Movement and Decision to Invest – Global Financial Markets: International Banks, Euro Currency Market, Euro Bond Market, International Stock Market, and Global Equity Market.

UNIT-III

Management of Exposure: Economic, Transaction, Translation, and Real Operating Exposure – Exposure Management Contractual and Natural Hedging – Interest Rate Risk Assessment and Management – International Capital Budgeting: Multinational Considerations and Calculation of Cash Flows, and Adjusted Present Value Approach.

UNIT-IV

International Portfolio Management: Decision to Invest in Portfolio, International CAPM, and Identification of Optimum Portfolio – International Project Financing: Concepts, Types, Techniques and Key Elements – Cost of Capital and Capital Structure of Multinational Firms – Long term Financing Sources of MNCs.

UNIT V

International Working Capital Management: Cash Management, Receivables and Inventory Management – Short-term Financing – International Accounting: Foreign Currency Translation, Multinational Transfer Pricing and Performance Measurement – Consolidated Financial Reporting International Accounting Standards and Practices – International Taxation: Key elements and Issues, International Tax Environment, Bilateral Treaties, and Tax Heavens – Dividend Policy for Multinational Corporations: Issues, Challenges, and Dividend

Case Study (Not Exceeding 300 words)

Practical Component:

- Students should study the documentation in international finance (For example, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).
- Students should take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.
- Students should take up one country such as India and look up its BOPs, Foreign Exchange Rates, Theories of Exchange Rate Determination, Management of Foreign Exchange Exposure, and Exchange Rate Forecasting.

REFERENCE BOOKS:

1. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India.
2. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
3. A.K.Seth, International Financial Management, Galgothia Publishing Company.
4. P.G.Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
5. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol.
6. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
7. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol.
8. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India
9. Jain, International Financial Management, MacMillan.
10. Thomas J.O' Brien, International Financial Economics, Oxford.
11. Alan C, Shapiro, Multinational Business Financial Management, Wiley India.
12. Jeff Madura, International Corporate Finance, Cengage.

20MBA 406 FIN: CORPORATE TAXATION

Subject Code	20MBA 406 FIN	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

The study of the course helps the students to have an understanding about the tax provisions of different types of businesses, to know how to compute taxable income and also helps in creating awareness to students about filing of returns, its significance and procedure.

UNIT-I

Tax Provisions of Companies: Income from Business or Profession, Tax Provisions for certain types of businesses.

UNIT-II

Tax Provisions of Companies: Capital Gains, Income from Other Sources - Tax Provisions for Off shore and Special Tax Zones.

UNIT-III

Computation of Taxable Income: Computation of Gross Total Income - Deductions - Carry-forward and set-off of losses - Minimum Alternative Tax (MAT).

UNIT-IV

Filing of Return and Assessment: Procedure for Filing Returns, e-Filing, Assessment, Reassessment and Settlement of Cases, Special Procedure for Assessment of Search Cases.

UNIT-V

Tax Authorities and Administration: Powers and Duties – Appeals and Revisions - Tax Administration - Collection of Tax at Source – Advance payment of Tax – Recovery and Refund of Tax – Penalties, Offences and Prosecution.

References

1. T.S.Reddy&Y.Hari Prasad Reddy, Income Tax Theory, Law and Practice, Margham Publications, Chennai.
2. Vinod K Singhania, Students' Guide to Income Tax, Taxman Publication.
3. R. Bupathy, A study on Income Tax & CST, Prime Knowledge Series, Chennai.
4. Mehrotra& Sr. Goyal, Income tax Law and Accounts, SahityaBhavan Publication
5. Vinod. K. Singhania; Direct Taxes – Law and Practice, Taxman Publications

OPERATIONS MANAGEMENT SPECIALIZATION:-
20MBA 403 OPS: Total Quality Management

Subject Code	20MBA 403 OPS	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

To facilitate the students over an understanding of Quality Management principles and process.

Learning Outcomes:

The student would be able to apply the tools and techniques of quality management to manufacturing and services processes.

UNIT-I

Introduction – Need for quality – Evolution of quality – Definitions of quality – Dimensions of product and service quality – Basic concepts of TQM – TQM Framework – Contributions of Deming, Juran and Crosby – Barriers to TQM – Quality statements – Customer Focus – Customer Orientation, Customer Satisfaction, Customer Complaints, Customer Retention – Costs of quality.

UNIT-II

TQM Principles: Leadership – Strategic quality planning, Quality Councils – Employee involvement – Motivation, Empowerment, Team and Teamwork, Quality Circles Recognition and Reward, Performance appraisal – Continuous Process Improvement – PDCA Cycle, 5S, Kaizen – Supplier Partnership – Partnering, Supplier Selection, Supplier Rating.

UNIT-III

TQM Tools and Techniques: The Seven Traditional Tools of Quality – New management tools – Six Sigma: Concepts, Methodology, applications to manufacturing, Service Sector Including IT – Bench Marking – Reason to Bench Mark, Bench Marking Process – FMEA – Stages, Types.

UNIT-IV

TQM Tools and Techniques II: Control Charts – Process Capability – Concepts of Six Sigma – Quality Function Development (QFD) – Taguchi Quality Loss Function – TPM – Concepts, Improvement Needs – Performance Measures.

UNIT-V

Quality Systems: Need for ISO 9000 – ISO 9001-2008 Quality System – Elements, Documentation, Quality Auditing – QS 9000 – ISO 14000 – Concepts, Requirements and Benefits – TQM Implementation in Manufacturing and Service Sectors.

Case Study (Not Exceeding 300 words)

Practical Component:

- Study and prepare analysis report of quality dept. procedure and tests conducted for product of any manufacturing industry
- Prepare a documentation and requirement report for ISO 9000 for any retail / manufacturing industry, already having ISO certification.
- Study and benchmarking of customer satisfaction for any four life insurance industry/ Banking. Study and prepare a report on Six Sigma, which is already applicable in the industry
- Prepare a report with parameters study (for quality assurance in manufacturing process / raw materials) for a company suggesting necessary implementation of TQM approach with procedure indicating practical benefits

Reference Text Books:

1. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 8th Edition, First Indian Edition, Cengage Learning, 2012.
2. Suganthi.L and Anand Samuel, “Total Quality Management”, Prentice Hall (India) Pvt. Ltd., 2006.
3. Janakiraman. B and Gopal .R.K., “Total Quality Management – Text and Cases”, Prentice Hall (India) Pvt. Ltd., 2006.
4. Dale H. Besterfield, et at., “Total quality Management”, Pearson Education Asia, Third Edition, Indian Reprint 2006.

20MBA 404 OPS: LEAN MANUFACTURING

Subject Code	20MBA 404 OPS	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Description & Objectives:

This course introduces students to key concepts in lean manufacturing such as continuous improvement, just-in-time production, “pull” philosophy and total quality management (TQM). The objectives of this course are to enable students to design a globally competitive manufacturing in industry and manage the change process to achieve continuous improvement of efficiency and productivity.

Learning Outcomes:

On completion of this course you should be able to:

1. Identify key requirements and concepts in lean manufacturing
2. Initiate a continuous improvement change program in a manufacturing organization
3. Apply the tools in lean manufacturing to analyze a manufacturing system and plan for its improvements
4. Manage the manufacturing system to achieve six sigma quality and sustainability

UNIT-I

Introduction: Types of Production Systems; World Class Manufacturing, Agile Manufacturing; Objectives of Lean Manufacturing - Key Principles and Implications of Lean Manufacturing - Traditional Vs Lean Manufacturing – Value Creation and Waste Elimination – Types of Waste – Continuous Flow – Continuous Improvement / Kaizen- Worker Involvement - Cellular Layout.

UNIT-II

Lean Manufacturing-5S Principles, Lean Manufacturing Steps – Value Stream, Flow, Creating PULL Systems Cellular Manufacturing, Standard Work, Total Cost of Quality, Changeover/setup Time (SMED) - Batch Size Reduction – Production Levelling – Failure Mode and Effect Analysis (FMEA) – Line Balancing – Poka-yoke - Information Technology aids: Tools and Methodologies

UNIT-III

Pull Systems: Principles of Pull – Lean Production System for Pull – Bad old days of distribution – Lean Distribution for Pull – Theory into Practice Cellular Manufacturing Systems: One-piece Flow – Large Lot Production – Problems – Understanding the Process and Operations – Benefits of Cellular Manufacturing – Creating U Shape Cells – Use of Multi-skill / multi Machine Operations – Cross Training for Maximum Flexibility – Moving with the Work – Using Small and Flexible Machines – Using Autonomation (JIDOKA)

UNIT-IV

Value Stream Mapping - Current State Map – Future State Map – VSM Symbols – Mapping Tips - Comparison of CSVSM and FSVSM– Use of e-VSM Software Flow: Definition – World of Batch and Queue – From Batch to Continuous flow, Developing Continuous Flow – Techniques Design using the Lean Approach, Continuous flow Production – Make it Flow – Feed the Flow – Link the Flow – Layout Flow Lines – Line / U shape.

UNIT-V

Integrated Reliability: Role of Maintenance – Integrated Productive Maintenance – Total Productive Maintenance – Downtime – Lean Production – Benchmarking; Computerized Maintenance Management Systems– Reliability – TPM Implementation

Lean Supply Chain: Forecasting Systems – Supply Chain Management Concepts – Aggregate Planning – Master Production Schedule – Make the Vendors Lean – Rules for Lean Cell Design – Product Knowledge and Functions. Practical Component

Case Study (Not Exceeding 300 words)

Reference Text Books

1. Ronald G Askin, “Design and Analysis of Lean Production system”, John Wiley and Sons, New York, 2003.
2. Black J T and Steve L Hunter, “Lean Manufacturing Systems and Cell design”, Society of Manufacturing Engineers, USA, 2003.
3. Bedworth D. D, “Integrated Production Control Systems Management, Analysis, Design”, John Wiley and Sons, New York, 1987.
4. Vollman T E, “Manufacturing Planning and Control Systems”, Galgotia Publication (P) Ltd., New Delhi, 2004.
5. Dennis P Hobbs, “Lean Manufacturing Implementation: A complete Execution Manual for any Size Manufacturing”, J Rose, Publishing Inc, 2004.

6. Taiichi Ohno, "Toyota Production System: Beyond Large Scale Production", Productivity Press, New York, 1988.
7. Pascal Dennis, "Lean Production Simplified: A Plain Language Guide to the World's Most Powerful Production System", Shingo, 2007.
8. Paul Myerson "Lean Supply Chain and Logistics Management", McGraw-Hill Education, LLC ISBN: 9780071766265
9. Martin Christopher, "Logistics and Supply Chain Management (Financial Times Series), 2011 ISBN-13: 978-0273731122 ISBN-10: 0273731122, 2012.
10. Bill Kerber and Brian J Dreckshage, "Lean Supply Chain Management Essentials: A Framework for Materials Managers", CRC Press, ISBN 9781439840825, 2011.
11. Askin, R.G. and C.R. Stanridge. 1993. "Modelling and Analysis of Manufacturing Systems", John Wiley & Sons Inc. ISBN 0-471-51418-7

20MBA 405 OPS: RESEARCH & DEVELOPMENT

Subject Code	20MBA 405 OPS	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

COURSE OBJECTIVE:

To understand how to design and lead R& D processes and manage R & D Organization.

COURSE OUTCOME:

To ensure an effective, efficient and sustainable R & D

UNIT I

INTRODUCTION Introduction – historical perspective – validation and evaluation – basic research – applied research – technology in R&D – successful R&D management – basic condition – Elements – vision, mission, strategy – Deming cycle (PDCA), hypothetico deductive approach, competency matrices, thematic clustering

UNIT II

INNOVATIVE ENVIRONMENT Structural Components – Organizational Environment, Functional Organization, organization structure for innovation, Corporate R & D, Global R & D, Outsourcing R & D, Virtual R & D. Creativity – Tools –Climate - MBTI Creativity Index. Innovation – Pathways, sources, business analysis techniques

UNIT III

R & D QUALITY MANAGEMENT Quality management system, Good laboratory practices, Good management practice, Quality environmental management system- Data recording. TQM in R & D :- Quality procedures, Continuous improvement, measurement techniques, Benchmarking.

UNIT IV

PEOPLE AND R&D Building scientific skills base - Skill audit process, skill requirements, skills gap assessment, selection & induction, Developing people – Performance management , reviewing and monitoring, appraisal schemes, T & D, Career Management & Development - Succession planning. R & D team Manager – Leadership, Creative groups.

UNIT V

R & D support support services – analytical, manufacturing, library service, it & telecommunication, legal. Laboratory automation – synthesis lab – microscale experimentation. Intellectual property – patents – types, procedure. Publications – categories –

Science Citation Index – impact factor – citation metrics. Intellectual property –patents- types, procedure. Financial Control – Budgets, Plans, Costs, research grants & funding, project proposal writing. Risk Assessment – Performance standards and indicators – Audit & review

TEXTBOOKS:

- 1) R.K.Jain, Harry C Triandis, Management of Research and Development Organization: Managing the Unmanageable, John Wiley & Sons, 1996
- 2) George F Thompson, The Management of Research and Development, Batsford, 1970

REFERENCES:

- 1) Peter Barnfield, Research and Development in the Chemical and Pharmaceutical Industry, Wiley, 2003.
- 2) Alan Glasser, Research and Development Management, Prentice-Hall, 1982
- 3) Harold Arthur Collison, Management of Research and Development, Pitman, 1964
- 4) Andreas Holzinger, Successful Management of Research & Development, Books on Demand, 2011

20MBA406 OPS: SUPPLY CHAIN ANALYTICS

Subject Code	20MBA 406 OPS	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objective

To equip students with an understanding of the “importance and role of supply chain analytics” in the modern business enterprises and how business firms can take advantage with the help of supply chain analytics. Further, for students who wish to specialize in analytics, the course provides a strong foundation for the application of supply chain analytics with analytical platforms.

Learning Outcomes:

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

- 1) Explain the importance of supply analytics and applications.

- 2) Explain the importance of supply analytics and applications.
- 3) Handle the available business information/data more efficiently.
- 4) Use analytical tools like R,SAS and MS excel efficiently in order to take managerial decisions more effectively

UNIT-I:

Introduction to Supply Chain Management: The Basics of Supply Chain Management: Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions

UNIT- II:

Demand Forecasting in Supply Chain Management: Planning Demand and Supply-Three Components of SCM, Demand Management, Demand Forecasting – Planning Demand and Supply, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies.

UNIT-III:

Introduction to Supply Chain Analytics: Definition, relevance and scope Supply Chain Analytics, recent trends in Supply Chain Analytics.

Overview of Supply Chain Models and Modelling Systems: Descriptive models, Optimization modes, Off-the shelf modelling system (SLIM), Supply chain operations reference model (SCOR), The network KEIRETSU, Nature-Inspired Intelligence in Supply Chain Management.

UNIT-IV:

Application of Supply Chain Models: A Calibration Model Establishes Position and Performance Gap, Models for Purchasing, Procurement, and Strategic Sourcing, Logistics Models, from Manufacturing to Accepted Delivery, Models for Forecasting, Demand Management, and Capacity Planning, Models for Order Management and Inventory Management' Models for Sales and Operations Planning, Advanced Planning and Scheduling Models, Models for Supplier Relationship Management, Models for Customer Relationship Management, Models for Collaborative Design and Manufacturing, Collaborative Planning, Forecasting, and Replenishment Models.

UNIT-V:

A Look at Future State of Supply Chain Modeling: Recent developments in theory technology and practices. Future developments and expected improvement in efficiency levels and operational simplicity.

Case Study (Not Exceeding 300 words)

Reference Books:

- 1) 1.Supply Chain Management: Strategy, Planning, and Operation, 6th Edition, Chopra and Meindl, Prentice Hall, 2015.
- 2) Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, 3rd Edition, Simchi-Levi, Kaminsky and Simchi-Levi, McGraw Hill Education, 2007.

- 3) R.B. Handfield and E.L. Nochols, Jr. Introduction to Supply Chain Management. Prentice Hall, 1999.
- 4) Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 2002.
- 5) Jeremy F. Shapiro. Modeling the Supply Chain, Duxbury Thomson Learning, 2001. Sahay, B; Supply chain management: For global competitiveness, Macmillan publishers
- 6) Chopra. S and Meindl P; Supply Chain Management: Strategy, planning and operation.

ENTREPRENEURSHIP SPECIALIZATION:-
20MBA 403 ENT: FAMILY BUSINESS MANAGEMENT

Subject Code	20MBA 403 ENT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

To motivate the entrepreneurial instinct of students and expose them to family owned business challenges and issues; to develop and strengthen entrepreneurial quality and motivation especially towards family owned business.

UNIT-I

Family Business Uniqueness: Definitions of Family Business – What Constitutes a Family business – Succession and Continuity – Economic Impact – What Makes it Unique – Nature, Importance, and Uniqueness of Family Business – Special Strengths – Family Business Culture and Values, Predictable Problem Resolution, Commitment, Knowledge, Flexibility in Work, Time and Money, Long-range Thinking, A stable Culture, Speedy Decisions, Reliability and Pride – Dilemmas and Challenges for Family Business – Resistance to Change, Business challenges, Succession, Emotional Issues, Leadership.

UNIT-II

Family Business Dynamics: People, System and Growing Complexity: Family Culture, Organizational Culture, and Cultural Blur in family Firms, A System Perspective on Continuity Resulting from Generational Conflict and Culture Change, Family Business People – Founders, women in Family Businesses, Husband wife Teams, In-laws, Multifamily Ownership, Non-family employees, Managing conflicts in family firms – Family Unity and a Positive Family-business Interaction as a Resource in the Creation of Inimitable Competitive Advantages. Family Business Systems – Seeking a Balanced Approach, Introducing the Ownership dimensions. Family Business Life Cycles: a story of Growing Complexity – Life-Cycle Stages, A customer-Active Paradigm, Continuous evolution- not Revolution-and Family Business continuity, Ownership transitions – Erosion of the future entrepreneurial culture – Need to preserve the entrepreneurial spirit and promote a Positive– Great Family Businesses.

UNIT-III

The family's Relationship with Business: Developing a Strategic Vision and Building Team work: Articulating Values and Shared Vision, Effective Business Families – How families add Value – The Family Business Interaction Factor – Ingredients of Successful Planning –Family Emotional Intelligence, Establishing Open Communication– Family communication: Family meetings, The Benefits of family Meetings, Family Councils, and Family Offices, family Retreats, family Constitutions, Family Meetings, the use of Facilitators and Advisors, the Family Employment Policy, Ownership and Family Policy Making, Guidelines for Policy making, the family contribution, creative versus destructive conflict, building family team work – Unifying Plans, Processes and Structures – Designing Family Governance.

UNIT-IV

The next Generation: Human Resource Management and Leadership Perspective: To Join or not to join? – The Importance of Outside Experience – Self-esteem and Confidence – Wider Business Experience, Credibility with non-family Employees – Systems Overlap and Human Resource Management Issues-recruitment, Training and development, Remuneration, Performance Appraisal and Promotion. Working in the Business – Seek out a Mentor, Gain the Respect of Employees, Tread Carefully, beware Sibling Rivalry, work at Establishing Personal Identity, Relationship with the Senior Generation.

UNIT-V

Getting Help:- Making the most of Outside Resources – The perspective of Non- family Managers, Career Opportunities for Non-family Managers, Non-family Managers-Relationship with the Family – Introducing External Executives, Motivation and Rewards, Incentive Design and delivery. Extending the family culture to non-family managers, motivating and retaining non Family Managers, Non- executive Directors – Selecting the Right Candidate, Board Practices – Professional Advisors and Consultants – a Non-family Manager as a Bridging President or CEO, Outsider Advisors.

Case Study (Not Exceeding 300 words)

Practical Component:

- Student is required to identify and analyze any two successful and failed family businesses in their locality or region.
- Conduct group discussion on challenges and perspectives of family businesses in India.
- Students are asked to develop case studies on local family businesses who are in third generation.

Reference Text Books:

1. Ernesto J. Poza, Family Business, Cengage Learning, 2009.
2. Keanon J. Alderson, Understanding The Family Business, Business Expert Press, 2011.
3. Kelly LeCouvie, Jennifer Pendergast, Family Business Succession: Your Roadmap to Continuity, Palgrave Macmillan, 2014.
4. John L. Ward, Craig E Aronoff, Stephen L. McClure, Family Business Succession: The Final Test of Greatness, Palgrave Macmillan, 2011.

5. Stephanie Brun de Pontet, Craig E. Aronoff, Drew S. Mendoza, John L. War, Siblings and the Family Business: Making It Work for Business, the Family, and the Future, Pa Palgrave Macmillan, 2011.
6. Otis W. Baskin, Craig E. Aronoff, Effective Leadership in the Family Business, Palgrave Macmillan, 2011.
7. Craig E. Aronoff, John L. Ward, Family Business Ownership: How to Be an Effective Shareholder, Palgrave Macmillan, 2011.
8. McCann, Greg. When Your Parents Sign the Paychecks: Finding Success Inside or Outside the Family Enterprise. 2d ed. Deland, FL: McCann & Associates, 2013.
9. Poza, Ernesto J., and Mary S. Daugherty. Family Business. 4th ed. Mason, OH: SouthWestern Cengage Learning, 2014.

20MBA 404 ENT: CORPORATE ENTREPRENEURSHIP

Subject Code	20MBA 404 ENT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Description:

This course introduces students to corporate or firm-level entrepreneurship including discussions on the unique nature of corporate entrepreneurship, entrepreneurial intensity, HR processes for creating and encouraging individual- and organizational-level entrepreneurship, corporate strategy and entrepreneurship, structuring entrepreneurial organizations and cultures, and assessing and managing entrepreneurial performance.

Course Goal and Objective:

The goal of this course is to equip students with the necessary tools and skills to interpret a firm's internal and external environment such that entrepreneurial strategies can be formulated, ultimately leading to new internal corporate ventures. Teaching students all the nuances of entrepreneurship and corporate-level venturing is implausible and ultimately undesirable given that entrepreneurial success is often contingent on a multitude of factors. What is desirable, however, is for students to leave this course with (1) the global skills required to understand what corporate entrepreneurship is and how it can be accomplished; (2) the tools necessary to evaluate a firm's internal and external environment from an entrepreneurial perspective; (3) an understanding of basic business- and corporate-level entrepreneurial factors; and (4) developed interpersonal skills required in today's business atmosphere. The main objective of this course is to focus on developing the individual entrepreneur.

Learning Outcomes:

Upon successful completion of this course, students will:

- Develop a basic knowledge of what is corporate entrepreneurship and how entrepreneurship within a corporation is similar to or different from start-up entrepreneurship.
- Be able to assess the degree to which the environment within an established company supports or constrains entrepreneurship.
- Develop an appreciation for how to apply the entrepreneurial process to the operations of a department or a functional area within a large established organization.

- Be able to find creative ways to overcome barriers to entrepreneurship in established companies.
- Gain an appreciation for how to formulate corporate objectives and strategies that support entrepreneurial behavior.

UNIT-I

Introduction: Understanding Corporate Entrepreneurship: Nature, meaning, definition and Importance of Corporate Entrepreneurship – Obstacles in the Corporate Environment – How Innovation Actually Happens – Crucial roles of Innovation – Entrepreneurial Orientation (EO) – Entrepreneurial Intensity – Forms of Corporate Entrepreneurship – Levels of Corporate Entrepreneurship – HR in the Entrepreneurial Organization – Human Resource Capabilities.

UNIT-II

Organizing the Venture: Diagnosing organization for Climate for Innovation –The Internal Policies of Venturing – Developing Intrapreneurial Business Plan – Building an Organizational Environment Conducive to Entrepreneurial Endeavors: Resources, Process and Priorities – Selecting, Evaluating, and Compensating Corporate Entrepreneurs – Funding the Venture.

UNIT-III

Corporate Strategy and Entrepreneurship: Behavioral Aspects of Corporate Entrepreneurship – Role of the Intrapreneur – How to Succeed As an Intrapreneur – Entrepreneurial Structure and Culture in Organization – Identifying, Evaluating & Selecting Opportunity – Corporate Entrepreneurship In the Social Sector – Understanding & Managing the Entrepreneurial Process – Locating the Venture in the Organization.

UNIT-IV

Implementing Corporate Venturing in Organization – Constraints on Entrepreneurial Performance & Leading the Entrepreneurial Organization – Intrapreneuring within a Structured Development Process – Managing Corporate Venture Capital Investments – Corporate Entrepreneurship via Acquisition, Investment and Partnership Managing Corporate Venture Capital Investments

UNIT-V

Assessing & Controlling of Corporate Entrepreneurship: Facilitators of Entrepreneurial Performance – Improving Climate for Innovation – Managing and Sustaining Entrepreneurial Performance in the 21st Century – The Future of the Intrapreneurial Organization –Corporate Entrepreneurship in Developing Economies.

Case Study (Not Exceeding 300 words)

Practical Components:

- Students are to visit corporate organisations and assess the innovation challenges within an organization and propose an initiative to address one of these challenges.
- Identifying the constraints to corporate entrepreneurship and suggest suitable measures to overcome them.
- Discuss case studies (at least 2) on corporate entrepreneurial culture and climate in an Indian and foreign context.

- Presentations by students on themes of corporate entrepreneurship.

Reference Text Books:

1. Donald F. Kuratko, Michael H. Morris, Jeffrey G. Covin, ‘Corporate Innovation & Entrepreneurship, International Edition 3e, Cengage Learning, 2011.
2. Michael H. Morris, Donald F. Kuratko, Jeffrey G Covin, Corporate Entrepreneurship & Innovation’, Cengage Learning, 2010.
3. Donald F. Kuratko, Corporate Entrepreneurship, Now Publishers Inc, 2007
4. Michael H. Morris, Donald F. Kuratko, ‘Corporate Entrepreneurship: Entrepreneurial Development within Organizations’, Harcourt College Publishers, 2002.
5. Paul Burns, ‘Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organizations’, Kindle Book
6. Tom Elfring, ‘Corporate Entrepreneurship and Venturing’, Springer Science & Business Media, 2005.

20MBA 405 ENT: SOCIAL ENTREPRENEURSHIP

Subject Code	20MBA 405 ENT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Objectives:

This course is conceived and designed to enable student-participants become aware of, develop sensitivity towards and internalize the larger global context and concerns that have all warranted the birth, rise, health and sustenance of Social Entrepreneurship and Enterprises.

Learning Outcomes:

- a. Know about, critique and appreciate the global context in which Social Entrepreneurship continues to emerge as a vital part of the development agenda, especially in the developing countries;
- b. Diligently observe, understand, model/represent, communicate about, and constructively engage with Social Entrepreneurs and their Enterprises for making valuable contributions to the respective ecosystems in their work contexts;
- c. Identify markets and target groups related to various Social Enterprises, and characterize their ecosystem in terms of Sectors, Stakeholders, Policy-makers and Regulators, Benefactors/Donors, Venture Capitalists, Institutions, Media, etc.;
- d. Conceive of, design, plan, establish and operate or work for Social Enterprises in their respective national/regional contexts; and
- e. Manage the applicable lifecycle of the Social Enterprises with respect to product/service development and the related organizational functions, viz., marketing, resource mobilization in the human resources, financial, material and technological contexts, and operations and projects.

UNIT-I

Introduction: the need for and concept of MDGS and SDGS – Global Development Organizations – examples and descriptions – social enterprises (SEs) and entrepreneurship – An Overview:

Basic Definitions and Concepts; Morphology of SEs – History and Evolution of Social Entrepreneurship – Social Entrepreneurship and Enterprises – Past and Emerging Trends; Anticipating the Future – International and National Examples of Pioneers – Hybrid Spectrum of SEs – Business Models, Legal and Organizational Manifestations – Types and Functions of SEs such as Fair Trade Organizations, Cooperative Organizations, etc. – SEs in Different Sectors

UNIT-II

SEs' Conception, Design and Incubation: Social Entrepreneurial Initiatives – Opportunity Analysis and Idea Generation Tools and Approaches – The Use of Market Research Tools – Design Thinking for SEs and Innovations in their Lifecycles – Issues in the Early Stages of SEs' lifecycles – Organizational Launch and Development Processes in Social Entrepreneurship.

UNIT-III

Management of SEs – Functions and Issues; Management – Purpose, Concepts, Functions and Resources – Types and Sources of Finance – Resource Mobilization Strategies – Core Issues in Management – Value, Risk, Returns and Cost.

UNIT-IV

BOP Markets: Definition, Examples, the Impact of Culture – the Poor as Consumers, Business Models at the BOP – Designing Products that will Create Value for the BOP – Providing Access to Credit – Providing Access to Information and Financial Services through technology– Providing Access to Health Care, Education

UNIT-V

Newer Business Models at the BOP: Social Entrepreneurs, Challenges for Social Entrepreneurs– Creating a Successful Business Model and Finding Funding, Generating Income, Scaling and Replicating to Increase Impact, social Entrepreneur's Point of View, New Opportunities for Collaborative Ventures at the BOP – Evaluating the Social Impact of BOP Ventures.

Case Study (Not Exceeding 300 words)

Practical Component:

- Ask students to identify social entrepreneurs in their area and their social innovations.
- Ask students to examine how various forms of entrepreneurship are being employed to address some of today's most pressing social challenges.
- Students are to form in to groups (consist of 6-8 students) to identify and analyze the adopted approach to solving social issues in their region or area/territory.
- Ask students to identify the ways and means adopted by social entrepreneurs in diffusing social innovations
- Ask the students to prepare Latest situation of social innovation in the world in general and India in particular.
- Ask students to investigate case studies and meet with social entrepreneurs, activists, and local individuals seeking change

Reference Text Books:

1. Beverly Schwartz, Rippling: How Social Entrepreneurs Spread Innovation Throughout the World, Jossey-Bass, 2012
2. David Bornstein, How to Change the World: Social Entrepreneurs and the Power of New Ideas, Oxford University Press, 2004.

3. Arthur C. Brooks, *Social Entrepreneurship: A Modern Approach to Social Value Creation*, 1st edition,
4. David Bornstein, *Social Entrepreneurship: What Everyone Needs to Know*, Oxford University Press, 2010.
5. John Elkington, Pamela Hartigan, *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World*, Harvard Business Review Press, 2008.
6. James C. Collins, *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great*, Harper Business, 2001.
7. William D. Eggers, *The Solution Revolution: How Business, Government, and Social Enterprises Are Teaming Up to Solve Society's Toughest Problems*, Harvard Business Review Press, 2013.
8. *Problem Solving 101: A Simple Book for Smart People*, Ken Watanabe, Portfolio, 2007 (available to download as PDF)
9. *The Entrepreneurs Guide to Customer Development*, Cooper and Vlaskovits, 2010

20MBA 406 ENT: GLOBAL ENTREPRENEURIAL ECOSYSTEM

Subject Code	20MBA 406 ENT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	78		

Course Overview and Description:

This course discusses the challenge of global entrepreneurship and the opportunities for it in a world in which the economic and cultural context is rapidly changing. This course addresses various aspects of global entrepreneurship and the opportunities available to start-ups and small businesses in the global environment. It explores the opportunities that entrepreneurs create, the challenges they encounter, and the ways in which they exploit opportunities and address challenges to conduct business across national borders and cultures. This course also examines entrepreneurship across different countries and cultures and the role of cross-cultural customs and institutional networks in affecting global and immigrant entrepreneurship.

Learning Outcomes:

This course aims to develop students' entrepreneurial awareness, skills and qualities, in a global multi-cultural context. By the end of the course, students should be able to:

- Appreciate the importance of global entrepreneurship in 21st century
- Describe opportunities available to small business in a global environment
- Identify the important strategic issues in global entrepreneurship
- Discuss the challenges and barriers to global entrepreneurship

- Understand the advantages and disadvantages of different modes of entering international markets
- Prepare a country analysis
- Prepare a business plan with an international/global flavour for a new business venture
- Understand the importance of cross-cultural customs, communication, and institutions in affecting the implementation of global entrepreneurial ventures

UNIT-I

Introduction: International Entrepreneurship and International Business – Nature, Meaning and Scope of Global Entrepreneurship – Globalization and Global Entrepreneurship – Environment Entrepreneurial Opportunities and Challenges on a Global Perspective – Drivers of Global Entrepreneurial Ecosystems – Competencies and Characteristics of Global Entrepreneur – Approaches to Global Entrepreneur Ecosystem – Models of Global Entrepreneur Ecosystem.

UNIT-II

Motivation and Promotion to Global Entrepreneurship: Motivation, Types of IE, Foreign Country Selection – Collaborative Innovation at Global – Policies to Promote Global Entrepreneurial Ecosystems – Key Success Factors of Global Entrepreneurship – Immigrant and Ethnic Entrepreneurship.

UNIT-III

Opportunity Assessment & Market Selection: Business Model Analysis –Global Business Planning – Global Venture Idea Feedback – Bottom of the Pyramid, Disruptive Innovation, & Industry/Market Analysis – Incubators and Entrepreneur Ecosystem in an International Context– IP Protection, Social Entrepreneurship, and International Ventures.

UNIT-IV

Global Entrepreneurial Strategy: Accessing Global Resources – Various Ways to Enter Global Markets – Global Franchising – Issues in Exporting – International Pricing & Payment Options– Cross-Cultural Customs and Communication Styles in Global Entrepreneurship – Implementing a Global Entrepreneurial Strategy – Legal and Ethics Issues in Global Entrepreneurship.

UNIT-V

Managing Global Entrepreneurial Enterprise: Management Issues in Global Entrepreneurship – Global Marketing Management– Global Human Resource management – Global Monetary System – Global Entrepreneurial Ecosystems (Overview) in Europe, China, Latin America, and Africa – Crisis Management in Global Entrepreneurship.

Case Study (Not Exceeding 300 words)

Practical Components:

- a. Launching global ventures feasibility analysis and presentation (20%)
- b. Each teams will be composed of FOUR students. Teams will be stronger if they have diversity in interests, experience, and cultural background.
- c. Once teams are formed, all members must work well as a team and catch any problems before they escalate.

- d. The class will participate in rating the oral presentations, which are aimed at improving your communication and ‘pitching’ skills.
- e. Team evaluation by peers. Your team project is not complete until you evaluate the performance of each team member. Use the Team Evaluation Form on the web to assess both the quality and quantity of your own and your team members’ performance on the project. This process determines the percentage of the final grade each member deserves. Students receiving a low grade on their peer evaluation will not benefit from the work of their team mates. For example, if a team receives a 95 on the project, a team member receiving a low peer evaluation grade will have his/her project grade lowered accordingly. In such a case, team members receiving good peer evaluation grades would earn a 95, but a team member receiving a low peer evaluation, for example, might receive a 65 or even a zero. Thus, there is an incentive to work together as a team. We will discuss in class the criteria used to evaluate each member to lessen the likelihood of low grades based on personal dislike, revenge, etc.
- f. Teams of students will create a workable business idea with a global or an international element to it and develop it into a business feasibility analysis, which will be presented to the class.
- g. Teams first submit Global Venture Idea (1 page long), which will be an initial attempt to describe the business opportunity and the proposed product or service, what market/customer needs are served by it, what its unique features are, and how it will create or add value to the buyer or end user. The summary report will include a brief explanation of why the team members are capable of executing this new venture.
- h. In class peer evaluation and feedback to each team’s idea
- i. More detailed instructions of the report will be further given in class.
- j. Presentations. These will be short Power Point presentations through which students will summarize their business concept to the class (investors) and make their case for obtaining funding.
- k. Teams will be composed of 2 students each.
- l. Analyze pair cases in two countries to understand how firms/entrepreneurs have innovated or adapted business models to compete in international markets.
- m. Use Porter (1990)’s diamond model to analyze the advantage of each global venture case
- n. Sample cases will be given in class.
Each group will be composed of 2 students.
- o. Groups are expected to submit a 4-5 page report (about 1500 words) along with presentations in class to receive credit.
- p. Presentations. These will be short presentations through which students will summarize their findings.

Reference Text Books:

1. Stephen Spinelli and Rob Adams, "New Venture Creation: Entrepreneurship for the 21st Century", McGrawHill/Irwin; 9 edition, 2011.
2. Wang, H and Yipeng, Lieu, Entrepreneurship and Talent Management from a global perspective, Global Returnees New Horizons in Management series Edward Elgar Publishing
3. Zoltan J Acs, Global Entrepreneurship Institutions and Incentive, Edward Elgar Publishing.
4. Jonathan Ortman, Building One Global Entrepreneurial Ecosystem, Publication of Kauffman foundation

20MBA 408: EMPLOYABILITY SKILLS LAB

Subject Code	20MBA 408	IA Marks	50
No of Lecture Hours/Week	04	End Exam Marks	00
Teaching Hours / Week	01	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 1/2
Total Number of Hours per Semester (13 weeks/91 days)			

Course Objectives:

The programme curriculum covers written and spoken English, business communication, resume writing and interview skills, pronunciation, etiquette, leadership skills and more, making it a comprehensive training on employable skills. This course aims to develop non-technical skills and competencies that has always been an important part of effective and successful participation in the workplace. This course shall be making students employable by honing their skills to meet the demands of today's world. Also, it will be helpful in enhancing performance of the students in the career and life.

UNIT-I:

Communication–Meaning and Significance for Managers–Public Speaking–Speaking in Meeting Workplace Communication-One to one Communication–Different Styles of Communication–Interpersonal and Intrapersonal Skills–Reading ability–Importance of Listening in Communication.

UNIT-II:

Presentation Skills – Writing Oral Presentations – Using Visual Aids in Oral Communication – Communicating Across Cultures – 7 Cs of Communication – Body Language- Tips on how to Create a Power Point and other Presentations.

UNIT-III:

Goal Setting – Creating Individual Action Plans – Article Writing – SWOT Analysis – Event Management – (Training Students to Organize Events and present a report on Event organized).

UNIT-IV:

Case Study – Case Analysis – Discussion and Presentation –Team Building and Team Work – Innovation and Creativity – Emotional Intelligence – Self Management

UNIT-V:

Business and Corporate Etiquettes – Overview of Interview– Self introduction at Various Forums and During Interview – Mock Interview – CV Preparation-Group Discussion.

Practical Component:

- Public Speaking
- Different styles of Communication (Role Play)

- Presentation Using Visual aids (Power Point Presentation)
- Goal Setting (Preparing individual action Plans including Short term and Long term)
- Article Writing
- SWOT Analysis (Individual SWOT)
- Event Management (Present a report about any Events organized by Student Group)
- Case Study analysis (Individual & Group Discussion about Case)
- Emotional Intelligence (Analyzing individual Students EQ)
- Etiquette for Managers (Practicing different etiquettes in classroom)
- Interview preparation • Mock Interviews (Activity)
- Self Introduction
- CV Preparation

Reference Text Books:

1. Bovee, Thill, Schatzman, (2005), Business communication Today, Pearson Education
2. Meenakshi Raman Prakash Singh, Business communication, Oxford University Press.
3. E.H.McGrath,S.J ,Basic Managerial Skills, PHI Pvt. Limited
4. Chaturvedi & Chaturvedi, (2006), Business communication, Pearson Education
5. Namarta Palta, The art of Effective communication, Lotus Press, New Delhi,2007.
6. S.K.Mandal, Effective Communication and Public Speaking, Jaico Publishing
7. Priyadarshini Patnaik, Group Discussion and Interview Skills, Cambridge University Press Pvt. Ltd.

20MBA 409: SELLING & NEGOTIATION SKILLS

Subject Code	20MBA 409	IA Marks	50
No of Lecture Hours/Week	04	End Exam Marks	00
Teaching Hours / Week	01	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 and 1/2
Total Number of Hours per Semester (13 weeks/91 days)			

Course Objectives:

- To imbibe in the students, critical sales competencies that drive buying decisions;
- To give insights into how to boost individual and organizational productivity through sales lead management;
- To introduce basic theoretical principles and particular steps in the negotiating process.

UNIT-I:

Nature and Role of Selling: Importance of Selling – Role in the Context of Organization – survival and growth – Types of Selling: Differences in Selling Situations, New Business Versus Service Selling – Newton's Classification of Sales Types – McMurry and Arnold's classification

of selling Types – Consumer Indirect Selling, industrial Selling, Missionary, Sales team/group Selling Merchandising, Telesales, Franchise selling, International selling.

UNIT-II:

Attributes of a Good Salesperson: Personality and Physical Characteristics, Enthusiasm, Confidence, Intelligence, Self-Worth, Knowledge-product, Competition, Organization, Market, Customer, Territory: Communication Skills, Persuasive Skills. (to be supplemented by live exercises on personal selling)

UNIT-III:

Personal Selling Skills: The opening – Need and problem identification–the Presentation and Demonstration – Dealing with Objections – Negotiations – Closing the Sale -follow up (to be supplemented by live exercise on personal selling)

UNIT-IV:

Negotiation Skills: Goal, Collaborative/Win-Win not Compromise – Pyramid of Success: Power, Time, and Information– Opponent: Visceral or Idea, (To be supplemented by live exercises on personal selling)

UNIT-V:

Different Phases of Negotiation: Pre-Negotiation – Opening-Information Sharing– Problem solving – Agreement– Breakdown in Negotiation– Barriers that Create Impasse- Overcoming Barriers-people Problem-Mediation- Arbitration-Ethics.

Practical Component:

- Dividing students into groups and give a scenario to negotiate and reach conclusion.
- Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind – sets.
- Conduct Role Plays for different scenarios.
- Solve various case studies dealing with conflict between teams and organizations.
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

Reference Text Books:

1. Roy J. Lewicki, David M. Saunders, Bruce Barry, Negotiations, 5/e, Mc Graw Hill, 2005.
2. George Seidel, Negating for success : Essential strategies and skills, University of Michigan.
3. Patric Forsyth, Negotiation skills for rookies.
3. David Goldwich, Win-Win Negotiations, ST training solutions
4. Brian Tracy and Zig Ziglan, Persuasive selling and power negotiations

20MBA 410: STATISTICAL SOFTWARE APPLICATIONS LAB

Subject Code	20MBA 410	IA Marks	50
No of Lecture Hours/Week	02	End Exam Marks	00
Teaching Hours / Week	01	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 and 1/2
Total Number of Hours per Semester (13 weeks/91 days)			

Course Objectives:

1. To give an overview of the capabilities of popular statistical software packages. 2. To train students in handling data files and carry out basics statistical analysis. 3. To give hands on experience about basic hypothesis testing using t-Tests, Chi-square tests and ANNOVA. 4. To train students in using advanced tools such as regressions, MDS, factor analysis etc.

UNIT-I:

An Overview of Statistical Software: Introduction to SPSS/SAS/ Systat – Introduction to various menus, Data file, Output file, Frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file –Variable and data view, Value Labels – Managing Data: Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning. Page

UNIT-II:

Frequencies: Frequencies, bar charts, histograms, percentiles – Descriptive statistics: Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses – The means Procedure – Graphs: Creating and editing graphs and charts.

UNIT-III:

Bivariate Correlation: Bivariate Correlation, Partial and the Correlation Matrix – T-test Procedure: Independent – Samples, Paired Samples, and one Sample Tests – Non Parametric Tests: ChiSquare Test, 1 sample test, 2 Independent samples tests, k independent samples, 2 Related Samples Test – K-Related Samples.

UNIT-IV:

ANOVA Procedure: One-way Analysis of Variance – General Linear model: Two-way Analysis of Variance, General Linear Model: Three-way Analysis of Variance and Influence of Co-varieties

UNIT-V:

Advanced Tools:- Simple Liner Regression, Multiple Regression Analysis – Multi-dimensional Scaling – Reliability Analysis – Factor analysis – Cluster Analysis.

Practical Component:

- Ask students to create and enter variables and cases in SPSS sheet.
- Ask students to prepare charts, diagrams, means, S.D. percentages, frequencies cross-tabs applications in SPSS.
- Ask students to apply correlations, regressions, ANOVA and non-parametric tests in SPSS.
- Ask students to perform factor analysis, cluster analysis to dummy data sheets prepared for the purpose of hands on experience.

Reference Text Books:

1. Mathew J. Zagumny, A student Guide to the statistical package for the social sciences,
2. Allan C. Elliot., Wyner. A., Woodward, AS Essentials Mastering SAS for Data Analytics, 2nd Edition, Wiley Publishers.
3. David R Lemnoon., Joseph L. Schafer, Developing Statistical Software In Fortran 95, Springer Publishers.
4. Sally A lesik, Applied statistical inference with Minitab
5. Rob Thomas, Data Analysis with R statistical softwares, Kindle edition
6. John M Chambers, Software for Data Analysis, Spring.