

MBA PROGRAMME

Curriculum

(With effect from Academic Year 2018-19)

**I - IV Semester
(Syllabus)**



**School of Management Studies
The Gandhigram Rural Institute
(Deemed to be University)
Gandhigram - 624 302
Dindigul District, Tamil Nadu**

www.ruraluniv.ac.in

MBA PROGRAMME

Curriculum Structure and Scheme of Evaluation

S.No.	Course Code	Course Title		Credits	Hrs/ Week	Duration of Exam	CFA %	ESE %	Total Marks
Semester I									
1	17MBAP0101	Management Thought and Process	CF	3	3	3	40	60	100
2	17MBAP0102	Managerial Economics	CF	3	3	3	40	60	100
3	17MBAP0103	Accounting for Managerial Decisions	CF	3	3	3	40	60	100
4	17MBAP0104	Organizational Behaviour	CF	3	3	3	40	60	100
5	17MBAP0105	Quantitative Techniques for Management	CF	3	4	3	40	60	100
6	17MBAP0106	Corporate Social responsibility and Business Ethics	CF	3	3	3	40	60	100
7	15CSKP0101	Communication and Soft Skills	S	2	2	2	50	0	50
8	17CSAP01A1	Computer Applications in Management	S	3	4	3	40	60	100
9	17GTPP0001	Gandhi in Everyday Life	GC	2	2	2	20	30	50
10	17MBAP0107	Comprehensive Viva-voce-I*	O	1	0	Viva-voce	50	0	50
		Sub - Total (A)		26	27		400	450	850

Semester: I**Gandhi in Everyday Life**Course Code: **17GTPP0001**

Credit: 2

Hours: 32

Objective:

- To understand and appreciate the principles and practices of Gandhi and their relevance in the contemporary times.
- To develop noble character and attitude to enable the students to cope up with the challenges of daily life.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		16	16	0	32	
I	Understanding Gandhi: Child hood days, Student days, influence of Books and Individuals, Religion, Family, and Social factors. Gandhi as rebel, acquaintance with vegetarianism, as lawyer, encountering and transforming humiliation: in India, in south Africa- train incident, Coach incident, on path way, at court, attack by protesters. Gandhi as political leader and reformer.	3	2	0	5	I
II	Management: Gandhi's experiments in managing family- Eleven vows, non-possession and sacrifice begin at home – Managing Ashram - community living, service and financial ethics – Managing Social movements- Transvaal March and Salt Satyagraha and nonattachment to position (NishkamaSeva).	3	4	0	7	I
III	Conflict Reduction: Pursuance of truth and nonviolence ends and means, openness, transparency, love and kindness in handling relationship, nonviolent communication, practicing nonviolence in social and political issues (Satyagraha), conflict resolution practices, art of forgiveness and reconciliation and shanti sena.	3	4	0	7	II

IV	Humanism: Trust in goodness of human nature, respect for individual and pluralistic nature of society, dignity of differences, equal regard for all religions (Sarvadharmasamabhava), castes, races, colours, languages etc., simple and ethical life, swadeshi and unity of humankind.	2	2	0	4	II
		2	1	0	3	III
V	Constructive programmes and contemporary issues: Concept of Sarvodaya, poverty, terrorism, environmental degradation, problems in sharing common resources, health systems and education, science and technology and centralization of power and governance.	3	3	0	6	III
	Invited Talks/Field Visit	2			3	
	Total Hours	16	16		32	

Specific Learning Outcome: At the end of the course, the students would have understood

- the life and message of Gandhi
- the Gandhian way of Management
- the Gandhian model of conflict reduction
- humane life on Gandhian lines, and
- to become a Gandhian constructive worker.

References:

Text books:

1. **Basic Education 2011**, Navajivan Publishing House, Ahmedabad.
2. **Constructive Programme: (1945) Its Meaning and Place**, Navajivan Publishing House, Ahmedabad.
3. **Diet and Diet Reform**, (1949) Navajivan Publishing House, Ahmedabad.
4. **Key to Health**, (2003) Navajivan Publishing House, Ahmedabad.

References Books:

1. M.K. Gandhi, (2012) **An Autobiography or The Story of My Experiments with Truth**, Navajivan Publishing House, Ahmedabad.
2. **Satyagraha in South Africa**, (2003) Navajivan Publishing House, Ahmedabad.
3. **Village Industries**, (2004) Navajivan Publishing House, Ahmedabad.

Semester: I**Management Thought and Process****Course Code: 17MBAP0101****Credit: 3 Hours: 48****Objective:**

- Enable the students to understand the conceptual framework of principles and functions of management

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Development of Management Thought Management: Meaning - objective/scope- Management Vs Administration – Management Process-Management Thoughts: pre-scientific management era - Management science era – Contribution of F.W. Taylor, Henri Fayol, Elton Mayo, Peter F. Drucker – management thought in globalised era.	5	2	0	7	I
II	Planning and Decision Making- Planning - Meaning and importance – types of planning – steps in planning, Decision making - Meaning and importance, approaches to decision making, steps in decision making –policy making - types of policies – principles of policy making – policy formulation and administration – basic areas of policy making.	6	4	0	10	I
III	Organizing Forms of organization: formal and informal – departmentalization – Staffing: nature and purpose, importance, components – Direction: - functions - leadership: styles and functions.	6	4	0	10	II
IV	Coordination Need and importance – Types of co-ordination, and interdependence Vs co-ordination: pooled, reciprocal, sequential.	4	2	0	6	II
	Principles of co-ordination – approaches to effective co-ordination – problems- communication	2	1	0	3	III

V	Controlling Control: meaning and importance– Types of control – Steps in controlling – Planning Vs Controlling – control tools: Integrated control system– Management audit-management effectiveness.	6	3	0	9	III
	Invited Talks/Field Visit	3			3	
	Total Hours	32	16		48	

Specific Learning Outcome:

On completion of the course, the students would have

- Understood the management concepts and different schools of thought on management
- Familiarised with management functions and processes
- Acquired skills on management tools and techniques
- Acquired knowledge on management efficiency and effectiveness.

References:

Text books:

1. Andrew J. Dubrin, (2012), **Essentials of Management**, (9th Ed), Thomson Southwestern
2. Bhattacharya, Dipak Kumar (2013), **Principles of Management**, Tata McGraw – Hill, New Delhi
3. Charles W.L Hill and Steven L McShane, (2011), **Principles of Management**, McGraw Hill Education, Special Indian Edition, New Delhi
4. Harold Koontz and Heinz Weihrich, (2012) **Essentials of management: An International & Leadership Perspective**, (9th Ed), Tata McGraw-Hill Education, New Delhi

Reference Books:

1. Samuel C. Certo and Tervis Certo, (2012), **Modern management: concepts and skills**, (12th Ed) , Pearson education, New Delhi
2. Sherlakhar, S.A. and V.S. Sherlakhar, (2014), **Modern Business Organisation and Management**, Himalaya Publishing House. , New Delhi

Semester: I
Managerial Economics

Course Code: 17MBAP0102

Credit: 3

Hours: 48

Objective:

- To orient the students on the principles and analytical tools of managerial economics.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to Managerial Economics Nature - Scope – Basic concepts in Managerial Economics – Role of Managerial Economists – Objective: of firm.	4	1	0	5	I
II	Theory of Demand and Supply: Law of demand - Elasticity of demand – Use of elasticity of demand in managerial decisions - Demand Forecasting, Methods of demand forecasting for new products and established products – Law of Supply and Elasticity of Supply – Demand Supply Interaction.	6	4	0	10	
III	Theory of Production: Production function – Types of production function, Isoquant and its properties - Law of Variable proportions – Law of Returns to Scale - Cost and Revenue functions – Cost and Revenue Curves - Break Even Analysis and its uses in Managerial Economics.	8	4	0	12	II
IV	Market Structure and Price Determination Market – Definition –Conditions - characteristics - Price determination under Perfect competition Monopoly - Monopolistic Competition – Basics of Oligopoly. Advanced Pricing and Auctions-Game Theory and Asymmetric Information.	5	2	0	7	II
		3	2	0	5	III
V	Macro Economics: National Income –GDP-Business cycle –features - phases of business cycle – Inflation – Factors causing Inflation – Measures to control business cycle and inflation. Fiscal and Monetary Policy	5	3	0	8	III
	Invited Talks/Field Visit	3			3	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

On completion of the course, the students would have

- Understood the basics of managerial economics and its relevance on managerial decisions.
- Learnt the methods of demand and supply and their variants.
- Studied the production, demand supply, cost and revenue functions besides the BEA.
- Understood about different markets and methods of price determination.
- Known the effect of macro-economic variables like business cycles and inflation in the context of globalisation.

References:

Text books

1. Ahuja, H.L. (2014). **Managerial Economics: Analysis of Managerial Decision Making**, S. Chand & Company Limited, New Delhi.
2. Baumol William. J (1973), **Economic Theory and Operations Analysis**, Prentice Hall, London.
3. Dean Joel (1951), **Managerial Economics**, Prentice Hall India, Delhi.
4. Geetika; Ghosh. Piyali; Choudhury, Purba Roy (2013). **Managerial Economics**, Tata McGraw-Hill, New Delhi.
5. Gopalakrishna.D (1994), **A Study in Managerial Economics**, Himalaya Publishing House, Mumbai.

Reference Books:

1. Atmanand (2009). **Managerial Economics**, Excel Books, New Delhi.
2. Hagul,D.C (1969), **Managerial Economics: Analysis for Business Decisions**, Longsasan, London.
3. Jhingan, M.L..., and Stephen, J.K (2006), **Managerial Economics**, Vrinda Publications (P) Ltd., New Delhi.
4. Varshney R.L and Maheshwari K.L (2006), **Managerial Economics**, Sultan Chand and Sons, New Delhi.

Semester: I
Accounting for Managerial Decisions

Course Code: 17MBAP0103

Credit: 3

Hours: 48

Objective:

- To enable the students to understand the basic concepts in accounting principles and analysis of financial statements.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		24	24	0	48	
I	Accounting and its Functions Accounting concepts, standards and systems – Principles of Double entry book-keeping system – Account books and ledgers – Trial balance.	5	5	0	10	I
II	Final Accounts and Balance Sheet The objects and scope – Preparation of final accounts.	3	2	0	05	I
	Construction of Balance Sheet.	2	3	0	05	II
III	Analysis and Interpretation of Financial Statements Concept – Tools for financial statement analysis: Comparative and common size statements – Ratio analysis – Flow statements: funds flow and cash flow statements	4	6	0	10	II
IV	Cost Accounting Concept, Objective: – Types of cost – Cost systems – Costing techniques- historical costing, absorption costing, marginal costing, standard costing and variance analysis-ABC	5	3	0	08	III
V	Budgetary Control Concept, Uses and limitations of budget and budgetary control – Types of budget – Functional budgets – Fixed and flexible budgets – Zero-based budgeting.	2	5	0	07	III
	Invited Talks/Field Visit	3	0	0	03	
	Total Hours	24	24	0	48	

Specific Learning Outcome:

On completion of the course, the students would have

- Gained knowledge in describing the accounting systems and standards.
- Understood the transactions in books of accounts, known the posting of entries in ledger and prepare trial balance.
- Acquired skill in preparation of the final account and balance sheet and their analyses
- Understood cost systems and costing techniques.
- Understood the budget, budgetary control and procedures involved in preparation of fixed, flexible and zero-based budgeting.

References:

Text Books:

1. Anthony A. Atkinson, Robert S. Kaplan and S. Mark Young (2005), **Management Accounting**, Pearson Prentice Hall, New Delhi
2. Ghosh. T.P (2003), **Fundamentals of Management Accounting**, Excel Books, New Delhi.
3. Ghosh: T.P (2011) **Fundamentals of Accounting**, S. Chand & Co, New Delhi.
4. Hingorani and Ramanathan (2003), **Management Accounting Problems and Solutions**, S. Chand & Co.
5. Jain, S.P., and K.L. Narang (2014). **Cost Accounting**, Kalyani Publications. New Delhi.
6. Jan Williams (2010), **Financial and Managerial Accounting**, Tata McGraw Hill Publications, New Delhi
7. Khan and Jain (2002), **Management Accounting**, IV Edition, Tata McGraw Hill Publications, New Delhi.
8. Khan, M.Y., and P.K. Jain (2013). **Management Accounting: Text, Problems and Cases**, Tata McGraw-Hill New Delhi.
9. Murthy (2002), **Cost Analysis for Management Decisions**, Tata McGraw Hill Publications, New Delhi.

Reference Books:

1. Maheshwari, S.N., Sharad K. Maheshwari, and Suneel K. Maheshwari (2013). **A Textbook of Accounting for Management**, Vikas Publications, New Delhi.
2. Nitin Balwani (2010), **Accounting and Finance for Management**, Excel Books, New Delhi.

Semester: I**Organizational Behaviour****Course Code: 17MBAP0104****Credit: 3****Hours: 48****Objective**

- Enable the students to understand the conceptual framework of organizational behaviour

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		42	6	0	48	
I	Organisational Behaviour: Introduction to Organizational Behaviour: Concept of Organizational Behaviour (OB)- Importance of Organizational Behaviour, Contribution of various disciplines to Organizational Behavior, Approaches to Organizational Behavior, Challenges and Opportunities for OB.	5	1	0	06	I
II	Individual Behaviour : Personality - types and Theories – Learning –The learning process – Learning theories – Emotions - Emotional Intelligence, – Components of EI, Attitudes – Characteristics – Components of Attitude. Organisational Change	9	1	0	10	II
III	Perception and Motivation: Perceptions - Importance – Factors influencing perception. Motivation: Definition, Theories of motivation- Maslow's need hierarchy theory – Herzberg's two factor theory –Alderfer's ERG theory – McClelland's need theory – Victor Vroom's expectancy theory –Stancy Adam's equity theory.	9	1	0	10	III
IV	Group Dynamics and Leadership: Groups in organizations – Process of Group formation, Influence – Group dynamics – Leadership: Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power and Politics - Communication: Process of communication, Barriers to effective communication.	8	2	0	10	III
V	Conflict Resolution: Organizational culture and climate – Factors affecting organizational climate – Importance. Organizational change – Importance – Types of change – the change process – Resistance to change – Managing change. Organizational development – OD interventions.	8	1	0	09	III
	Invited Talks/Field Visit	3	0	0	03	
	Total Hours	42	6	0	48	

Specific Learning Outcome

On completion of the course, the students would have

- Understood the basic concept of organization and behaviour of people in organization.
- Understood the importance of the personality traits and differences in personality that would affect the individual behaviour in organization.
- Known the importance of the attitude and perception in the organization behaviour.
- Understood the importance of motivation and design motivation strategy to motivate the self or others.
- Familiarised with the concept of group, group behaviour and learn the importance of working in teams.
- Understood the leadership theories and traits and develop good leadership skills.
- Understood the organizational dynamics and its importance.
- Acquired skills to formulate an effective strategy for work life balance.
- Acquired the skills to manage and resolve conflicts.

References:

Text Books:

1. Fred Luthans,(2017) Organisational Behavior, McGraw Hill, 14th Edition.
2. Ivancevich, Konopaske&Maheson,(2008) Oranisationl Behaviour & Management, 7th edition, Tata McGraw Hill,.
3. Mc Shane & Von Glinov,(2007) Organisational Behaviour, 4th Edition, Tata McGraw Hill,.
4. UdaiPareek, (2004)Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education,.

Reference Books:

1. Hellrigal, Slocum and Woodman,(2017) Organisational Behavior, Cengage Learning, 11th Edition
Schermerhorn, Hunt and Osborn, (2008) Organisational behavior, John Wiley, 9th Edition,.
2. Stephen P. Robins, Organisational Behavior, (2016) PHI Learning / Pearson Education, 13th edition,.

Semester: I

15CSKP0101 – COMMUNICATION AND SOFT SKILLS

(Soft Skills Course – Compulsory Non Credit course –
2 Credits - 2 Hours/wk.)

Objectives:

- To help the students improve their communication and life and soft skills; and
- To enhance their personality and employability skills.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		12	16	4	32	
I	<ul style="list-style-type: none">• Basics of Communication• Barriers to Communication	1	2	0	3	I
II	<ul style="list-style-type: none">• Communication and Language Skills• Communicating in a Global Language	1	3	0	4	I
III	<ul style="list-style-type: none">• Resumes and Cover Letters• Group Discussions	1	3	0	4	II
IV	<ul style="list-style-type: none">• Business communication• Intercultural Communication	1	4	0	5	II
V	<ul style="list-style-type: none">• Professional Communication• Interviews	0	4	4	8	III
	Invited Talks/Field Visit	8			8	
	Total Hours	12	16	4	32	

Text Books

Krishnaswamy, Dhariwal and Krishnaswamy. *Mastering Communication Skills and Soft Skills*. Blomsbury, 2015.

Assessment: There is no ESE. Assessment is totally internal and is performance-based.

Semester: I**Quantitative Techniques for Management****Course Code: 17MBAP0105****Credit: 3****Hours: 48****Objective:**

- To acquaint the students with the skills to apply mathematics and Statistical tools for business managerial decisions.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		16	16	16	48	
I	Basic Mathematics for Managers: Quantitative Decision Making – An Overview – Function and Progressions – Basic Calculus and Applications - Matrix, addition, subtraction, transpose, inverse, Cramer's rule	4	1	0	5	I
II	Date Collection and Analysis: Collection and processing of data; Measures of Central Tendency - Mean, Median and Mode; Measures of Variation - Range, Standard Deviation and Co-efficient of variation and its uses in Business research	3	4	0	7	I
III	Probability and Probability Distributions: Basic concepts of Probability and simple problems; Probability Distributions - Binomial, Poisson and Normal Distributions and its application in business.	3	4	0	7	II
IV	Sampling Distributions: Sampling methods and its Distributions; Basic concepts and steps in hypothesis testing; Tests of significance-large and small sample tests-Chi-square test and ANOVA (one way).	3	4	0	7	II
V	Forecasting Methods: Correlation Analysis: Applications in decision making - Regression Analysis-Time Series Analysis; Business forecasting	3	3	0	6	III
	Total Hours	16	16	16	48	

(Question paper should contain theory component not more than 40 per cent and problems/ applications 60 per cent)

Specific Learning Outcome:

On completion of the course, the students would have

- Gain knowledge in data collection and presentation
- understand the basics of statistical techniques for business management
- understand the concept of probability and its distributions in the context of decision making.
- gainskills in the application of statistical techniques in business related data analysis.

References:

Text Books:

1. Gupta, S.P. (2014), **Statistical Methods**, (13thEd), Sultan Chand Publishers, New Delhi
2. Levin, Rubin, (2013) **Statistics for Management**, (13th Ed) Pearson Education, New Delhi
3. Srivastava, T, Rago. S, (2012) **Statistics for Management**, Tata McGraw Hill, New Delhi

Reference Books:

1. Gerald Keller, (2014), **Statistics for Management and Economics**, (10thEd), Cengage learning.
2. Kemp, Business Statistics, John Wiley.

Web Sites

<https://www.bl.uk/reshelp/findhelpsubject/socsci/topbib/quantmethods/quantitative.pdf>.

<https://www.sciencedirect.com/topics/nursing-and-health-professions/statistical-tool>

<https://www.researchgate.net/publication/308133810> Basic statistical tools in research and data analysis

<https://www.surveysystem.com/sscalc.htm>

<http://www.calculator.net/sample-size-calculator.html>

<https://www.statisticssolutions.com/spss-statistics-help>

Semester: I

Computer Applications in Management

Course Code: 17CSAP01A1

15CSAU02A1	COMPUTER APPLICATIONS IN MANAGEMENT		
Credits : 2+1	Lecture hours/week : 2	CFA (T+P) : 24+24	
Course(s) : MBA	Lab hours/week : 2	ESE (T+P) : 36+16	
<u>Objective(s):</u> <ul style="list-style-type: none">• To understand the basic concepts of computers application in Business• To develop applications using MS Word, MS Excel and MS Power Point.• To acquire knowledge on hardware devices.			

Unit Wise Contents

UNIT	CONTENTS	Lecture Schedule
I	Computer concepts	11
	• Definition of a computer –Origin of Computer- Characteristics	1
	• Computer terminologies	2
	• Anatomy of a computer - generations of computers	1
	• Types of computers- types of operating system	2
	• Types of programming languages	2
	• Assembler - translator	1
	• Compiler – cross compiler	1
	• Discussion on recent trends and technology	1
II	MS-Word	8
	• MS-Word: Introduction - features	1
	• Document creation - Document editing: cursor movements	1
	• Selecting text - copying text - moving text	1
	• Finding and replacing text - Spelling and Grammar	1
	• Page setup - Table creation.	1
	• Mail Merge	2
	• Test on MS word shortcut keys	1
III	MS-Excel	7
	• MS-Excel : Introduction - Advantages & applications -	1
	• Organization of workbook - Editing a worksheet -	1
	• Range - Formatting worksheet -	1
	• Chart: creation - changing type - Print options	1
	• Built-in functions.	2
	• Test on Excel Functions	1
IV	MS-Power Point	8
	• MS-Power Point: Introduction - features –	2
	• Creating presentation - viewing - saving and close presentation	1

	• Changing Layout - Changing Designs - Slide transition	1
	• Adding animation effects	2
	• Inserting table, charts, pictures, clipart in presentation.	1
	• Checking the creativity of Students	1
V	Internet	9
	• Internet basics and Internet terminologies	2
	• Applications of Internet- e-mail	2
	• Applications of Internet-Usenet, Telnet, e-Commerce	2
	• Applications of Internet-World Wide Web, Video Conferencing	3
	Exercises: E-mail Creation, Ordering a product Through Online	
Total Contact Hours		43
Learning Outcomes		
Students should be able to acquire technical skill to <ul style="list-style-type: none"> • Know the basic computer concepts. • Understand the basic hardware devices. • Create document in MS Word. • Draw chart using MS Excel. • Design presentation using MS PowerPoint • Know the basic of internet technologies 		

References:

1. Fundamentals of Information Technology, S.K.Bansal, A.P.H. Publishing company, New Delhi, 2002.
2. 2007 Microsoft Office System step by step, Joyce Cox, Joan Preppernau, Steve Lambert and Curtis Frye, 2007.
3. Internet for everyone, 2/e, Alexis leon and Mathew leon, Vikas publication, New Delhi, 2011.

Semester: I**Corporate Social Responsibility and Business Ethics****Course Code: 17MBAP0106****Credits: 3****Hours: 48****Objectives:**

- To familiarize the students with concepts and practice of Corporate Social Responsibility, its significance and impact in the current scenario
- To understand how the corporate involve themselves in the current scenario
- To analyse the impact of CSR implementation on corporate culture, particularly as it related to social issues

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		36	12	-	48	
I	Concept of CSR Meaning and definition of CSR - Origin importance and need - Elements, principles and conceptual framework – Arguments for and against CSR.	6	1	0	7	I
	Drivers of CSR Corporate social performance – Consumer risk management – employees and personal values.	4	1	0	5	
II	Concept of social responsibility and stake holder management – framework for stakeholder management.	4	1	0	5	II
	Strategies of CSR Concepts and components of strategy formulation – Strategic CSR models-corporative strategy and competitive strategy – CSR communication technologies – perspectives on CSR – theoretical – political –practical – business and eco-social- UN Framework and action plans - process - policies - legislation - Institution	6	3	0	9	
IV	Concept of sustainability Sustainability Development Dimensions of sustainability - (Environment - Economic-social- and Institutional Sustainability) Sustainable	6	3	0	9	III

	framework for Development – Sustainability Terminologies and Meanings-Why is Sustainability an Imperative –Sustainability Case Studies – Triple Bottom Line (TBL)- Sustainability Indices – Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting – Sustainability Reporting Case Studies.					
V	Business Ethics and Governance – Determinants – concept of business ethics – Gandhian perspective; J.C Kumarappa’s economy of permanence- Sarvodaya and productions by masses;- livelihood opportunities and security, - self-governance and empowerment.	7	3	0	10	
	Invited Talks//Field Visit	3	0	0	3	
	Total Hours	36	12	0	48	

Specific Learning Outcome:

At the end of the course the students should be gain knowledge about

- The role of corporates in developing the society.
- The role of corporates in maintaining the health and hygiene of the people around the companies

References:

Text books:

1. DFID, 2009, **Sustainable Livelihood Framework**, London
2. Peter Challis, Laura Challis, 2011, **The Heart of Social Responsibility** (Free Download Bookboon.com).
3. Robert Chambers (1997), **whose Reality counts? Putting the First Part, Intermediate Technology**, London

Reference Books:

1. David Crowther, Guler Aras, 2011, **Corporate Social Responsibility - Part -III Strategy and leadership** (e-book, www.bookboon.com)
2. David Crowther, Guler Aras, 2013, **Corporate Social Responsibility** (e-book)

Comprehensive Viva-Voce-I

Course Code : 17MBAP0107

Credit: 1

Objective:

- To assess the comprehensive understanding of the courses studied by the students during the First Semester of the MBA Programme

Methodology

- At the end of the first semester the overall proficiency of every student on the courses studied during the semester will be assessed for 50 marks through viva-voce jointly by an **external expert** and a Internal faculty member nominated by the Director/ Dean, SMS.
- Overall proficiency in different courses include
 - Clarity in the basic concepts and theories
 - Knowledge in concept tools and techniques
 - Activity to apply the concepts in real business situation
 - Capacity to experience and analysis the cases if any

Semester - II									
S.No.	Course Code	Course Title		Credits	Hrs/ Week	Duration of Exam	CFA %	ESE %	Total Marks
11	17MBAP0208	Operations Research	CF	3	3	3	40	60	100
12	17MBAP0209	Business Research	CF	3	3	3	40	60	100
13	17MBAP0210	Legal Framework for Business	CF	3	3	3	40	60	100
14	17MBAP0211	Financial Management	FN	3	3	3	40	60	100
15	17MBAP0212	Marketing Management	FN	3	3	3	40	60	100
16	17MBAP0213	Human Resource Management	FN	3	3	3	40	60	100
17	17MBAP0214	Operations Management	FN	3	3	3	40	60	100
18	17MBAP0215	Management Information System	FN	2	2	2	20	30	50
19	17MBAP0216	Managerial Skills for Effectiveness	S	2	2	0	50	0	50
20	17MBAP0217	Comprehensive Viva- voce-II*	O	1	0	Viva-voce	50	0	50
		Sub - Total (B)		26	25		400	450	850

Semester: II
Operations Research

Course Code: 17MBAP0208

Credit: 3

Hours: 48

Objective:

- To impart mathematical modelling skills through operations research techniques

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		43	05	0	48	
I	Linear Programming Problem (LPP): Introduction- Graphical solution method-General form, canonical form and standard form of LPP-Simplex method.	07	01	0	08	I
II	Transportation problem (TP): Formation and solution of TP-North-West corner method-Least cost method-Vogel's approximation method.	05	01	0	06	I
	Assignment problem (AP): Formation and solution methods of AP.	04	0	0	04	II
III	Games and Strategies: Introduction-Maxi-min, Mini-max principle-Games without saddle points-Graphical solution of 2xn and mx2 games.	05	01	0	06	II
	Replacement Problem: Replacement of equipment and policy-Individual replacement policy and Group replacement policy.	05	0	0	05	
IV	Inventory: Types, decisions, objective and reasons for carry-Deterministic inventory problems with and without shortages- Single and Multi item price break model.	10	01	0	11	III
V	Network scheduling by PERT and CPM: Introduction-Logical sequencing-Rules for network construction-Critical path analysis-Distinction between PERT and CPM-Applications and advantages of network techniques.	07	01	0	08	III
	Total Hours	43	5	0	48	
	Invited Talks/Field Visit					

(Question paper should contain theory component not more than 40 per cent and problems/ applications 60 per cent)

Specific Learning Outcome

On completion of the course, the students would have

- Learned business modelling
- Understood the knowledge of system replacement and policy.
- Understood the basic analysis of inventory systems.
- Understood the importance of games and strategies.
- Understood the role of PERT/CPM and applications.

References:

Text books:

1. Gupta P. K., Hira.D.S (2002), **Operations Research**, S. Chand and Company, New Delhi,
2. KantiSwarup, P.K. Gupta, Man Mohan (2011), **Operations Research**, Sultan Chand and Sons, New Delhi.

Semester: II
Business Research

Course Code: 17MBAP0209

Credit: 3

Hours: 48

Objective:

- To enable the students to understand various research methods and techniques and acquire skill in conducting research in business studies

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Scientific Research: Principles – characteristics and functions of research, scientific method-steps in research. Types of research: Pure, Applied and Action Research, Qualitative and Quantitative studies. - Research aptitude and research skills -Research ethics.	6	0	0	6	I
II	Research process: Formulation of Research problem, Criterion for selection of a topic, statement of the problem and definition of terms, Objective:, review of literature - Variables: independent and dependent - Hypotheses: characteristics and functions – preparation of research design.	6	4	0	10	I
III	Types of Research: Exploratory, descriptive and experimental designs –surveys- case study - intervention and interdisciplinary studies.	6	0	0	6	II
IV	Data Collection& Analysis: sources of data-tools & techniques for data collection-Conduct of interview, participant and non-participant observation, inquiry forms. Scaling Techniques-pre-test reliability, data analysis and interpretation.	4	4	0	8	II
		2	4	0	6	III
V	Research Report: Thesis writing, its characteristics and format - types of reports - Reference materials, quotations, bibliography, footnotes, glossary and appendix. Documentation of research findings and utility for policies, programmes and innovation.	5	4	0	9	III
	Invited Talks/Field Visit	3	0	0	03	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

On completion of the course, the students would have

- Ability to define research problems in business & identify research gaps
- Understood formulation and execution of research design
- Acquired skill in preparation and administration of data collection tools and techniques
- Acquired skill in preparation and presentation of research report

References:

Text books:

1. Das.M.N. & N C Giri, (1986), **Design and Analysis of Experiments**, New Age International Publishers. New Delhi.
2. Ian Dey, (1993), **Qualitative Data Analysis (A user-friendly guide for social scientists)**, Sage Publications, London.
3. John.W.Creswell, (1994), **Research Design Qualitative and quantitative Approaches**, Sage Publication, New Delhi.
4. Young, P.V., (2003), **Scientific Social Surveys and Research**, Practice Hall, New Delhi

Reference Books:

1. Buckingham, William M.K., (2001), **Research Methods**, Atomic Publishing, New Delhi.
2. Buckingham, Tony Brown & Liz Jones, (2001), **Action Research and Postmodernism**, Open University Press
3. Tim May, (2011), **Social Research Issues, Methods and Process**, Open University Press,

Semester II
Legal Framework for Business

Course Code: 17MBAP0210

Credit 3

Hours: 48

Objective

- To enable the students to gain knowledge on legal perspectives and practices governing the business

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		42	6	0	48	
I	Commercial Law The Indian Contract Act, 1872: Definition of contract – essential elements and types of contracts. The Sale of Goods Act, 1930: Nature of sales – conditional sale. Negotiable Instruments Act 1881: Nature and requisites of Negotiable Instruments – Types – discharge of Negotiable Instruments	9	1	0	10	I
II	Company Law Companies Act 2013 – Salient features – Nature and types of Companies – Formation – Memorandum and Articles of Association – Prospectus – Powers, Duties and Liabilities of Directors – Winding up – Corporate Governance.	5	0	0	05	I
		4	1	0	05	II
III	Industrial Law An overview of Factories Act, 1948 – Payment of Wages Act, 1936 – Payment of Gratuity Act, 1972 – Employees State Insurance Act, 1948 – Workmen Compensation Act, 1923 – Industrial Disputes Act, 1947– Trade Union Act 1926	9	1	0	10	II
IV	Income Tax Act and GST Taxes relating to individuals, Corporate, Societies and Trust – Commutation of Income - Income from various sources – Assessment Year – TDS – Filling of Returns – GST: Benefits - taxes at the Centre and State level are being subsumed into GST – Administration of GST -	6	2	0	08	III

V	Foreign Direct Investment and Foreign Trade Policy: Foreign Direct Investment – Foreign Investment Promotion Board - EXIM Policy in India – SEZ	6	1	0	07	III
	Invited Talks/Field Visit	3			03	
	Total Hours	42	6	0	48	

Specific Learning Outcome:

On completion of the course, the students would have understood

- the basic concept of contracts and sale of goods.
- the importance of the essential elements of contract
- the basic concepts of company and societies.
- the importance of legal provisions governing companies and societies
- the concept of factory, wage, gratuity, insurance and disputes
- the essential requirements in the management of factories
- the basic concepts involved in Income Tax and GST
- acquired skills for tax planning, calculation of Income Tax and GST.

References:

Text books:

1. Bulchandani (2014), **Business Law for Management**, Himalaya Publishing House, Mumbai.
2. Gogna (2015), **Mercantile law**, S.Chand& Co Ltd., New Delhi
3. Kapoor (2014), **Elements of Mercantile Law**, Sultan Chand and Company, New Delhi.
4. Kuchhal (2014), **Business Legislation for Management**, Vikas Publishing House, New Delhi.

Reference Book

1. S. S. Gulshan (2004), **Mercantile Law**, Excel Books, Delhi.

Semester: II**Financial Management****Course Code: 17MBAP0211****Credit: 3****Hours: 48****Objectives:**

- Enable the students to understand the conceptual framework of principles and functions of financial management
- Facilitate student to understand the operational nuances of a Finance Manager and comprehend the technique of making decisions related to finance function.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		26	22	0	48	
I	Introduction Concept of Finance, Scope and Objectives: of finance, Financial Management - concepts Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Concept of Risk and Return- Time value of money and concepts in valuation.	8	0	0	8	I
II	Capital Budgeting Decisions: Calculation of NPV, Payback method, ARR and IRR methods, Cost of Capital, Concept of Opportunity Cost	2	4	0	6	I
	Cost of Preference and Equity capital, Cash Flows as Profit and components of Cash Flows	2	4	0	6	II
III	Financing Decisions Capital Structure:, Relevance and Irrelevance of Capital Structure, Trade-off Theory, Pecking order Theory, Leverage analysis – financial, operating and combined leverage along with its implications, Dividend Relevance: Walter and Gordon Model– Modigliani-Miller (MM), Hypothesis, Linter Model of Corporate Dividend Behaviour, Forms of Dividends	4	6	0	10	II
IV	Working Capital Management Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Trade Credit, Accrued Expenses and Deferred Income, Bank Finance for Working Capital	4	5	0	9	III

V	Inventory and Cash Management Nature, Need, Objective of Inventory Management, Inventory Management Techniques, Inventory Control Systems, Factoring, Facets of Cash Management, Motives for Holding Cash	3	3	0	6	III
	Invited Talks/Field Visit	3	0	0	03	
	Total Hours	26	22	0	48	

(Question paper should contain theory component not more than 60 per cent and problems 40 per cent)

Specific Learning Outcome:

On completion of the course, the students would have

- Understood the basic concept of financial management including the goals and functions of financial management.
- Evaluated the capital expenditure proposal using discounting and non-discounting techniques.
- Enabled to develop the analytical skills by associating the tools and techniques with the situation
- Developed capacity to interpret business information and application of financial theory in financing decisions.
- Understood the interpretation business information and application of financial theory in corporate investment decisions, particularly on working capital management.
- Understood the various theories on the relationship between capital structure and cost of capital.

References:

Text books

1. I.M. Pandey, (2015), **Financial Management**, Vikas Publishing House Pvt. Ltd., New Delhi
2. James C. Vanhorne, (2014), **Fundamentals of Financial Management**, PHI Learning, London
3. M.Y. Khan and P.K.Jain, (2013), **Financial management, Text, Problems and cases**, Tata McGraw Hill , New Delhi
4. Prasanna Chandra, (2014), **Financial Management**, Tata McGraw Hill, New Delhi

Reference Books:

1. AswatDamodaran, (2015), **Corporate Finance Theory and practice**, John Wiley & Sons
2. Brigham, Ehrhardt, (2013), **Financial Management Theory and Practice**, 12th edition, Cengage Learning
3. Srivatsava, Mishra, (2015), **Financial Management**, Oxford University Press, US

Semester II
Marketing Management

Course Code: 17MBAP0212

Credit: 3

Hours: 48

Objective:

- Enable the students to understand the concept and function of marketing management and the systems structures.

Unit wise contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		20	10	36	48	
I	Introduction to Marketing Meaning – Definition - Importance – Functions – Nature and scope of marketing – Marketing Management Process - Marketing Environment.	7	1	0	5	I
II	Buyer Behaviour and Motivation Buyer Characteristics - determinants of buyer behaviour – buying motives -Maslow's hierarchy of needs, Festinger's Theory of Cognitive Dissonance –Stages of and participants in buying process	8	2	0	10	
III	Segmenting, Targeting and Positioning Market segmentation – criteria and types selection of right segment. Target marketing – Estimating market demand- Market positioning	4	2	0	6	II
IV	Marketing Mix Product and Product mix – Product Life Cycle – Product development – Product mix strategies. Pricing- Promotion mix: Components – Advertising; Personal selling; sales promotion and publicity – Channels of distribution – Distribution – effectiveness.	8	4	0	12	II
V	Integrating the Marketing Efforts Marketing organisation – Types – basis of organising- Marketing Research: concepts and components, marketing intelligence system Vs Marketing Research System – Marketing control- tools and techniques.	7	2	0	9	III
	Invited Talks	3			3	
	Total Hours	39	9	0	48	

Specific Objective Outcome: The student would have

- acquired in-depth knowledge on different concepts and components of marketing management and their application in business.
- gained knowledge on consumer behaviour and related theories.
- Learned Market Segmentation, criteria and elements of market segmentation- Marketing planning.
- understood the marketing mix and strategies.
- understood the tools and techniques in integrating marketing efforts.

References:**Text Books:**

1. Kotler, Philip, Kevin Lane Keller (2016). **Marketing Management**, Noida: Pearson Education. New Delhi
2. Ramasamy, V.S and S. Namakumari (2014). **Marketing Management: Global Perspective Indian Context**, Macmillan, New Delhi.
3. Baines Paul, Chris Fill and Page Kelly (2013). **Marketing**, Asian edition; Oxford University Press. New Delhi.
4. Philip Kotler (2000), **Marketing Management: Analysis, Planning and Control**, Prentice Hill India, New Delhi.
5. Varshney & Gupta (2008), **Marketing Management**, S.Chand & Co, New Delhi

Semester: II
Human Resource Management

Course Code: 17MBAP0213

Credit: 3

Hours: 48

Objective

- To know the basic concepts and functions and application of HRM tools.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		42	6	0	48	
I	Human Resource Management Meaning - nature and scope - functions and role of HR manager - Objective: and policies -System approach to HRM – Organizing HRM Department - Human Resource Planning - concept and techniques.	9	1	0	10	I
II	Recruitment and Selection Job Analysis - Job Description and Specification - Process of recruitment: selection, placement and induction. Training and Development - Job changes Performance appraisal: Objective: and methods - performance appraisal of managers	5	0	0	05	I
		4	1	0	05	II
III	Compensation and Maintenance Job evaluation - Primary compensation - Incentive compensation – types – advantages - Wages and incentives - regulation of payment of wages. Administration of welfare - Amenities and fringe benefits - reward systems	9	1	0	10	II
IV	Career planning and Counselling Career choices, Career Planning: promotion, demotion, transfer, separations, career path, development, counselling	6	2	0	08	III
V	Employees Safety and Security Measures Safety and accident prevention - Quality circles - Employee grievances and redressal system – Gender Diversity: Sexual Harassment at the work place-Quality of work life - trade unions, employee participation and employee engagement. Human Resource Accounting - Human Resource Information Systems.	6	1	0	07	III
	Invited Talks/Field Visit	3	0	0	03	
	Total Hours	42	6	0	48	

Specific Learning Outcome:

On completion of the course, the students would have

- Understood the key concepts on human resource management.
- Understood to plan for the human resource requirement using tools and techniques.
- Gained knowledge to formulate strategies for selection, training and retaining the best employees.
- Understood to assess the training needs and select the best training methods.
- Familiarised with Career Planning and Counselling
- Gained knowledge on the different performance appraisal technique and select the best based on the business situation.
- Acquired skill in designing the right wage structure.
- Understood the standards pertaining to the occupational safety and security.

References

Text books

1. Aswathappa, K. (2013). **Human Resource Management: Text and Cases**, McGraw-Hill, New Delhi.
2. Bernardin, John H (2013). **Human Resource Management: An Experiential Approach**, McGraw-Hill, New Delhi.
3. Dessler (2014), **Human Resource Management**, Pearson Education, New Delhi.
4. Dessler, Gary and Biju Varkkey (2016). **Human Resource Management**, Pearson Education, New Delhi.
5. Gupta, C.B (2014), **Human Resource Management**, Sultan Chand & Sons, New Delhi.
6. Mondy Wayne R, Robert M. Noe (2007), **Human Resource Management**, Pearson Education, New Delhi.
7. Pande, Sharon and Swapnalekha (2012), **Human Resource Management**, Pearson, New Delhi.

Reference Books:

1. Armstrong Micheal (2006), **A Handbook of Human Resource Management Practices**, Kogan Business Books.
2. Rao, V.S.P (2008), **Human Resource Management**, Excel Books, New Delhi.
3. Sanghi Seema (2014), **Human Resource Management**, Vikas Publishing House Pvt. Ltd, New Delhi.

Semester II
Operations Management
Course Code: 17MBAP0214 **Credit: 3**

Hours: 48

Objective:

- To facilitate the students to understand the basic concepts, functions and tools employed for designing the system and system operations in production, services enterprises.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Production Management Management of Production systems and types Principles of scientific management, productivity concept and measurement - Product engineering – production life cycle – value engineering – simplification - standardization and diversification.	7	2	0	9	I
	Work study Method study - Principles of motion economy - Ergonomics	3	2	0	5	
II	Time study, work sampling Pre determined motion Techniques (PMTs) - Plant Location, factors, basic models – Plant layout –material handling.	3	1	-0	4	II
III	Material management Importance and functions – purchasing methods – Stores Management -Bill of materials – inventory management, order level,Economic order quantity - mini max system and selective inventory control – JIT techniques.	6	4	0	10	II
IV	Production planning and control Scope for Production Planning and control: Steps in preparing production plan for various systems.	6	3	0	9	III

	Routing,Loading, scheduling, dispatching, and follow up - Use of Gantt charts .					
V	Quality control Quality control – statistical quality control techniques and, acceptance sampling. Problems in preparing control charts (Mean and R charts, c and np charts	5	4	0	9	III
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome

On completion of the course, the students would have

- Gained knowledge on managerial concepts in production of goods and services.
- Acquired skills in conducting motions/time studies, plant lay out and knowledge in material handling equipments.
- Studied skills in purchase of raw materials and inventory management– and storekeeping practices
- Learned skills in planning, execution and controlling of production system and operations

References:

Text books:

1. Chary.S.N. (2008), '**Production Operations Management**' Tata McGraw Hill Publishing Company Ltd, New Delhi.
2. Juran D.M. and F.M. Gryna, (2005), '**Quality, Planning and Analysis**, Tata McGraw Hill, New Delhi.
3. Krajewski, J. Lee, Ritzman, P. Larry, and Malhotra K. Manoj (2016). '**Operations Management: Processes and Value Chains**, Pearson Education, New Delhi
4. Mahadevan, B. (2015). '**Operations Management, Theory and Practice**, Pearson Education. New Delhi
5. Sharhmey (2000), '**Productivity Management: Concepts and Techniques**; Tata McGraw Hill Co; New Delhi.

Reference Books:

1. Khanna.O.P. (2006), '**Industrial Engineering and Management**' Text and Cases, Dhanpat Raj, Delhi.
2. Taylor, Russell (2012). '**Operations Management**, Wiley India. New Delhi:
3. Varma.M.M. (2006), '**Materials Management**'; Rer.Ed.S.Chand & Co, New Delhi.

Semester II**Management Information System****Course Code: 17MBAP0215****Credit: 2****Hours: 32****Objective**

- To orient the students in developing MIS for decision making process.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		24	8	0	32	
I	Management Information System Management Information System-definition, importance, role of MIS in business – Information technology Vs information system- functional information system- DSS, TPS, ESS.	4	1	0	5	I
II	System Analysis and Design System analysis and design overview, System Development Life Cycle	4	0	0	4	
III	System implementation and DBMS Designing MIS-implementation and evaluation of MIS and DBMS	5	2	0	7	II
IV	Data Communication concepts & Computer Network Data Communication: concepts, hardware and software requirements. Development of business through Applications – Current trends.LAN-WAN. Network .	3	3	0	6	III
V	Information System for Decision Making Role of information management in ERP, e - business, e- governance, data mining, business intelligence.	5	2	0	7	III
	Invited Talks/Field Visit	3	0	0	3	
	Total Hours	24	8	0	32	

Specific Learning Outcome

On completion of the course, the students would have

- Designing and implementing managerial information processing systems.
- Understood the role of computers in business and apply the concept of data processing in business situations.
- Gained knowledge in applying systems concept in analysis and design of computerized data processing and assess the steps involved in MIS Projects
- Understood and apply the concept of data base in various functional/operational areas of management
- Known about networking and the methods of information sharing through networks.
- Known about various conceptual models in decision making and apply the same to managerial

References:

Text books:

1. Gordon Davis, (2008), **Management Information System: Conceptual Foundations, Structure and Development**, Tata McGraw Hill, 21st Reprint. New Delhi.
2. Haag, Cummings and McCubbrey, (2013), **Management Information Systems for the Information Age**, McGraw Hill, New Delhi.
3. Kenneth C. Laudon and Jane Price Laudon, (2012), **Management Information Systems – Managing the digital firm**, / Pearson Education, PHI, Asia.
4. Robert Schultheis and Mary Summer, (2013), **Management Information Systems – The Managers View**, Tata McGraw Hill, New Delhi.

Reference Books:

1. Rahul de,(2012), **MIS in Business, Government and Society**, Wiley India Pvt. Ltd,
2. Turban, McLean and Wetherbe, (2008), **Information Technology for Management – Transforming Organisations in the Digital Economy**, John Wiley, 6th Edition.

Semester: II
Managerial Skills for Effectiveness

Course Code: 17MBAP0216 Credit: 2

Hours: 32

Objective:

- To equip the students to acquire basic skills on management and leadership.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		10	22	0	32	
I	Reading, Writing and Learning: mind training for better reading, active reader; Business writing, AIDA; how to learn, inferences, taking notes memorise. Speaking and Listening: write a speech, Begin & end a talk, tips for speakers, arguing a case, speaking goal; listening skills.	2	2	0	4	I
II	Becoming the Real You: being real, self-discovery, assertiveness, feelings, real me. Facing an Interview: job hunt, resume, before, during and after the interview Exit interview.	2	2	0	4	
III	Managerial Skills for Effectiveness: Building organizational culture, team management, networking skills, interaction across business functions, collaboration and presentation skills, development of a project that addresses an organizational challenge	2	2	0	4	II
IV	Building peer support for team's projects, Identifying operational and strategic gaps, identifying mentor to support professional development, Understand leadership challenges and strategies, Negotiation & Assertiveness skills, Mapping personal leadership and learning journey, Expanding professional and personal networks.	2	3	0	5	III

V	Managing: leadership, change and decision making, motivation, conflict and cooperation	2	3	0	5	
	Invited Talks/Field Visit		10	0	10	
	Total Hours	12	20	0	32	

Specific Learning Outcome:

On completion of the course, the students would have

- Gained knowledge on the basic skills on management styles of reading, writing, and learning.
- Learned the skills effective speaking, communicating and listening.
- Self-introspected, known thyself, developed assertiveness and being real.
- Familiarised with resume preparation
- Gained expertise in facing the interviews
- Understood the processes of managing conflicts and motivation etc.
- Gained knowledge and skill in measuring managerial effectiveness.
- Understood on the concepts on leadership and change management

References:

Text books:

1. Gopalaswamy Ramesh and Mahadevan Ramesh,(2010), **The Ace of Soft Skills**, Pearson
2. Paula J. Caproni, (2012), **Management Skills for Everyday Life**, (3rd Ed.), Prentice Hall,
3. S.J. McGrath, E.H, (2011), **Basic Managerial Skills for All**, PHI
4. Timothy T. Baldwin, William H. Bommer, Robert S. Rubin, (2012), **Developing Management Skills**, Tata McGraw Hill Education Private Ltd

Reference Books:

1. David A.Whetten and Kim S.Cameron, (2011), **Developing Management Skills**, PHI
2. W. David. Rees, Christine Porter, (2008), **The Skills of Management**, South-Western/Cengage Learning

Comprehensive Viva-Voce-II

Course Code : 17MBAP0217

Credit: 1

Objective:

- To assess the comprehensive understanding of the courses studied by the students during the second Semester of the MBA Programme (ability of the students to integrate the learnings across the semester)

Methodology

- At the end of the second semester the overall proficiency of every student on the courses studied during the semester will be assessed for 50 marks through viva-voce jointly by an **external expert** and a Internal faculty member nominated by the Director/Dean, SMS.
- Overall proficiency in different courses include
 - Clarity in the basic concepts and theories
 - Knowledge in concept tools and techniques
 - Activity to apply the concepts in real business situation
 - Capacity to experience and analysis the cases if any

MBA PROGRAMME - III Semester- Curriculum Structure and Scheme of Evaluation[illegible]

Semester: III**Strategic Management****Course Code:****Credit: 3****Hours: 48****Objective:**

- To expose the students to various strategies of management at different levels.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Strategic Management Definition – Strategy Vs Strategic Management - Strategic Intent –Strategic Management Process – Approaches and modes of strategic decision making - Strategic Planning – Environmental Scanning and Environmental Analysis. Industry, internal, SWOT, Competitive, advantage – Porter’s Competitive analysis.	7	2	0	9	I
II	Strategy Formulation and Choice Approaches to Strategic formulation – Levels of strategies – Types of strategies – Grand strategies - Generic competitive advantage – Cost Leadership – Portfolio analysis - BCG Matrix and SAP.	3	2	0	5	I
III	Functional Strategies Definition – Development of Functional Strategies – Production / Operation Strategy– Marketing Strategy – Financial Strategy – HR Strategy – R&D Strategy.	3	1	0	4	II
IV	Strategy Implementation Definition – Inter relationship between formulation and implementation – Importance – Issues – Mckinsay 7s model – Resource Allocation: Importance: Approaches, techniques, criteria, factors, difficulties, caution – Organizational structure.	6	4	0	10	II III

V	Strategic Evaluation and Control Strategic Evaluation – Definition – Types, approaches, levels, characteristics, importance, criteria and barriers – Strategic Control: Definition, types, mechanisms – limitation.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

On completion of the course, the students would have

- The students would have developed decision making abilities in situations of uncertainty and in a dynamic business environment.
- They would be able to design strategies for a given problematic environment towards win-win situation.

References:

Text Books:

1. Aswathappa, K (1996), **Business Environment for Strategic Management**, Himalaya Publishing House, New Delhi.
2. Azhar Kazmi (2002), **Business Policy and Strategic Management**, Tata McGraw Hill, New Delhi.
3. Cherunilam, Francis (2005), **Strategic Management**, Himalaya Publishing House, New Delhi.
4. Hax-Majluf (1988), **Strategy Concept and Process, Pragmatic Approach**, Prentice Hall, New Delhi.

Reference Books:

1. Appa Rao C Parvathiswara Rao and Sivaramakrishna K (2010), **Strategic Management and Business Policy – Text and Cases**, Excel Books, New Delhi.
2. Krishore, Ravi M (2010), **Strategic Management – Text and Cases**, Taxmann Publications, New Delhi.
3. Srinivasan.R (2009), **Strategies Management: The Indian Context**, PHI Learning, New Delhi.

Semester - III

Elective Courses

Electives		A student has to select six courses in one specialisation as major electives and three courses in any one of the other specialisations as minor electives. Thus, a student will specialise 6 major elective courses and three minor electives. During the third semester the student shall be selecting four major courses and two minor courses as specified above. During the fourth semester the students shall be selecting two major courses in the same stream of specialisation chosen and one minor course in the chosen stream of specialisation as in III semester.						
22	17MBAP00EX	Six Elective Courses from the List Enclosed*	E	3	3	40	60	100
23			E	3	3	40	60	100
24			E	3	3	40	60	100
25			E	3	3	40	60	100
26			E	3	3	40	60	100
27			E	3	3	40	60	100

* Elective list enclosed with course code

Semester: III

Title: Soft Skills for Career and Communication Development

Course Code: 17ENGPOOC1

Credit: 2

Hours: 30

Objective

- To develop soft skills that is necessary for formal and career development.

Unit	Topics
I	Listening, Reading and Documentation Oral Communication Skills <ul style="list-style-type: none">• Listening• Listening and Hearing• Barriers to Listening• Everyday Listening• Workplace listening• Documentation Written Communication Skills <ul style="list-style-type: none">• Reading• What do you read?• What is Reading?• What are the Reading skills?• Barriers to reading?• Reading strategies
II	Instructions and Transcoding Ability to Read and Follow Instructions <ul style="list-style-type: none">• Instructions• Language of Instructions• Giving and Receiving instructions• Directions• Writing instructions Ability to interpret and transcode information <ul style="list-style-type: none">• Graphic communication• Interpretation of charts, tables and Graphs• Transcoding
III	Interpersonal Communication Asking for and responding to information <ul style="list-style-type: none">• Relationship in communication• Information collection• Telephone conversation• Informational communication• Encoding and decoding strategies• Principles of communication Communication skill with public, fellow employees, supervisors

	<p>and customers</p> <ul style="list-style-type: none"> • Reading communication • Perception • environment • Emotional Intelligence and benefits
IV	<p>Employment Communication</p> <p>Purpose of Education</p> <ul style="list-style-type: none"> • Written communication • Spelling • Grammar <p>Ability to fill out a job application</p> <ul style="list-style-type: none"> • Employment communication • Covering Letter • Résumé • Interview • Model interview
V	<p>Polite Behaviour in communication</p> <p>Expressing Courtesy</p> <ul style="list-style-type: none"> • Politeness story • Politeness Expressions • Five Magic words in English <p>Communication through eye contact</p> <ul style="list-style-type: none"> • Non-verbal communication • Body language • Eye Contact • Paralanguage

Specific Learning Outcome

On completion of the course, the students would have

- Understood the basic concept of 'Business Communication.
- Understood the importance of communication skills that can go a long way towards achieving.
- Understood the concept of Communication, its process and the barriers for effective communication.
- Understand more about the nature of negotiation.
- Gained a broad intellectual understanding of the central concepts in negotiation.
- Gained skill to develop a toolkit of useful negotiation skills, strategies, and approaches.
- Acquired analytical abilities and capacity to understand and predict the behaviour of individuals, groups, and organizations in competitive situations.

References:

Textbook:

1. Dhanavel, S.P. **Communication and Soft skills**, (2015). Main spring publishers, Chennai.
2. Alex. K, **Soft skills**, (2009). S.CHAND & Ltd., New Delhi.

Summer Internship

Course Code: 17MBAP0319

Credit 3

Summer Internship

Every student will be placed for summer internship for a period of four weeks after the completion of second semester. Each student will be attached to an industry/entrepreneurial unit to acquire practical exposure and training in different functional areas of management. At the end of the training, the students have to submit a report which will be evaluated in the third semester jointly by an external examiner and the internal supervisor.

Comprehensive Viva-Voce-III

Course Code : 17MBAP0320

Credit: 1

Objective:

- To assess the comprehensive understanding of the courses studied by the students during the second Semester of the MBA Programme (ability of the students to integrate the learnings across the semester)

Methodology

- At the end of the second semester the overall proficiency of every student on the courses studied during the semester will be assessed for 50 marks through viva-voce jointly by an **external expert** and a Internal faculty member nominated by the Director/ Dean, SMS.
- Overall proficiency in different courses include
 - Clarity in the basic concepts and theories
 - Knowledge in concept tools and techniques
 - Activity to apply the concepts in real business situation
 - Capacity to experience and analysis the cases if any

Curriculum Structure Semester - IV

Semester – IV								
S.No	Course Code	Course Title		Credits	Hours per week	CFA %	ESE %	Total Marks
32	17MBAPO321	Entrepreneurship	CF	3	3	40	60	100
33	17MBAPOOEX	Three Elective courses from the list enclosed***	E	3	3	40	60	100
34			E	3	3	40	60	100
35			E	3	3	40	60	100
36	17MBAPO322	Dissertation**		8	0	75	125	200
37	17MBAPO323	Comprehensive Viva-Voce – IV*		1	0	50	0	50

Semester IV Entrepreneurship

Code17MBAP00321 Credit: 3

Hours : 48

Objectives:

- To provide theoretical knowledge and to develop entrepreneurial skill among the students.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Entrepreneurship and Intrapreneurship– similarities and variance-India’s start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship,social entrepreneurship, women entrepreneurs- entrepreneurial mind-set-Key attributes an entrepreneur - Desirable and acquirable attitudes and behaviors.	7	2	0	9	I
II	Myths and realities of entrepreneurship- Transition from college/regular job to the world of start-ups-Personal finance- Explaining to family- Entrepreneurial Stress-Composition–complementarity- Different life stages- Relative importance- Disagreements- Idea,opportunity and retrospective determinism-	3	2	0	5	I
III	Creating and appropriating value- Scarcity, choice and tradeoffs- Identifying ‘paying customer’, developing market understanding- Narrowing focus-End user profiling, Ideal Persona-Market segmentation, Market sizing- Marketing plan, pricing- Strategy- Business Plan -How to develop it-What all should it have, what it shouldn’t have-Unit economics, scalability, defensibility-	3	1	0	4	II
IV	Venture feasibility analysis-Pitching- Legal Matters- Organizational form– partnership, sole proprietorship, corporation- Intellectual property– copyright, trademarks- Tax, Personnel law, contract law-Law vs Ethics-Legal expenses, hiring the service provider- Digital Haves	6	4	0	10	II III

	and Havenots- Digital Economy as a resource- Promotion tools-thevalue of Likes and Shares- Matchmakers-Long Tail markets-Micro–Apps-Funding and Incubation Informal capital–Friends & Family, Angel-Introduction to the world of Venture Capitalists-Evaluation criteria employed by VCs-Selecting the right VC-Financing Mix and the Financing continuumshareholding					
V	Cliff -Vesting schedule-Relative importance of Operational Involvement, Idea / patent, Driving force and capital infusion-Go–Live-What proof of concept is needed-Minimum viable product-Name of product / service- Website / Visiting card /Office space- Struggles-Causes of failure–Product/market, financing, managerial-Resilience-Valuation and Harvesting-Valuation methods-Term sheet-Strategic sale, negotiations-Management succession	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome

- The students would have developed aptitude towards entrepreneurship
- They would have acquired skills in selecting business project and preparing a project proposal.
- They would have developed a fair understanding over the entrepreneurial assistance provided by different institutions.

References:

Text Books:

1. Khanka, S.S. (2005) Entrepreneurial Development, S.Chand & Co., New Delhi.
2. Vasanth Desai (2003) Small-scale industry and entrepreneurship, Himalaya Publishing
3. Malli, D.D. (1999). Training for Entrepreneurship and Self Employment, Mittal, New Delhi.

Reference Books:

1. Dhumija, S.K. (2002). Women Entrepreneurship: Opportunities, Performance, Problems, Deep and Deep, New Delhi.Gyan Publishing House, New Delhi. 464.House, Mumbai.
2. Rathakrishnan,L. (2008), Empowerment of Women Through Entrepreneurship.
3. Shukla (2003), Entrepreneurship and Small Business Management, Kitab Mahal, Agra.

Electives

A student has to select six courses in one specialisation as major electives and three courses in any one of the other specialisations as minor electives. Thus, a student will specialise 6 major elective courses and three minor electives. During the third semester the student shall be selecting four major courses and two minor courses as specified above. During the fourth semester the students shall be selecting two major courses in the same stream of specialisation chosen and one minor course in the chosen stream of specialisation as in III semester.

33	17MBAPO OEX	Three Elective courses from the list enclosed***	E	3	3	40	60	100
34			E	3	3	40	60	100
35			E	3	3	40	60	100

Semester IV

17MBAP00322 Dissertation

Code

Credit: 8

Hours :

Every student has to submit a dissertation in the fourth semester. The schedule for dissertation during the IV semester will be: Finalization of Research Design (First 3 weeks); Review of Literature & construction of Tools (4th - 6th week); Data Collection (7th - 9th week); Data Analysis (10th - 12th Week); Report writing and submission (13th - 15th Week). The criteria adopted for evaluation are: 75 marks for internal evaluation, 75 marks for external evaluation and 50 marks for joint viva-voce examination.

Comprehensive Viva-Voce- IV

Course Code : 17MBAP00323

Credit: 1

Objective:

- To assess the comprehensive understanding of the courses studied by the students during the second Semester of the MBA Programme (ability of the students to integrate the learnings across the semester)

Methodology

- At the end of the second semester the overall proficiency of every student on the courses studied during the semester will be assessed for 50 marks through viva-voce jointly by an **external expert** and a Internal faculty member nominated by the Director/Dean, SMS.
- Overall proficiency in different courses include
 - Clarity in the basic concepts and theories
 - Knowledge in concept tools and techniques
 - Activity to apply the concepts in real business situation
 - Capacity to experience and analysis the cases if any

Elective Courses in Human Resource Management

1	17MBAP00E1	Training and Development
2	17MBAP00E2	Organisational Change And Development
3	17MBAP00E3	Compensation Management
4	17MBAP00E4	Industrial Relations and Labour Laws
5	17MBAP00E5	Global Human Resource Management
6	17MBAP00E6	Strategic Human Resource Management
7	17MBAP00E7	Managing Diversity In Workplace

Elective Courses in Financial Management

1	17MBAP00E8	Financial Markets And Services
2	17MBAP00E9	Project Finance
3	17MBAP00EA	Strategic Financial Management
4	17MBAP00EB	Security Analysis And Portfolio Management
5	17MBAP00EC	Management Control System
6	17MBAP00ED	Financial Derivatives
7	17MBAP00EE	Risk Management

Elective Courses in Marketing Management

1	17MBAP00EF	Services Marketing
2	17MBAP00EG	Product And Brand Management
3	17MBAP00EH	Rural Marketing
4	17MBAP00EI	Sales And Distribution Management
5	17MBAP00EJ	Retail Management
6	17MBAP00EK	Strategic Marketing Management
7	17MBAP00EL	Digital Marketing

Elective Courses in Operations Management

1	17MBAP00EM	Supply Chain And Logistics Management
2	17MBAP00EN	Six Sigma And TQM
3	17MBAP00EO	Advanced Project Management
4	17MBAP00EP	Business Process Re-engineering
5	17MBAP00EQ	Technology Management
6	17MBAP00ER	Innovation Management And New Product Development
7	17MBAP00ES	Production Planning & Control

Elective Courses in Systems Management

1	17MBAP00ET	Software Analysis and Design
2	17MBAP00EU	Simulation for Managers
3	17MBAP00EV	Artificial Intelligence - Applications in Business
4	17MBAP00EW	Knowledge Management
5	17MBAP00EX	E- Governance
6	17MBAP00EY	Business Intelligence and Data Warehousing
7	17MBAP00EZ	Software Project Management

Elective Courses in Human Resource Management

1	17MBAP00E1	Training and Development
2	17MBAP00E2	Organisational Change And Development
3	17MBAP00E3	Compensation Management
4	17MBAP00E4	Industrial Relations and Labour Laws
5	17MBAP00E5	Global Human Resource Management
6	17MBAP00E6	Strategic Human Resource Management
7	17MBAP00E7	Managing Diversity In Workplace

Training and Development

Course Code: 17MBAP00E1

Credit: 3

Hours: 48

Objective:

- The course aims at exposing the students to the Concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to Training - Concept, Role, Need and Importance of Training, Types of Training, Philosophy of Training, Principles of Training, Components of Training, Developing an Integrated Approach of Learning in Training Programme.	7	2	0	9	I
II	Training Need Identification - Concepts, Determination of Training Needs, Approaches to Training Needs Assessment, Job analysis, potential appraisal, performance appraisal, task analysis, content analysis and skill gap analysis Tools/ Methods of Identification of Training Needs, Recent scenario of TNI, TNI Cycle of Events.	3	2	0	5	I
III	Training Design - Concept of designing Training programs, Process, Design Theory, Matching methods with outcomes, Trainer Identification, Methods and Techniques of Training, Designing A Training Unit (Cross Cultural, Leadership, Training the Trainer, Change), Budgeting of Training – preparation of training proposals.	3	1	0	4	II
IV	Implementation and Evaluation - Different Methods of Training, Integrated Instructional Strategy, Orientation Training, Diversity training, Team Training, Training Equity; Evaluation : meaning, purpose and use of evaluation-training budgets-essentials to	6	4	0	10	II III

	judge the effectiveness of training programme, models of evaluation-Donald evaluation method-Cost benefit analysis					
V	Management Development - Development of human resource - objective of management development - stages in management development programme - components of management development programme.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome::

- The student will understand the concepts, principles and process of training and development
- The students will develop an understanding of how to assess training needs and design training programs in an Organizational setting.
- The student will be familiarize with the tools and techniques involved in evaluation of training effectiveness

References:

Text Book:

1. Gibb, S., Human Resource Development: Foundations, Process, Context, 3rd Edition, Palgrave Macmillan, 2011
2. Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill, Education, 2012.
3. Rishipal, Training and Development Methods, S.Chand, 2011.
4. Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
5. Sheikh, A. M., Human Resources Development and Management, 3rd Edition, S.Chand, 2007.

Reference Books

1. Haldar, U.K., Human Resource Development, Oxford University Press India, 2009.
2. Mankin, D., Human Resource Development, Oxford University Press USA, 2009.
3. McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
4. Werner, J.M. and DeSimone, R.L., Human Resource Development, 5th Edition, Cengage Learning, 2012.

Organisational Change & Development

Course Code: 17MBAP00E2

Credit: 3

Hours: 48

Objective:

- To prepare the students as organisational change facilitators using the knowledge and techniques of behavioral sciences.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Nature of Change - Necessity for Change; creating readiness for Organizational Change, A readiness Model, Interpersonal & Social Dynamics, Change Agent attributes.	7	2	0	9	I
II	Planning for Change - Integrated Strategic change model; Managing Strategic Change; Transformational Change& its characteristics; Continuous Learning & change, Cultural & climatic factors affected by change; Global perspectives related to change	3	2	0	5	I
III	Change Process - Change Cycle; Models and Theories of Planned Change- (a) Lewin's Change Model (b) Burke-Litwin Model (c) General Model of Planned Change-Systems theory- Participation and Empowerment-Teams and Team work-Parallel learning structures-A 'normative-reductive' strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.	3	1	0	4	II
IV	Change Implementation - Resistance to change; Strategies to overcome the resistance; Strategies to face the resistance to change; Business Process Re-engineering (BPR), Leader as a change agent in organizations	6	4	0	10	II III
V	Organizational Development - Introduction; Evolution and nature of OD; Diagnosis - The six-box Model-The action component-OD interventions and	6	3	0	9	III

	their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions-The program management component-Conditions for optimal success of OD-Issues in Consultant–Client Relationship.					
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

- To help the students apply theories and current research concerning individuals, groups, and organizations to the process of change
- To identify organizational situations that would benefit from OD interventions
- To act upon the differences between insider and outsider approaches to consulting and OD interventions

References:

Text Book:

1. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.
2. Robbins 2009.Organisation Theory; Structure Design & Applications, Prentice Hall of India,

Reference Books

3. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, 2010.Managing Change -A HumanResource Strategy Approach, Wiley,
4. Bhupen Srivastava, 2010 .Organisational Design and Development: Concepts application, Biztantra
5. Richard L. Daft, 2012 Understanding the theory & Design of Organisations, Cengage Learning Western, 10th Edition.
6. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage learning, 9th edition 2011.

Compensation Management

Course Code: 17MBAP00E3

Credit: 3

Hours: 48

Objective:

- The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to Compensation Management: Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions-concept of reward–Role of compensation in Organization-Non-financial compensation system–Concept of total reward system-New trends in compensation management–The 3-P compensation concept.	7	2	0	9	I
II	Compensation and HRM strategy: Bases For Traditional Pay System and Modern Pay System–Establishing Pay Plans–Aligning Compensation Strategy and Business - Pay-Person focus to Pay–Team Based Pay.	3	2	0	5	I
III	Employee Benefits Management: Components-Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Funding Benefits through VEBA–Costing the Benefits–Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program.- Law relating to compensation.	3	1	-0	4	II
IV	Designing Compensation System: Compensation survey Market Competitive Compensation System-Compensation Surveys–Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual	6	4	0	10	II III

	Contributions-Constructing a Pay Structure-Building competent competitive system					
V	Managing the compensation system : Trade union role in wage and salary administration - compensation of special groups - legal issues in compensation - emerging trends	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

- Understand the basic compensation concepts and the context of compensation practice
- Identify different ways to strengthen the pay-for-performance link.
- To promotes understanding of the nature of industrial employees compensation package; principles regulating different components and their role in the compensation package; problem areas; and scope for rationalizing compensation policy;

References:

Text Books :

1. B D Singh, 2008, Compensation and Reward Management, Excel Books,
2. Belchor, David W. "Compensation Administration", Prentice Hall, 2008, Englewood Cliffs. NT.
3. Henderson, R.I. 2011, Compensation Management in a Knowledge Based World. New Delhi: Pearson Education,.

Reference Books:

1. Armstrong, M. & Murlis, H. 2012, Reward Management: A Handbook of Salary administration, London: Kegan Paul,.
2. Luis R. Gomez Mejia & Steve Werner, 2008, Global compensation Foundations and perspectives Routledge.
3. Milkovich.G; Newman.J and Ratnam, C.S.V 2015, Compensation, Tata McGraw Hill, Special Indian Edition,.
4. Richard I. Henderson, 2009, Compensation Management in a Knowledge Based World, Pearson Education, , 10th Edition.
5. Sharma, J.P. 2014, An Easy Approach to Company and Compensation Laws. New Delhi: Ane Books Pvt. Ltd.

Industrial Relations and Labour Laws

Course Code: 17MBAP00E4

Credit: 3

Hours: 48

Objective:

- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level and
- to familiarize the students to the practical problems inherent in the implementation of labour statutes.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Overview of Industrial Relations - Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organization; ILO in IR.	7	2	0	9	I
II	Trade Unionism and Collective Bargaining - Trade Union origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Labour problems: Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.	3	2	0	5	I
III	IR Approaches - Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR-Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.	3	1	-0	4	II
IV	Protective Legislations - The Factories Act, 1948, The Industrial Disputes Act 1947, The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The payment of bonus Act, 1965, The Equal Remuneration Act, 1976;The Contract Labour (regulation and abolition) Act, 1970	6	4	0	10	II III

V	Social Security Legislations -The Workmen's Compensation Act, 1923;TheEmployee's State Insurance Act, 1948; The Employees' Provident Funds and Miscellaneous Provisions Act, 1952; The Maternity Benefit Act, 1961;The payment of Gratuity Act, 1972	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

- The students would understand the interaction pattern among labour, management and the State
- Awareness of certain important and critical issues in Industrial Relations
- Basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries.

References:

Text Books :

1. A.M. Sharma, 2011, "Aspects of labour Welfare and Social Security, "Himalaya Publishing House, Bombay
2. Danial Quinn Mills: 2010, "Labour Management Relations", MacGraw Hill Books Company, New York .
3. Kapoor, ND, 2004, Personal Management and Industrial Laws, Sultan Chand & Sons.
5. Memoria, C.B., 2001, "Dynamics of Industrial Relations in India", Himalaya Publishing House, Bombay.

Reference Books:

1. Srivastava, S C, 2012, Industrial Relations &Labour Laws, Vikas Publishing House.
2. K.Ramesh, 2016, "Industrial Relations and Labour Development", 1st Edition, MithilaPublications.
3. R.C. Saxena ; 2008, "Labour Problems and Social Welfare", K. Nath& Company Meerut.

Global Human Resource Management

Course Code: 17MBAP00E5

Credit: 3

Hours: 48

Objective:

- The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of human resource in the context of Globalisation.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Approaches to GHRM – Introduction to IHRM--International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach –the institutionalist Perspective/functions - Globalisation and HRM.	7	2	0	9	I
II	International HRM models –Pooles adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM-Internationalization of business – types of global business-Impact of inter country differences on HRM.	3	2	0	5	I
III	International staffing and development – Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation – Managerial transfers-Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments- repatriation.	3	1	-0	4	II
IV	Comparative Labour Relations-International Pressures on National Practices- Multinational Ownership and collective bargaining- - quality circles-participative management- HRM in -	6	4	0	10	II III

	Innovative management techniques and their influences					
V	HRM in Global Organisations – Ethics in International business- Western and Eastern Management thoughts in the Indian context—Global talent management	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

- Students will gain knowledge and skills needed for success as a human resources professional.
- Analyze issues related to the selection, motivation, and development of talent in a global context
- Understand cultural differences and how to work in a multicultural environment.

References:

Text Book:

1. Bernadin , 2012, Human Resource Management ,Tata McGraw Hill ,8th edition.
2. Dessler, 2007, Human Resource Management, Pearson Education Limited.
3. Harzing, A. W. & Ruysseveldt, J. (2004). International human resource management (2th Ed.). Sage Publication: London.
4. Ivancevich, 2012, Human Resource Management, McGraw Hill.
5. Wayne Cascio, 2007, Managing Human Resource, McGraw Hill.

References

1. Decenzo and Robbins, 2007, Human Resource Management, Wiley, 8th Edition.
2. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. 2012, Managing Human Resource. PHI Learning..
3. Uday Kumar Haldar, Juthika Sarkar. 2012, Human Resource management. Oxford.

Strategic Human Resource Management

Course Code: 17MBAP00E6

Credit: 3

Hours: 48

Objective:

- The objective of this course is to develop an analytic and theoretical understanding of the Human Resource practices to make it a strategic resource in the organization.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Concept of SHRM-- Definition, objectives, scope, functions; Strategic role of SHRM; Difference between traditional HRM and SHRM; Essential elements of SHRM; Approaches to SHRM; Strategic fit; Application of SHRM in changing organization scenario.	7	2	0	9	I
II	Human resource planning—Strategic approaches to recruitment and selection; Analysis of selection and recruitment practices of professionally managed companies; Corporate career planning and succession planning; Strategic workforce planning; Understanding and measuring human capital; Talent acquisition; HR outsourcing.	3	2	0	5	I
III	Strategic performance development approach. Trends in performance appraisal—self appraisal, competency mapping, balance scorecard; using KPA's for peak performance; Retention strategies—combating job hopping; HR empowerment through performance management	3	1	-0	4	II
IV	Changing role of training—proactive training management; strategic activities for developing training team; Innovative web based training—m-learning, e-mentoring,e-coaching; Strategic employee empowerment.HR audit and accounting	6	4	0	10	II III
V	Change management and strategic HRM; Strategies to overcome HR challenges faced by Indian companies; Strategic	6	3	0	9	III

	competencies for HR professionals; Global competitiveness and Strategic HR					
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

- Students will have a better understanding of the tools and techniques used by organizations to meet current challenges.
- Students will gain knowledge and skills needed for success as a human resources professional

References:

Text Book:

1. Paul Boselie. 2015, Strategic Human Resource Management. Tata McGraw Hill..
2. McLeod. 2011, The Counsellor's workbook. Tata McGraw Hill.
3. Randall S Schuler and Susan E Jackson. 2014, Strategic Human Resource Management. Wiley India. 2nd edition

Reference Books:

1. Jeffrey A Mello, 2007, Strategic Human Resource Management, Cengage Learning, Southwestern.
2. MonirTayeb. 2007, International Human Resource Management. Oxford..
3. Randy L. Desimone, Jon M. Werner – David M. Mathis 2007, Human Resource Development, Cengage Learning,.
4. Robert L. Mathis and John H. Jackson, 2007, Human Resource Management, Cengage Learning,

Managing Diversity in Workplace

Course Code: 17MBAP00E7

Credit: 3

Hours:48

Objective:

- The objective of this course is to develop competencies in students to manage a diverse team

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to Diversity - Fundamentals of Diversity – Levels of Diversity Discrimination – Forms of discrimination – Models and process of Diversity - Theories of diversity.	7	2	0	9	I
II	Understanding Primary Aspects of Diversity - Race and ethnicity – Cultural diversity – Issues of expatriate managers – Impact of culture on Negotiation Gender diversity in workplace – Women in Leadership Position – Issues; Generational Diversity in workplace.	3	2	0	5	I
III	Understanding Aspect of Diversity - Social class – Does social class makes a difference in the workplaces in India/other countries. Impact of religion, appearance, disability in workplaces.	3	1	-0	4	II
IV	Managing Diversity - Ethical , Legal and Communication issues - Ethics of workplace diversity – Legal aspects of diversity in workplace . Improving communication in today's diverse workplace.	6	4	0	10	II III
V	Managing Diversity from organization stand point - Creating and sustaining diversity and inclusion in organization developing and motivation a changing workforce – Diversity Training	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

- Students would be familiar with global business environment, global strategic management practices and get acquainted with functional domain practices.
- They would be familiar with conflicts situations and ethical issues in global business.
- Students will know how to resolve industrial relations and human relations problems.

References

Text Book:

1. K. Aswathappa, 2012, International Business, 5 th Edition, Tata McGraw Hill, New Delhi,.
2. Charles W.I. Hill and Arun Kumar Jain, 2010, International Business, 6th edition, Tata McGraw Hill, New Delhi.
3. John D. Daniels and Lee H. Radebaugh, 2000, International Business, Pearson Education Asia, New Delhi.
4. Rakesh Mohan Joshi, 2009, International Business, Oxford University Press, New Delhi,.
5. VyuptakeshSharan, 2011, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi,.

Reference Books:

1. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, 2010, International Business, 32 7 th Edition, Cengage Learning, New Delhi,.

Electives

in

FINANCIAL MANAGEMENT

1	17MBAP00E8	Financial Markets and Services
2	17MBAP00E9	Project Finance
3	17MBAP00EA	Strategic Financial Management
4	17MBAP00EB	Security Analysis and Portfolio Management
5	17MBAP00EC	Management Control System
6	17MBAP00ED	Financial Derivatives
7	17MBAP00EE	Risk Management

Financial Markets and Services

Course Code: 17MBAP00E8

Credit: 3

Hours: 48

Objectives:

- To orient the students how the financial markets and services facilitate the business.
- To familiarize the operational and regulatory framework of Indian Financial System.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Indian Financial System - Structure of a Financial System – Financial Markets- Financial Instruments -Financial Institutions, Intermediaries, Financial services, - Financial Regulatory Authorities	7	2	0	9	I
II	Financial Markets - Money market- Organized and Unorganized- Sub markets-Capital market- Primary market- IPO-FPO- NFO-Book Building-Right Issue-Private placement- Bonus issue-Buy-back-Secondary market-Stock exchanges- Role and functions of Stock Exchanges- BSE-NSE.	3	2	0	5	I
III	Financial Instruments - Money market instruments- Call money markets- Treasury bills-Repurchase agreements- Bankers acceptance-Commercial paper- Certificate of deposits-Commercial bill market-Capital market instruments- Shares- debentures- Bonds	3	1	-0	4	II
IV	Financial Institutions - Developmental banks-Commercial Banks- Public sector banks- Private sector banks- New Generation banks- EXIM banks- Insurance companies- NBFCs	6	4	0	10	II III
V	Financial services and Financial Regulatory Authorities - Financial service industry- Emergence and developments- Fund based services- Merchant banking- Non-fund based services-Leasing and hire purchasing- Bill discounting and Factoring-	6	3	0	9	III

	Forfeiting- Securitization- Mutual Funds- Venture capital funds- Depository participants-Credit Rating-Consumer Finance- Credit and Debit cards- Insurance Products- Financial Sector Reforms- RBI and SEBI Guide lines to Financial Markets and Services.					
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

The Students:

- Would be familiar with Indian Financial System and its role delivering services
- Would have understood the Financial Markets, Financial Instruments and Financial Institutions.
- Would be acquainted with the operational and regulatory aspects of financial system.

References:

Text Books:

1. Bhole, , 2009, Financial Institutions & Markets, Tata McGraw-Hill Education.
2. E.Gorden and K.Natarajan, 2015, Financial Markets and Services, , Himalaya Publishing House.
3. Rajesh Kothari, 2010, Financial Services in India: Concept and Application, SAGE Publications Ltd .

Reference Books:

1. L M Bhole and JitendraMahakud, 2009, Financial Institution and Markets, 5th Edition.
2. Vinod Kumar Atul Gupta Manmeet Kaur, 2017, Financial Markets Institutions & Financial Services.
3. S.Gurusamy, 2009, Financial Services & Systems, 2nd Edition.

Websites:

1. <http://www.himpub.com/documents/Chapter1321.pdf>

Project Finance

Course Code: **17MBAP00E9**

Credit: 3

Hours: 48

Objectives:

- To orient the students the contents and Steps involved in project report and the agencies for funding.
- To appraise the projects in terms of different dimensions.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to projects: project report, content of Project reports, steps involved in a preparation Project Reports. Viability studies - Commercial Feasibility, Economic and Financial viability, consultancy services, financing agencies. Commercial Banks, Development banks, State Financial Corporation in Refinance scheme for project finance.	7	2	0	9	I
II	Appraisal of Project - Commercial appraisal, Technical appraisal, Financial appraisal, Economic appraisal. Appraisal for term loan and Working Capital, steps involved in appraisal, RBI guidelines on term loan, working capital financing, Tandon, Chore Marathe committee recommendations, Credit monitoring arrangement, financing of SME Units. Traditional method and Nayak Committee recommendations - preparations of appraisal report.	3	2	0	5	I
III	Cost and Means of finance-Cost of Project, Means of Finance-Share capital - Debt Capital - Finance Leverage - Capital Budgeting Decisions - Term Loans -Non fund based credits - deferred payment guarantees, Bills, Co-acceptance facilities, RBI guidelines in DPGS and BCF - lines of credit - working capital finance, structure - cash	3	1	-0	4	II

	credit, overdraft, Bill finance –Factoring – Forfeiting - Expert pre-shipment and post shipment.					
IV	Appraisal for leasing projects-Lease Evaluation - Appraisal for Hire purchase facility - Appraisal for venture capital - Appraisal of international projects - International CAPM. Loan syndication, Consortium finance, Club facilities, Project Exports.	6	4	0	10	II III
V	Industrial sickness and Rehabilitation, Definition of Industrial Sickness - Identification of Sickness, causes of sickness - rehabilitation programmes - Sick Industries Companies Act (SICA), BIFR, RBI guidelines. Financing of sick industries - Recovery proceedings. Liquidation Debt Recovery Tribunals, out of court settlements.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

The Students:

- Would be able to understand about the project reports and the steps involved in the project report.
- Enabled to analyze the cost of the project and how to mobilize the funds from different funding agencies.
- Would have got the knowledge of RBI guidelines regarding the project finance

References:

Text Books:

1. E.R.Yescombe, 2002, Principles of Project Finance, , Second Edition, Academic Press.
2. John E.Triantis, 2018 Project Finance for Business Development, Wiley and SAS Business Series.

References Books:

1. Richard Tinsley, 2014, Advanced Project Financing, Second Edition.
2. Edward Bodmer Corporate and Project Finance Modeling: Theory and Practice (Wiley Finance),
3. [Introduction to Project Finance \(Essential Capital Markets\)](#) 2013 Andrew Fight

Strategic Financial Management

Course Code: **17MBAP00EA**

Credit: 3

Hours: 48

Objectives:

- To enable the students to understand the concepts of strategic financial management.
- To facilitate the students to adopt the financial management strategy decisions in the business organizations.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to Strategic Financial Management - An overview of SFM – meaning – definition – characteristics – scope and importance – success factors – constraints - strategic planning process – components – benefits - balancing financial goals and sustainable growth – corporate valuation methods - project planning – preparation of project report	7	2	0	9	I
II	Corporate Restructuring – meaning – purpose - types of corporate restructurings- expansion strategies - takeovers – joint ventures – franchises - business alliances - divestment strategies – liquidation – buyback of shares – leveraged buyouts - constraints to restructuring	3	2	0	5	I
III	Mergers and Acquisitions – meaning – purpose – types – process – payment options – evaluation of merger proposals - determination of swap ratios - reverse mergers – forms of acquisition – – identification of target organization and its valuation – motivations for corporate takeovers –benefits, cost and tax considerations - hostile takeovers – cross border takeovers – constraints to takeovers	3	1	-0	4	II
IV	Managing Financial Risk – meaning - types of corporate risk – investment decisions under risk - risk management tools and practices - derivative instruments in hedging risk	6	4	0	10	II III
V	Financing Strategy – fund raising	6	3	0	9	III

	instruments – international sources of finance - corporate governance and ethical business strategy					
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

The Students:

- Would have understood concepts of financial management strategy.
- Enabled to evaluate the merger proposals in the business firms.
- Would have developed the knowledge on various sources of finance from abroad and other funding organizations.

References:

Text Books:

1. Robert Alan Hill, Strategic Financial Management,
2. V Pattabi Ram & S.D.Bala, 2017, Strategic Financial Management:

References Books:

1. G Seka, Padhuka's Students Reference on Strategic Financial Management (CAFinal).
2. JB Gupta , 2016, Strategic Financial Management (CA-Final) By, 9th Edition.
3. Robert Alan Hill, Strategic Financial Management Exercises,

Websites:

1. frokenbors.se/wp-content/uploads/2016/01/strategic-financial-management.pdf
by RA Hill.

Security Analysis and Portfolio Management

Course Code: **17MBAP00EB** Credit: 3

Hours: 48

Objective:

- The objective of this course is to give the students an in-depth knowledge of the theory and practice of Investment decision making process and portfolio management.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to investments - Nature and scope of investment decision - investment planning & policy, investment process – Investment alternatives - Govt. Securities - Money market instruments - equity bonds-mutual funds model derivative instruments - futures - options - commodity futures, index futures - stock futures - hedge funds. Risk and return, Asset allocation and security selection. Impact of fiscal & monetary policy on investments, comparison of investment products.	7	2	0	9	I
II	Operations of Indian stock market and Bond markets, new issue market - Book building process - listing - secondary market - online trading - dematerialisation - Depository services - Mechanics of investing - mutual fund types - performance evaluation.	3	2	0	5	I
III	Valuation of fixed income securities - Bond valuation and yields - Bonds duration and yield analysis - Term structure theories-Common stock valuation - different valuation models - dividend and value of options, discounted cash flow models, pricing, earnings rating, valuation of options. Binomial option pricing model - Black scholes option model	3	1	-0	4	II

IV	Security Analysis - Fundamental Analysis - Economic Analysis - Industry analysis - company analysis measuring earnings, forecasting earnings, applied valuation technical analysis – theory – flow theory, efficient market hypothesis.	6	4	0	10	II III
V	Portfolio-Introduction - Markowitz portfolio theory - mean variance criterion (MVC) - Nature of investment risk - MVC and portfolio selection - portfolio of two risky securities - AS security portfolio - Application of market model in portfolio construction, CAPM, APT - constructing the efficient frontier - constructing the optimum portfolio - portfolio performance evaluation.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome :

On the completion of this course, the student would

- Become a good investment analyst
- Enables student to Understand the nuances of stock market operations
- Understand the techniques involved in deciding upon purchase or sale of securities

References:

Text Books:

1. Donald E.Fischer & Ronald J.Jordan, 2011, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition,
2. Prasannachandra, 2011, Investment analysis and Portfolio Management, Tata McGraw Hill.
3. Bodie, Kane, 2014, Marnus Investment, Tata MC Graw Hill.

Reference Books :

1. Kevin, 2015, Portfolio Management, Prentice Hall of India
2. V K Bhalla, 2014, Investment Management, Sultan Chand
3. Fischer & Jordon, 2013, Security Analysis and Portfolio Management, Pearson.

Management Control System

Course Code: 17MBAP00EC

Credit: 3

Hours: 48

Objectives:

- The objective of this course is to make the students understand the control systems in organisations and the performance measures effectively.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Characteristics of Management Control System - Evolution of control systems in an organization - Relating system to organizational objectives - Strategic Planning, Management Control and Operational Control - Goal Congruence - Cybernetic Paradigm of Grissinger - Functions of the Controller	7	2	0	9	I
II	Responsibility Centers - Types of Responsibility Centers - Expense Centers, Profit Centers and Investment Centers - Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs - Approaches to budgeting : Engineered and Discretionary costs - Benchmarking and Total Cost Management	3	2	0	5	I
III	Transfer Pricing (Market based and Cost Based) - Related numerical problems - Return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to management performance measurement - Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector	3	1	-0	4	II
IV	Financial and Non-financial performance measures -Balance Score Card (Rock Water's Model)- Long Range Planning - Converting corporate vision into a long-range plan - Input Output Relationship	6	4	0	10	II III
V	Introduction to Audit Function as a control tool covering Financial Audit,	6	3	0	9	III

	Internal Audit and Cost Audit - Management Audit - Principles and Objectives- designing and implementation of control Systems					
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

This subject provides students the opportunity to understand,

- traditional and innovative methods of management controls
- how strategic and operational planning is used to govern a company in line with the goals of the organisation
- how management can assure, measure and evaluate the performance of the company
- what kind of management incentives and methods are used to motivate management to proper performance and decision making

References:

Textbook

1. Robert N. Anthony & Vijay Govindarajan: 2014, Management Control Systems

Financial Derivatives

Course Code: **17MBAP00ED** Credit: 3

Hours: 48

Objectives:

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

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to Financial Derivatives - An overview of derivative contracts: Forward, Futures, Options and Swaps; Importance of derivatives in risk management; Derivative markets in India: exchange-traded and over the counter; Trading mechanism of derivatives in India	7	2	0	9	I
II	Forwards and Futures - Quantitative foundations for derivative analysis; Mechanics of futures and forward contract; hedging strategies using futures and forward; Pricing forward and futures contract	3	2	0	5	I
III	Interest and Index Futures and Options - Interest rate futures and pricing; Stock index futures and pricing; Swaps: mechanics of Swap; Options: The basics,	3	1	-0	4	II
IV	Option Pricing Models - Binomial options pricing model; The Black and Scholes Model; Options hedging strategies; estimating volatilities.	6	4	0	10	II III
V	Currency Derivatives and Swaps - Introduction to Currency Forwards, Currency Futures, Currency Options, Currency Swaps; Credit derivatives; Exotic options – Financial Derivatives in Indian Financial markets – Risk Management using derivatives.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome

To course should enable students to,

- Understand the nuances involved in derivatives
- Understand the basic operational mechanisms in derivatives
- Possess good skills in hedging risks using derivatives

References:

Text books:

1. Gupta SL, *Financial Derivatives (Theory, Concepts and Problems)*, 2005, Tata MC Graw Hills, ND.
2. Madhumathi. R and Ranganathan M, 2012, *Derivatives and Risk Management*, Pearson Education, Chennai.

Reference Books:

1. John C Hull, 2010, *Options, Futures and other derivatives*, Sixth edit, Pearson Education,
2. John C Hull, 2008, *Student Solutions Manual for Options, Futures and Other Derivatives*, Middle East, Asia, Africa, Eastern Europe Edition, 7/e, Pearson Education,.
3. Kumar, S.S.S, 2010, *Financial Derivatives*, Prentice Hall of India, ND,.
4. Rene , M., Stulz, 2003, *Risk Management and derivatives*, Thomson –South Western.
5. John.C.Hull, 2012, *Options, Futures and other Derivative Securities*’, PHI Learning, 9th Edition.
6. Keith Redhead, 2011, *Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs*’,– PHI Learning

Risk Management

Course Code: **17MBAP00EE**

Credit: 3

Hours: 48

Objectives:

- To identify and analyse all types of risk in business activities and to manage the risk by using different risk management strategies

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to Risk Management - Meaning of risk- Source and types of business risk-implications of business risk- Principles of risk management-process of Risk Management-	7	2	0	9	I
II	Managing Credit Risk - Drivers of Credit Risk- Credit Analysis- Credit Rating- Elements of Credit Risk-Traditional Measurement Approaches- Different Models of Credit Risk. Liquidity risk-Impact of Leverage- Hedge funds and their risk measures	3	2	0	5	I
III	Managing Market Risk - Sources of Market Risk-Measures of Financial Risk-Measuring Risk- Risk Measurement before VaR- Value-at-Risk (VaR)- Value at Risk -Computing VaR-VaR Methods-Coherent Risk Measures- Estimating Market Risk- Non parametric Approaches-Forecasting volatility, covariance and correlations-Parametric Approaches.	3	1	0	4	II
IV	Managing Operational Risk - Concepts of Operational Risk- Major Sources of Operational Risk- Measurement of Operational Risk; Management of Operational Risk-Insurance-Hedging using derivatives-Application of VaR-Risk Adjusted Performance Measurement-Integrated Risk Management- Six Sigma and Balanced Scorecards for process improvement	6	4	0	10	II III
V	Risk Management in Banks - Asset-Liability Management and its Purpose; Regulatory prescription for Asset-	6	3	0	9	III

	Liability Management- Basel I, Basel II and Basel III Norms- Managing Interest Rate Risk: Types of Interest rate risks; Gap Methodology; Duration Analysis- Managing Foreign Exchange Risk: - Tools and Techniques for Managing Forex Risk- Managing the Interest rate and currency rate by using derivatives- Futures, options and swaps.					
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome :

The course would enable the students to,

- Understand risk management
- know the techniques involved in managing different types of risks

References:

Textbooks:

1. Harrington and Niehaus, 2010, 'Risk management and Insurance, Tata Mcgraw Hill Publishing, New Delhi, 3rd Edition,.
2. Trieschman, Hoyt, Sommer, 2011., 'Risk management and Insurance, Cengage Learning, 3rd Edition.
3. Dorfman, Mark *Introduction to Risk Management and Insurance* (9 ed.). Englewood Cliffs, N.J: Prentice Hall, 2007. [ISBN 0-13-224227-3](#).
4. George E. Rejda, 2010, *Principles of Risk Management and Insurance*, 10/e, Pearson education,
5. Jorion, Philippe, 2007 *Value at Risk: The New Benchmark for Managing Financial Risk*, 3rd edition, McGraw-Hill,

Reference Books:

1. Chapman, C., & Ward, S. 1997, *Project risk management*. JOHN WILEY & Sons.
2. Crockford, Neil; *An Introduction to Risk Management* (2 ed.). Cambridge, UK: Woodhead-Faulkner, 1986. [ISBN 0-85941-332-2](#).

Elective Courses in Marketing Management

1	17MBAP00EF	Services Marketing
2	17MBAP00EG	Product And Brand Management
3	17MBAP00EH	Rural Marketing
4	17MBAP00EI	Sales And Distribution Management
5	17MBAP00EJ	Retail Management
6	17MBAP00EK	Strategic Marketing Management
7	17MBAP00EL	Digital Marketing

Services Marketing

Course Code: 17MBAP00EF

Credit: 3

Hours:48

Objective:

- To understand the marketing concept, strategies and practices in services. The course is to help the students succeed in their potential roles as executives of service organizations.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction: Nature, Need, Classification of services, Barriers and issues in Services Marketing in the Indian context. Recent trends in the services marketing.	7	2	0	9	I
II	Service Quality and Customer Focus Gaps model of Service Quality, Expectations and Perceptions, Measuring Service Quality- SERVQUAL, Building Customer relationships and service recovery.	3	2	0	5	I
III	Creating Value in Competitive Market Positioning, Service Development and designing services, Service Blue Printing, Quality Function Deployment, adding value, Physical evidence and servicescape; Role of technology in creating value.	3	1	0	4	II
IV	Delivering and Performing Service Pricing strategies for services, creating and managing service delivery, Balancing demand and capacity, waiting lines and reservation.	6	4	0	10	II III
V	Managing Service Promises Integrated services marketing communication, Services advertising strategies, integrated model of services quality.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

- Able to understand various issues in services marketing with specific reference to rural marketing.
- Student is able to understand pricing strategies of various services
- They would gain confidence in doing services marketing.

References:**Text Books:**

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chattajee (2010), Services Marketing, People and Technology, (6th Edition), Pearson Education, New Delhi.
2. Christopher Lovelock, "Services Marketing – People, Technology, Strategy", Addison Wesley Longman (Singapore), Pearson Education Asia, 2001, 4th Edition.
3. B. Balaji (2008), Services Marketing and Management. Chand & Co., New Delhi.
4. Keka Lahiri (2007), Services Marketing Issues and Cases, The ICFAI University Press, India.
5. Ravi Shankar, (2002) "Services Marketing- the Indian perspectives Text and Readings", Excel Books New Delhi, 1st edition.
6. Valerie A. Zeithaml and Mary Jo Bitner, (2002) "Services Marketing – Integrating Customer Focus Across the Firm", Tata McGraw-Hill, New Delhi, , 2nd Edition.

Reference Books:

1. Harsh V. Verma (2008), Services Marketing Text & Cases, Pearson Education in South Asia, New Delhi.
2. K. Rama Mohan Rao (2005), Services Marketing, Pearson Education Pvt. Ltd., Delhi.
3. Roland T. Rust, Anthony J. Zahorik and Timothy L. Keiningham, 2004, "Services Marketing", Addison Wesley Longman (Singapore)

Product and Brand Management

Course Code: 17MBAP00EG

Credit:3

Hours:48

Objective:

- The objective of this course is to familiarise the students with the concepts and strategies involved in product management and branding for effective brand building.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction of Product Management : - Product – Definition, Levels of Product; Definition of Product Management , Scope and Importance; Role of Product Manager; Product Mix and Product Line Strategies; Challenges in Product Management	7	2	0	9	I
II	Product Life Cycle and Marketing Strategies : Product Portfolio Models; Positioning & Perceptual Mapping; Product Management Audit; Future of Product Management	3	2	0	5	I
III	New Product Management : – Categories of New Product; Adoption Process; Diffusion of Innovation; Stages in New Product Development; New Product Demand Forecasting Models; New Product Launch Strategies; New Product Success & Failures- Indian cases	3	1	0	4	II
IV	Introduction of Brand Management: - Concept & Significance of Brands, Types of Brands; Strategic Brand Management Process & Branding Strategies; Financial and Social Value of Brands; Brand Equity-Components of Brand Equity, Brand Equity Models, Measurement of Brand Equity; Developing and Managing Brands; Brand Extension Strategies; Brand Personality; Brand Essence; Brand Identity-Brand Identity Prism	6	4	0	10	II III
V	Brand Elements : Sensory Branding; Emotional Branding, Brand Positioning-Brand Architecture, Brand Portfolio, Brand Communication; Brand Valuation Methods; Brand Revitalisation; Brand Audit; Global Brands; Successful Indian Brands.	6	3	0	9	III
	Total Hours	5	4	0	9	

	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

At the end of the course the student is able to

- Understand various challenges in product and brand management
- Understand the factors and concept influencing new product development and new product strategy
- Understand trends in management of brands, typologies and managerial scope of building a successful brand
- Understand brand architecture and brand valuation models
- Application of right research tools to dissect brands and comprehend brand architecture

References:

Text Books

1. Crawford, Merle, Di Benedetto, Anthony, (2014), New Products Management, 11th edition, McGraw-Hill.
2. David Aaker(2015), Aaker on Branding: 20 Principles That Drive Success, SAGE
3. Rajendra K. Srivastava and Gregory Metz Thomas (ed.) (2016), The Future of Branding, Sage Publications India Pvt. Ltd.
4. Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5th edition, McGraw-Hill.

Reference Books:

1. Harsh V. Verma (2013), Brand Management Text and Cases, Excel Books
2. K S Chandrasekar,(2012), Product Management-Text and cases, Himalaya
3. Kevin Lane Keller, M.G, Parameswaran MG and Jacob Isaac, (2015), Strategic Brand Management, 4th edition , Pearson education
4. Y.L.RMoorthy.: (2012), Brand Management, Vikas Publication House, New Delhi.

Rural Marketing

Course Code: 17MBAP00FH

Credit: 3

Hours:48

Objective:

- The course is designed to help the students to understand the marketing efforts for rural areas and to provide practicality and facilitate enhanced learning

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to Rural Economy and Rural Marketing Rural Economy – Nature and Characteristics – Rural Marketing: Concept, origin, scope, Nature – Taxonomy – Rural Requirements: Attractiveness of Rural Market – Factors affecting Rural Marketing – Rural Vs Urban Marketing – problems of Rural Marketing.	7	2	0	9	I
II	Rural Market Environment Rural Market Environment: Social, Economic, Ethical, Political, Physical, Technological, and Demographic – Occupational Pattern – Income Generation – Expenditure Pattern – Rural Market Infrastructure.	3	2	0	5	I
III	Rural Marketing Channels Rural Marketing Channels – Old Set-up – New Players – New Approaches – Marketing and Distribution Trends, New Dynamics – Rural Retail outlets.	3	1	0	4	II
IV	Rural Market Segmentation and Strategies Rural Market Segmentation – Targeting: Evaluation, Selection and Coverage of Segments – Positioning – Product, Pricing, Distribution and Promotional Strategies.	6	4	0	10	II III
V	Marketing of Rural Inputs and Outputs Rural Inputs: Market System of inputs for agriculture and rural industries - Rural Outputs: Marketing of agricultural produces - concepts of	6	3	0	9	III

	marketable and marketed surplus – market system: unregulated and regulated – Marketing of rural industrial products.					
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

At the end of the course the student is able to understand

- The importance of rural markets in Indian economy
- Research approach towards rural produce and marketing
- Understanding the rural marketing mix strategies
- Understanding the rural communication and strategy to use it effectively
- Understanding the influence of the social marketing

References:

Text Books:

1. BadiR.V. and BadiN.V (2006), **Rural Marketing**, Himalaya, Mumbai.
2. Bir Singh (2006), **Rural Marketing**, Anmol, New Delhi.
3. GopalswamyT.P (2011), **Rural Marketing – Environment, Problems and Strategies**, Vikas, New Delhi.
4. Krishnamoorthy R (2009), **Introduction to Rural Marketing**, Himalaya, Mumbai.

Reference Books:

1. Habeeb – Ur.Rahman (2009), **Rural Marketing in India**, Himalaya, Mumbai.
2. KrishnamacharyuluC.S.G. and LalithaRamakrishnan (2006), **Rural Marketing: Texts and Cases**, Pearson, New Delhi.
3. Rajagopal (2001), **Rural Marketing: Development, Policy, Planning and Practice**, Rawat, Jaipur.
4. Rajesh S Shinde (2010), **Rural Marketing in India: Current Scenario**, ABD, New Delhi.
5. Sukhpal Singh (2006), **Rural Marketing - Focus on Agricultural Inputs**, Vikas, New Delhi.

Sales and Distribution Management

Course Code: **17MBAP00EI**

Credit: 3

Hours:48

Objective:

- The make the student acquaint with the concepts that are helpful in developing a sound sales and distribution policy

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Selling and Marketing concept :Theories of selling, Classification of sales people – Characteristics of sales people – Personal selling: Selling Process- Prospecting: Steps – Preapproach: Objectives, Sources – The Approach: objectives, methods – The presentation: strategies, developing, situational selling – Handling objections: Attitude, strategy, Methods, Types of objections, Specific situations – Closing: tactics methods – follow up.	7	2	0	9	I
II	Sales organization : Types sales potential – Determining the sales force profile – Product market analysis – Determining the sales force size – Territory management: Accounts and sales potential salesperson workload, designing territories, reasons and procedures and assigning to sales persons-routing –time management.	3	2	0	5	I
III	Sales force management : Recruitment and Selection: Job analysis, Manpower Planning, Job specification and Job description, sources of sales recruits, Problems in screening and selecting the applicants – Sales targets: Quantitative & Quantitative methods. Planning sales force training methods, content, and execution, training the dealer salespersons and evaluating the training programmes – Leadership and supervision – Compensation: Objectives, remuneration methods, incentives – Motivating the sales force – Sales meetings and Sales Contents.	3	1	0	4	II

IV	Evaluation and control: Performance Appraisal – Sales budget – Sales Quotas – Systems approach – Sales Management audit – Sales analysis: sales related, cost related, activity related, Determinants of sales person performance.	6	4	0	10	II III
V	Distribution Objective/Strategy - Interface between Sales force and Channel, Channel Design, Implementing Channel Design, Managing the Channel Members, Channel Power and Conflict Channel Evaluation ; Distribution planning, costs and control- Functions of intermediaries (wholesaler & retailers), Selection and motivation of intermediaries, Need, criterion and establishing objectives for intermediaries; Control issues- Major cost centers in distribution, Establishing standards for control, Controlling channel members and tools for control	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

At the end of the course the student is able to understand

- Differentiate between selling and marketing and its application
- The critical aspects of sales force management
- The sales evaluation and control on the performance appraisal, sales budget and quota
- The distribution of management audit and establishing standards controlling distribution channels

References:

Text Books:

1. Johnson, Kurtz & Scheuing 2015: Sales Management Concept, Practices & Cases – McGraw Hill.
2. Sales and Distribution Management by Tapan Panda and Sunil Sahadev. 2015 Latest edition, Oxford University Press
3. Krishna K Harvadkar & Cavale 2014, Sales & Distribution Management by, McGraw Hill

Reference Books:

1. Cundiff, Still & Govoni : 2010 Sales Management – Decision, Strategies & Cases – PHI.
2. Laucaster & Jobber : 2009, Selling & Sales Management - Macmillan (India).

International Marketing

Course Code: 17MBAP00EJ

Credit: 3

Hours:48

Objective:

- This course enables the students to obtain basic knowledge of international marketing.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to international marketing - meaning, definition, nature, scope and importance of international marketing, scanning and monitoring of global marketing environment-physical, economic, socio-cultural, political and legal environments on international marketing, screening and selection of global market, international market entry strategies, factors influencing entry strategy, modes of entry, measures of import restriction and export promotion. International marketing control system, WTO, EXIM policy. Ecological concerns and international marketing ethics, forces restricting international marketing, challenges of international marketing.	7	2	0	9	I
II	International marketing research and product policy - steps in international marketing research, international marketing planning, organizing, control-issues in international marketing research, international marketing organization system, international product mix-strategy, factors affecting product strategy, international marketing information system and data management.	3	2	0	5	I
III	Market segmentation and positioning - developing global products, international product planning, major product and service decisions in international marketing, product standardization in international marketing, Segmentation and Positioning in International market, managing product line, international product life cycle, new product development in a global perspective.	3	1	0	4	II

IV	Pricing and channel strategy - product and services –pricing for international markets, factors influencing international price discrimination; international pricing process and policies, delivery terms and currency for export price quotation-transfer pricing.	6	4	0	10	II III
V	Distribution and promotion in international marketing - international distribution decisions, distribution channel strategy –international distribution channels-roles and function, selection and management of overseas, agents,distribution,logistics,inventory management, transportation, warehousing, insurance: international promotion strategy, marketing mix,IMC-global advertising, global personnel selling, global sales promotion and publicity	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome: At the end of the course the student is able to understand

- The global marketing environment and its strategies
- The segmentation and product positioning globally.
- The research on international marketing and also on product policy
- The pricing strategies adopted in the international marketing
- The international distribution channels and promotion

References:

Text Books:

1. Keegan, Warren (1995) Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., New York.
2. Onkvisit, Sak and Shaw, J J (1995), International Marketing: Analysis and Strategy, , Prentice Hall of India, New Delhi.

Reference Books:

1. Bhattacharya, B (1991), Export Marketing: Strategies for Success, Global Business Press, New Delhi.
2. Johri, Lalit M (1980), International Marketing: Strategies for Success, Faculty of Management Studies, University of Delhi.
3. Terpstra, Vern and Sarthy, R (1991), International Marketing, Orlando, Dryden Press.

Retail Management

Course Code: **17MBAP00EK**

Credit: 3

Hours: 48

Objective:

- To understand the concept and techniques of retail management

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Retailing System Meaning – Definition – Features – Significance – Structure – marketing concepts in retailing.	7	2	0	9	I
II	Retail Store Location Traffic flow and analysis – place of purchase – exteriors and layout – customer traffic flow and pattern – Creative display.	3	2	0	5	I
III	Retailing Mix- Planning of merchandise – retail pricing – retail promotions – Supply chain management.	3	1	0	4	II
IV	Direct Marketing : Inclusive and Exclusive shops for retail outlets – Chain Stores – Discount Stores – Retailing through the internet – role of IT. Salesmanship: Meaning - Definition – features of Good Salesmanship – Sales force management – Sales quota and target – Salesman productivity and Compensation.	6	4	0	10	II III
V	Retail management information systems : Retail technology and automations, retail transactions, web applications, RFID, data security, retail technology and e-tailing	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome

- The students would have experienced the realities of retail business in their day to day business transaction.

- They would have gained confidence in facing challenges in retail business.

References:**Text Books:**

1. Bajaj Chetan, RajnishTuli and NidhiVarmaSrivastava, 2012 Retail Management, Oxford University Press, New Delhi
2. PradhanSwapna, 2008 Retail Management, Tata McGraw Hill Publishing Company Limited, New Delhi,

Reference Books:

1. Berman Berry, Joel R. Evans and Mini Mathur 2011, Retail Management: A Strategic Approach, Pearson/ Prentice Hall, New Delhi.
2. Cox Roger and Paul Brittain, 2008, Retailing: An Introduction, Pearson education, New Delhi,
3. Gilbert David, 2013, Retail Marketing Management, Pearson, New Delhi,.
4. Newman Andrew J., and Peter Cullen, 2011, Retailing: Environment & Operations, Cengage Learning, New Delhi,.

Strategic Marketing Management

Course Code: 17MBAP00EK

Credit: 3

Hours:48

Objective:

- The key objective of this course is to help students sharpen their analytical abilities in integrating strategic marketing decisions in a comprehensive manner

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction - Corporate Strategy & Marketing Strategy, Hierarchy of Strategies, Mission & Vision, Marketing orientation, The SBU concept. Considerations for formulation of marketing strategies for all components of Marketing Mix (Products & Services).	7	2	0	9	I
II	An approach to strategy formulation – Marketing Research, Forecasting Contextual Possibilities – Trend Projection, Delphi Approach, Planning Scenarios, Analytical tools – Financial Models, Portfolio Models, Benchmarking & the PIMS Model. Michael Porter's five-force competition model – Generic Strategies, Concept of Value Creation – Cost drivers & Uniqueness drivers, 4C's of Strategy, 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, McKinsey's 7s framework for analyzing and improving organizational effectiveness.	3	2	0	5	I
III	Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors –	3	1	0	4	II

	FMCG, Industrial, & Services, Constraints in marketing strategy implementation, Relationships - with Suppliers, Customers, & Channels of Distribution, Offerings – Marketing Mix – Segmentation, Targeting & Positioning, Timing – Timing of Entry and Exit – Effect of Product Life Cycle on Strategy, Resources Deployment – Value-based Planning, Monitoring, Shareholder Value.					
IV	Specific strategy initiatives – New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries.	6	4	0	10	II III
V	Marketing Strategy Evaluation – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's marketing strategy formulation.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

At the end of the course the student is able to gain knowledge on the following

- Able to develop various portfolio models, bench marks for strategic marketing management
- The strategy formulation techniques
- The strategy implementation in various businesses
- Exploring various IT and ITES for marketing strategy and its evaluation

References

Reference Books:

1. Phillip Kotler 2013, Marketing Management: Analysis, Planning & Control.
2. AzarKazmi , 2012, Business Policy & Strategic Management .
3. David W.Cravens ,Nigelf.Piercy 2010, Strategic Marketing.
4. Boyd Walker, Mullins Larrech, 2010 Marketing Strategy, TMH Ed.

Digital Marketing

Course Code: **17MBAP00EL**

Credit: 3

Hours:48

Objective:

- The objective of the course is to create an appropriate awareness on digital marketing methods, and its impact on media

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction : Principles and Drivers of New Marketing Environment – Web 2.0-Digital Media Industry - Reaching Audience Through Digital Channels- Traditional and Digital Marketing - Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix – SoLoMo (Social-Local-Mobile)- Social Media Sites & Monetisation- Careers in Social Media Marketing, Online content development & key word optimisation.	7	2	0	9	I
II	Purchase Behaviour of Consumers in Digital Marketing: Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behaviour –Social Media Marketing Segments- Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – SEO - Display Advertising – Trends, Web Analytics.	3	2	0	5	I
III	Product Attributes and Web Marketing Implications: Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing - Bundle Pricing- Internet Enabled Retailing - Turning Experience Goods into Search Goods	3	1	0	4	II
IV	Personalization through Mass Customization : Choice Assistance - Personalized Messaging - Selling through Online Intermediaries - Direct to Customer Interaction - Online Channel Design for B2C and B2B Marketing- Integrating Online Communication into IMC Process - Online	6	4	0	10	II III

	Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks - Customer Led Marketing Campaigns-					
V	Role of Social Media :Social Community (Facebook, LinkedIn, Twitter etc.)- Social Publishing (Blog, Tumblr, Instagram, Pinterest, Wikipedia, Stumble Upon etc.)- Social Entertainment (YouTube, MySpace, Flickr etc.)- Social Commerce (Trip Advisor, 4 Squares, Banjo etc.)Social Media Measurement & Metrics- Data Mining and Social Media- Role of Social Media in Marketing Research- Big Data and Social Media- Crowd Sourcing- Legal and Ethical aspects related to Digital Marketing.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

At the end of the course the student is able to gain knowledge on the following

- Develop a model to interface E-Business to the existing traditional model of business
- Understand the purchase behaviour of the consumers
- Web marketing implications in the Digital marketing
- Role of social media in terms of measurement and metrics

References

1. Easley D. Kleinberg J.,2015, “Networks, Crowds, and Markets – Reasoning about a Highly Connected World”, Cambridge University Press
2. Strauss Judy, 2014, E-Marketing, Prentice Hall, India

Reference Books:

1. Smith P R Chaffey Dave, 2015, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA
2. Matthew A. Russell, 2014, “Mining the Social Web: Analyzing Data from Facebook, Twitter, LinkedIn and other social media sites”, O'Reilly Media

Elective Courses in Operations Management

1	17MBAP00EM	Supply Chain And Logistics Management
2	17MBAP00EN	Six Sigma And TQM
3	17MBAP00EO	Advanced Project Management
4	17MBAP00EP	Business Process Re-engineering
5	17MBAP00EQ	Technology Management
6	17MBAP00ER	Innovation Management And New Product Development
7	17MBAP00ES	Production Planning & Control

Supply Chain and Logistics Management

Course Code: **17MBAP00EM**

Credit: 3

Hours: 48

Objective:

- To enable the students to understand the basics of linguistics and supply chain process
- To make the students to apply the concepts and process in supply chain operations
- To evolve business models in SCM process

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Logistics - The Logistics of Business-Logistical Value Proposition- importance of logistics management for whole-of-life costs control and capital procurement process-Supply Chain Synchronization-Principles, Participants ofTransportation function, its Economics, Pricing, Documentation- concepts- Reverse logistics, Integrated Logistic Support (ILS), Computer-aided Acquisition and Life-Cycle Support (CALS)	7	2	0	9	I
II	Supply Chain Management (SCM) - Concept of SCM- Components- Features-Strategic issues in SCM, The Supply Chain Metrics, SC drivers-Customer focus in SCM , Demand planning, Purchase Planning- Make or Buydecision- indigenous and global sourcing, Development and Management of suppliers- Cost management-Negotiating forpurchasing and subcontracting- Purchase insurance.	3	2	0	5	I
III	Manufacturing Scheduling and Strategic Warehousing - Manufacturing flow system- Work flow automation-Flexibility in manufacturing to achieve dynamic optimization, Material handling system design and decision, Strategic Warehousing- Warehousing Operations-Warehousing Ownership Arrangements-Warehouse Decisions.	3	1	-0	4	II

IV	Information Technology and SCM - Information System Functionality- Comprehensive Information System Integration- Communication Technology- Rationale for ERP Implementation- ERP System Design- Supply Chain Information System Design- Enterprise Facility Network- Warehouse requirements- Total Cost Integration- Formulating Logistical Strategy	6	4	0	10	II III
V	International Logistics and Supply Chain Management - Meaning and objectives, importance in global economy, Characteristics of global supply chains- Global Supply Chain Integration- Supply Chain Security- International Sourcing- Role of Government in controlling international trade and its impact on Logistics and Supply Chain.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcomes

- The students have gained knowledge in implementing supply chain in business organisations
- The students have skills in organising supply chain process incorporating appropriate IT based tools.
- Have learnt on various models of SCM process to optimise cost and inputs

References:

Text Books:

1. Bowersox, Closs, Cooper, 2014 *Supply Chain Logistics Management*, McGraw Hill.

Reference Books :

2. Burt, Dobbler, 2012, Starling, *World Class Supply Management*, TMH.
3. Donald J Bowersox, David J Closs, 2011, *Logistical Management (The integrated Supply Chain Process)*, TMH
4. Sunil Chopra, Peter Meind, 2010 *Supply Chain Management (Strategy, Planning and Operation)*, Pearson Education, India.

Six Sigma and TQM

Course Code: **17MBAP00EN**

Credit: 3

Hours: 48

Objectives:

- To make the students to understand the basics of TQM in manufacturing and Specific Learning Outcomes
- To enable the students to gave inputs in ISO standards and methods of implementing the same.
- To below about operational significance and computational part of six sigma concept in business
- To understand the various aspects of quality concepts, tools and techniques to enhance the productivity, TQM system and culture of an organization.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Principles and concepts of Quality-Dimensions of Quality - The Deming Philosophy-Quality Management System-Quality Planning - Functional planning development from Strategic plans -Benefits of TQM. Overview an ISO standards and clauses - ISO9000 series and ISO 14000 standards	7	2	0	9	I
II	Statistical Process Control-Importance of SPC,Concept of Normal Distribution,Process Control, briefing and problem solving with 7 QC tools-C&E diagram, process flow Chart, Check Sheet ,Scatter Diagram, ParetoChart, Histogram, Control Chart, Calculation of Acceptance Quality level(AQL),Process Control & process Capability calculation(Cp&CPk),Causes of Process Variability, Estimation on Rejection Percentage, Concept of Seven Advanced QC Tools-Affinity Diagram, Relational Ship Diagram, Tree Diagram, Matrix Diagram, Process decision Programme Chart, Activity Net Work Diagram,Prioritisation Matrix.	3	2	0	5	I
III	Six Sigma concepts - New seven tools of Quality, Business Process Reengineering, Quality Function Deployment - Failure Mode and Effect Analysis - DMAIC Approach	3	1	-0	4	II

	SIPCO concept, Voice Customer, Calculation of DPMO and sigma, concept of sigma rating, Six sigma in service sector Successful implementation of six sigma in global companies such as Motorola, GE, Bosch and in service sector -case study on Mumbai Dabbawalas					
IV	Bu8siness Excellence (EFQM, Deming, Malcolm Balridge Awards), Indian Quality Awards and Case Studies - Human Resource management in TQM environment. Six Sigma Improvement Methodologies-Problem Solving Concept, Selection of Improvement projects, Six Sigma Process Models, Shanin Design of Experiments, Taguchi Approach, Applications of DOE, Define phase, Measure and Improve Phase-Phenomenon, Detailing and illustration on DOE tools for problem Solving with examples-Paired Comparison, Product/Process Search, Component Search, Modified Component Search,Multivariate Analysis, Variable Search, Criteria for identifying the cause and root cause	6	4	0	10	II III
V	Better Vs. Current Estimation approach-Tools used in Improve &Control Phase, Precontrol Charts for on line monitoring of process ,Variation Analysis, Steps in Variation Analysis,Sampling Analysis-Introduction to Process Optimization-Stages in Process optimization-Planning, Analysis, Improvement, control-Factorial Analysis, Construction of Math model for process optimization, Concept of Optimal Solution Employee involvement - Motivation-Teams, Quality circles -Organizational culture - Building and Sustaining Total Quality Organizations.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcomes

- The students have gained knowledge in implementing TQM process and charting out various Quality control programmes based on the process and customer needs.
- They have learnt skills in six sigma process control techniques and related measures.
- They have acquired skills in analysis variances in process and methods.

References:

Text Books:

1. ArthiVenkataraman(2000) Journey Towards Zerodefects: Challenges,Best Practices And Testing Models(Wipro) ,Bangalore.
2. Crosby, Philip B(1979) "Quality Is Free" ,Newyork,Mcgraw-Hill Books, Fourth Edition
3. Joseph A. De Feo, William Barnard(2010), “Juran Institute's Six Sigma Breakthrough And Beyond: Quality Performance Breakthrough Methods.”,Newyork, Mcgraw Hill Books
4. N.S.Gupta, B. Velamathi(2007), “Total Quality Management”, McGraw Hill Publications, Second Edition,

References Books:

1. S. Ramachandran (2010), “Towards Zero Defects”,Chennai, Management Consultant, Management Study Centre
2. Juran, Joseph M., Ed. (1995), A History Of Managing For Quality: The Evolution, Trends, And Future Directions Of Managing For Quality, Milwaukee, Wisconsin

Advanced Project Management

Course Code: **17MBAP00EO**

Credit: 3

Hours: 48

Objective:

- To apply project management principles in business situations in order to optimize resource utilization and time optimisation.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Project and Project Management - Concept of a project, categories of project, project development cycle. Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio, Project Formulation-Project Manager – Roles- Responsibilities and Selection – Project Teams.	7	2	0	9	I
II	Project Organisation and Conflict Management - Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict Origin & Consequences. Managing conflict – Team methods for resolving conflict.	3	2	0	5	II
III	Planning and Budgeting - The Planning Process – Project identification, Project formulation and preparation : Market and demand estimation technical factors- Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule– Role of Multidisciplinary teams. Project appraisal: Technical ,Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage–rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis - Project Budgeting Methods - Cost Estimating and Improvement - Budget uncertainty and risk management - Application of Project Management software	3	1	0	4	III

IV	Scheduling and Resource Allocation - PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt’s Critical Chain.	6	4	0	10	III
V	Control and Completion - The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcomes

- At the end of the course the student would have a knowledge starting from formulation of project to completion and reporting of project.

References:

Text Books

1. Chandra Prasanna - 2014, Project : Preparation ,Appraisal, Budgeting and Implementation. Tata Mc Graw Hill
2. Clifford Gray and Erik Larson, 2013 “Project Management”, Tata McGraw Hill Edition.

Reference Books:

1. Gido and Clements, 2012 “Successful Project Management”, Thomson Learning.
2. Goyal BB – 2013 Project Management : A Development Perspective ,Deep & Deep
3. Harvey Maylor, 2010 Project Management, Third Edition, Pearson Education.
4. John M. Nicholas, 2012 “Project Management for Business and Technology - Principles and Practice”
5. Mohsin M. - 2011 Project Planning and Control ,Vikas.

Business Process Reengineering

Course Code: **17MBAP00EP**

Credit: 3

Hours: 48

Objective:

- To bring radical change for dramatic improvements in measures of business performance like cost, quality, service, and speed.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Definition of Business Processes - Process redesign- Business process reengineering-Business Reengineering-Business Process Management-Business Process Redesign-origin of BPR-need-benefits-golden principles-Difference between BPR and other Management techniques.	7	2	0	9	I
II	Relation between BPR and IT -New Industrial Engineering-Enablers of BPR-Role of technology in reengineering-agile-lean-collaborative manufacturing-collaborative e-commerce-Steps BPR implementation-tools that support BPR	3	2	0	5	I
III	Identification of current business processes – Establishing the scope of the process – Mapping project – Mapping and analyzing the process. Process creation: Creating the ideal process – Testing the new process – Implementing the new process. Evaluation-Evaluating the improvement (criteria) of measurements- hurdles foreseen in - Designing and implementing meaningful measures	3	1	0	4	II

IV	Big R Small-r reengineering -Role of BPR in ERP implementations-Business Process Visualization-simulation-prototyping-transition and change management for the new process implementation-Role of training in change-BPR is not downsizing-Business Process audit	6	4	0	10	II III
V	Future of BPR - Reengineering knowledge work-participative reengineering instead of top down approach-Rapid reengineering using tools that evolve-Reengineering for value and growth-BPR to BPM evolution-BPM framework-_rocess Centric Organization-Case studies.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcomes

- At the end of the course the student would have an knowledge about the amalgamation of Engineering with the management process.

References:

Text Books:

- Jayaraman, Ganesh Natarajan, Rangaramanujan, 2014, Business Process Reengineering, Tata McGraw Hill

Reference Books:

- John Jeston & Johan Nelis, 2011, Business Process Management: Practical Guidelines for successful implementation, Elsevier
- Radhakrishnan, Balasubramanian 2010 Business Process Reengineering, PHI
- Sethi and King 2009, Organizational Transformation through Reengineering, Pearson

Technology Management

Course Code: **17MBAP00EQ**

Credit: 3

Hours: 48

Objectives:

- To make the students to understand the basics of technology management and decisions making in the related areas
- To enable the students to acquire skills in organising and managing tech. management process in organisation.
- To provide skills in innovation, incubation and start ups in respect of tech based business units.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Technology management Concepts - Scope, components, and overview. Technology and environment, Technology and society, Technology Impact analysis, environmental, social, legal, political aspects, methods or techniques for analysis - steps involved. Technology policy strategy: Science and technology Policy of India, implications to industry.	7	2	0	9	I
II	Technology forecasting and Selection - Forecasting need, methodology and methods - trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, and System Dynamics. Technology Choice and Evaluation :Methods of analyzing alternate technologies, Techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.	3	2	0	5	I
III	Technology Transfer and Acquisition - Import regulations, Implications of "Uruguay Round", and WTO, Bargaining process, Transfer option, MOU - Technology Adoption and Productivity,	3	1	0	4	II

	Organizational redesign and re-engineering, Technology productivity. Technology Absorption and Innovation: present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/improved technologies, Innovations-Technology Audit.					
IV	Technological Excellence - Technology and its importance in global manufacturing, Manufacturing innovations: Productivity & Incremental Innovation. Crucial issues of Flexible Technology- Strategic Evaluation of Technological Investments-Technology Development	6	4	0	10	II III
V	Product Development Cycle - Integration of Design & Manufacturing-Management of Technological Innovation-Technology Fusion & the new R&D Core competencies in Technology and its Commercialization, Building Organization Culture, Cooperation between Government and Industry, Coping with continuous change, The structure of the Japanese Innovation System	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcomes

- The students have acquired basic skills and knowledge in tech. management concepts and methodology
- They have gained skills in applying the tech management process to business
- To prepare case studies in the select enterprises in respect of tech.management and sustainability
- Gained skills in evaluating the rate of tech adoptions by various sub sectors of business and industries.

References:**Text Books:**

1. Urdhwarashe, 2014, Six Sigma for Business Excellence : Approach Tools and Applications, Pearson
2. Praeger Frederick 2013, Technological Change, and Economic Development, A Technological Excellence 2nd Edition, Response Books

Reference Books:

1. P N Rastogi, 2009 Management Of Technology And Innovation : Competing Through
2. Alan L. Porter, Scott W. Cunningham, Jerry Banks, 2008 A. Thomas Roper, Thomas W. Mason,
3. Carl M. Chang, C. M. Chang, 2007 Achieving Service Excellence: Maximizing Enterprise
4. Frankel Ernst 2006 G. Professor, In Pursuit of Technological Excellence: Engineering Leadership, Education.
5. Frederick A. Rossini, 2005 Forecasting and Management of Technology, 2nd Edition, Wiley

Innovation Management and New Product Development

Course Code: **17MBAP00ER**

Credit: 3

Hours: 48

Objective:

- To make innovation a way of life in the minds of business graduates

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Innovation function - Introduction – Innovation – definition - types of innovation - models of innovation - framework for management of innovation - difference between innovation and invention.	7	2	0	9	I
II	Innovation theories - Innovation diffusion theories - Pearson's uncertainty map - organizational characteristics that facilitate innovation -organizational structures and innovation - trademarks, copyrights, patents and their use in innovation management - remedy against infringement.	3	2	0	5	I
III	Strategic alliances - Technology trajectories- knowledgebase of an organization - degree of innovativeness - linking between innovation strategy and business strategy - strategic alliances for knowledge sharing	3	1	0	4	II
IV	New product development and testing - Differentiation between products and services - types of services - new service development models - techniques used in consumer testing of new products - models for new product development	6	4	0	10	II III
V	R&D technology transfer aspects - Organization structures for new product development - evaluating R&D projects - strategic pressures on R&D -models of technology transfer	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcomes

- To understand the nuances involved in Creativity & Innovation.
- To get hands on experience in applying creativity in problem solving.
- Student will be equipped to apply his/her creative and innovative skills in solving complex problems confronting corporate realm.

References:

Text Books:

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal 2009. Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint
2. Kenneth B.Kahn, 2010, New Product Planning, Sage.
3. A.K. Chitale and R.C. Gupta, 2008, Product Design and Manufacturing, PHI.
4. Deborah E. Bouchoux, 2005 Intellectual Property Rights, Delmar, Cengage Learning, 79
5. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, 2009, Product Development, Elsevier,
6. Michael Grieves, 2006, Product Life Cycle Management, Tata McGraw Hill ,.
7. Kerber, Ronald L, Laseter, Timothy M., 2007, Strategic Product Creation, Tata-McGraw Hill.

Reference Books:

1. Rousing Creativity: 1999, Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc.
2. Geoffrey Petty, 1999, " how to be better at Creativity", The Industrial Society
3. Clayton M. Christensen Michael E. Raynor, " 2000, The Innovator's Solution", Harvard Business School Press Boston, USA, 2003
4. Semyon D. Savransky, " Engineering of Creativity – TRIZ", CRC Press New York USA, "

Production Planning and Control

Course Code: **17MBAP00ES**

Credit: 3

Hours: 48

Objective:

- To provide skills in forecasting planning production operations in respect of various business
- To provide skills and knowledge in organising production operations and productions control techniques
- To help the student know about the production planning process and control in the organisation.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Forecasting- Subjective estimate -survey -Delphi method - Regression models - Single variable model Two variable model-Econometric models - Input-output model.	7	2	0	9	I
II	Facilities Decisions - Measuring capacities of facilities - Determining facility needs -Economics of scale.	3	2	0	5	I
III	Aggregate Planning by Trial and error method-Planning by Transportation method-Planning by Linear programming-Planning by Linear-Decision rule method - Planning by Heuristic method -Planning by Computer search method.	3	1	0	4	II
IV	Scheduling -Single machine sequencing with Independent jobs - Parallel machine models - Flow shop scheduling -Job shop scheduling - Simulation studies of the Dynamic job shop. Dispatching	6	4	0	10	II III
V	Process Planning - Group Technology-Classification and coding systems for process planning - Expediting and monitoring.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcomes

- The students have acquired skills in various methods of demand forecasting and planning production based on the demand estimates.
- They have also gained knowledge in capacity planning and measurement techniques
- They also have acquired skills in scheduling of operation and loading techniques
- They have also gained knowledge on application of computer based tools in process planning and monitoring.

References:

Text Books:

1. Narasimhan Sim, et.al, 1995.'Production Planning and Inventory Control'. Prentice Hall 2nd Ed., New jersey.
2. Gerard Cachon, Christian Terweisch, 2006, Matching Supply with Demand – An Introduction to Operations Management, McGraw Hill, International Edition,.
- 3.Byron J. Finch, , 2008, Operations Now – Supply chain Profitability and performance, Tata McGraw Hill, 3rd Edition
4. G.Halevi and R.D.Weill, 1995, “Principles of Process Plannning” Chappman and Hall, Madras.

Reference Books:

1. Knight, W.A. & Gdlagher, C.C., 1996.'Group Technology Production methods in Manufacture',
2. Manuel Laguna, Johan Marklund, 2011Business Process Modeling, Simulation and Design, Pearson Education,.
3. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, 2010.Operations Management – Processes and Supply Chain, Pearson Education, 9th Edition,
4. Raví Anupindi, Sunil Chopra, Sudhakar Deshmukh,Jan A. Van Mieghem, and Eitan Zemel, 2006 “Managing Business Process Flows: Principles of Operations Management” Pearson Education,
5. Dennis McCarthy and Nick Rich, Lean TPM 2004 – A blueprint for change, Elsevier Ltd.,

Elective Courses in Systems Management

1	17MBAP00ET	Software Analysis and Design
2	17MBAP00EU	Simulation for Managers
3	17MBAP00EV	Artificial Intelligence - Applications in Business
4	17MBAP00EW	Knowledge Management
5	17MBAP00EX	E- Governance
6	17MBAP00EY	Business Intelligence and Data Warehousing
7	17MBAP00EZ	Software Project Management

Software Analysis and Design

Course Code: 17MBAP00ET

Credit:3

Hours:48

Objective:

This course is designed to provide a clear insight to students on system analysis and design, which is the foundation of business systems development and implementation.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Types of Software's and Information System - Introduction to SAD –SDLC - System Development Methodologies- Waterfall and Iterative Waterfall Development, Parallel Development, RAD, Phased Development, Prototyping and Throwaway Prototyping , Extreme Programming –Selecting Development Methodology- Project Team – Types of Analyst and their Roles	7	2	0	9	I
II	Feasibility Analysis-Requirement Determination – Techniques Used In Requirement Analysis - Business Process Automation, Business Process Improvement, Business Process Reengineering - Requirement Gathering Techniques – Interviews, JAD, Observations, Questionnaires, CASE – Use Case Analysis.	3	2	0	5	I
III	Requirements to Modeling- Context Diagram, Data Flow Diagrams, Elements and Levels of DFD, E-R Diagrams-Relationships- Structured English –Data Dictionary - Databases – Design –Types of Databases – Traditional, RDMS , Object Oriented database, Distributed Databases.	3	1	0	4	II
IV	System Design- System Acquisition Strategies – Influencing Factors- Architectural Design- Factors Influencing Architectural Design – Interface Design – Principles of User Interface – Design Process –Navigation Design –Input and Output Design –	6	4	0	10	II III

	Forms and Reports - Design Prototyping –Program Design- Structured Chart and Elements –Storage Design – Files and Storage Formats –Physical Storage design .					
V	Designing Internet Systems – Fundamentals – Site Consistency and Management- Online Transaction Process and Online Analytical Process - System Implementation- Coding – Testing and Installation – Testing Process- Documentation and Types - Installation Methods – Migration Planning –Factors Considered for Migration Plan, Post-Implementation Activities.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

The student will learn the,

- analysis of system development methodologies and feasibility of the business
- Learn the skill of modelling, system designing and designing of Internet systems

References:

Text Books:

1. Jeffery .A. Hoffer , 2015, Modern System Analysis and Design, , Tata McGraw Hill
2. Jeffrey L Whitten, Lonnie D. Bentley 2014, System Analysis and Design methods, , Pearson Education

Reference Books:

1. Alan Dennis, 2010, System Analysis and Design, , Wiley India Edition
2. Don Yeates 2009, System Analysis and Design, , Mc Millan India.

Simulation for Managers

Course Code: **17MBAP00EU**

Credit: 3

Hours:48

Objective:

This course will provide the students a thorough understanding of the systems they encounter in real life situations, the modeling of these systems for the analysis of their behaviour under different operating conditions and different decision rules.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	System Concepts: Systems theories, System modelling, system analysis, system postulation, system synthesis, systems approach to problem solving, applications in industrial and business systems. Areas of application of simulation, steps in simulation study, classification of systems, different types of system models. Merits and demerits of simulation, comparison between simulation and numerical methods.	7	2	0	9	I
II	Random Numbers and use: Uniformly distributed random numbers, properties of random numbers, generation of Pseudo-Random numbers, Generation of random processes: random walk (one dimensional only), demand processes, lead time generation, arrival process generation, service activity generation, defects and defectives generation.	3	2	0	5	I
III	Types of Simulation: Monte-Carlo method, numerical computation technique for continuous and discrete systems, Distributed Lag models, Cobweb models, Comparison of simulation and numerical methods. Continuous system models, feedback systems, Real-time simulation. Use of Monte Carlo method to approximate solutions, replication of maintenance and inventory systems.	3	1	0	4	II

IV	Replicating Dynamic Business Systems: Business dynamics, properties of dynamic systems, effects of dynamic interactions-System archetypes. Modelling of dynamic systems: basic principles, modelling tools- stock and flows & causal relations. Simulation of dynamic systems: Basic models and behaviour patterns, Beer Game modelling and analysis. Examples of product growth model and the manufacturing Supply Chain models.	6	4	0	10	II III
V	Discrete Event Simulation: Next-Event approach/Event scheduling, Fixed Time Increment method, manual simulation using Event Scheduling and Fixed Time Advance methods. Hand imulation of Queuing models, Business systems and Service models. Verification and Validation of simulation models, statistical analysis of outputs. simulation models - some corporate examples.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

- The student will gain the knowledge and skill in knowing business dynamics, simulation techniques and application avenues.

References

Text Books:

1. J. Banks, 2014 Discrete Event System Simulation– Pearson Education
2. Sterman 2013, Business Dynamics — Tata-McGraw Hill

Reference Books:

1. Geoffrey Gordon, 2015, System Simulation — PHI
2. Narsingh Deo 2015, System Simulation with Digital Computer — PHI
3. Sheldon M. Ross 2014, Simulation — Elsevier

Artificial Intelligence - Applications in Business

Course Code: **17MBAP00EV**

Credit:3

Hours:48

Objective:

- The course exposes the students to the various business applications of artificial intelligence and how it can be used to address business related problems

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction - Management Support Systems, Decision making Models, TPS, MIS, DSS, ESS Overview, Data Model-Tacit, Explicit Knowledge- Knowledge Management system	7	2	0	9	I
II	Data and Model Management Systems – Data knowledge-Data Collection, Data Warehousing, Data Mining, Data visualization, Modelling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modelling OLAP.	3	2	0	5	I
III	Evolution of ERP II - Evolution MRP, MRP II, ERP, ERP II SCM , Group Decision support system, Technologies, Enterprise DSS, ERP Knowledge management methods, Technologies, Tools	3	1	0	4	II
IV	Knowledge Based Systems - Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.	6	4	0	10	II III
V	Advanced Intelligent Systems - Neural Computing, Fuzzy Logic, Intelligent Agents in Client Server Architecture-Implementation, Integration, Intelligent DSS.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

The students taking this course as elective will learn the following,

- Management support system and decision making models,
- Trends and new tools, c) uses and applications of the new tools.

References:**Text Books:**

1. Janakiraman V. S and Sarukesi K, 1999, Decision Support Systems, Prentice Hall of India.
2. LoftiZadeh, 1996, .Decision Support System and Management, McGraw Hill Inc, InternationalEdition, New Delhi.

Reference Books:

1. Marakas, 1998, Decision Support System, Prentice Hall International, Paperback Edition,New Delhi.
2. Efraim Turban and Jay E. Aronson, 2002, Decision Support System and Intelligent Systems, Prentice Hall International,

Knowledge Management

Course Code: **17MBAP00EW**

Credit: 3

Hours:48

Objective:

This course seeks to familiarize the students on the role and applications of knowledge management in the information era.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Definition - knowledge Management - intellectual capital - knowledge types - components of knowledge - tacit and explicit knowledge organizational learning & organizational memory - objectives of knowledge management - drivers of knowledge management - aligning knowledge management and business strategy.	7	2	0	9	I
II	Knowledge Management activities - cyclic model of Knowledge Management - Knowledge repository - reasons for adopting knowledge management - responsibilities of Knowledge Management – Officer - Steps in Knowledge Management implementation - Knowledge Management team constitution - role of teams and consultants.	3	2	0	5	I
III	Knowledge Management Strategy development, Knowledge Management tools - methods and technologies - cost consideration of developing KMS - key success factors - measurement of success factors - bench marking and balanced scorecard technique - common causes of failure of KM projects.	3	1	0	4	II
IV	Knowledge Management and it's relationship with Artificial Intelligence -AI methods used in Knowledge Management Systems - Study of representative products with embeded AI technology used in KM - experts systems, fuzzy logic expert system, intelligent agents.	6	4	0	10	II III

V	Data mining – warehousing - knowledge discovery -electronic document management concepts - knowledge Management system development – prototype - software tools - Case studies.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

The students will gain knowledge and will know to implement skill in knowledge management system in applications,

- knowledge management drivers, strategies, tools and etc.,
- also become well versed in interfaces of data and KM tools

References:

Text Books:

1. Todd Groff and Thomas Jones 2011, Introduction to knowledge management by,Tata MaGraw Hill.
2. Jeffrey L Whitten 2013, Practical techniques for building a knowledge management system, Pearson Education Asia Ltd., India

Reference Books:

1. Amrit Tiwana,2015 Knowledge Management tool kit by Pearson Education., India
2. Kimiz Dalkari 2015, Knowledge Management in Theory and Practice by, Springer

E-Governance

Course Code: **17MBAP00EX**

Credit:3

Hours: 48

Objective:

- The objective of e-governance is to allow citizens to communicate with the government as well as with each other and to participate in the government policy-making to improve own welfare by using e-governance as a tool.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction - Need for e-Governance, Issues in E-Governance applications and the Digital Divide; Evolution of e-Governance, Its scope and content; Global trends of growth in e-Governance, Benefits in cost time speed and quality-Other issues. Enablers of e-Government	7	2	0	9	I
II	e-Governance models - Evolution in e-Governance and Maturity Models-Levels of Maturity, Characteristics of Maturity Levels, Towards Good Governance through e-Governance Models- Digital Governance: Broadcasting/ Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model, Mobilization and Lobbying Model, Interactive-service Model/Government-to-Citizen-to-Government Model (G2C2G);	3	2	0	5	I
III	e-Governance Infrastructure readiness - Infrastructure readiness in terms of Digital System, Legal, Institutional, Human, Technological Evolutionary Stages in e-Governance, computer networks, communication processors, communication media, network types and topologies, network protocols and architecture.	3	1	0	4	II
IV	Data Warehousing and Data Mining in Government - Architectures for data warehouses- data mining techniques- National Data Warehouses: Census Data, Prices of Essential Commodities; -	6	4	0	10	II III

	dashboards for online decision making- Other areas are Agriculture, Rural Development, Health, Planning, Education, and Trade and Other Sectors. Role of statistics Department - Govt. of India storage and supply.					
V	Case Studies - Cases on e-literacy project in Kerala-Bhoomi in Karnataka, , FRIENDS in Kerala, E-Khazana, DGFT, PRAJA, E-Seva, E-Panchyat, Mandals in Andra, Gyandoot, Computerised interstate check post in Gujarat-General Information Services of National Informatics Centre; Comparative study on E-Governance initiative in developing and developed countries like USA; E-China; Brazil and Sri Lanka.	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

The students after the completion of the course will know the following,

- models of e- governance, analysis, implementation and applications, implementation of networks.

References

Text Books

1. e-Governance: 2004. Concepts and Case Studies, C.S.R. Prabhu, Prentice-Hall of India Private Limited,
2. Subash Bhatnagar, 2015, "e-Government: From vision to implementation, Sage publications.

Reference Books

1. Backus, Michiel, 2001'e-Governance in Developing Countries, IICD Research Brief, No. 1, March

Business Intelligence and Data Warehousing

Course Code: **17MBAP00EY**

Credit: 3

Hours:48

Objective:

The objective of the subject is to introduce the trends in business intelligence and the relevance of data warehousing for effective information decision making.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Emerging trends in BI - MDM/DQ- CPM- Decision Yield- Embedded Analytics- Open Source BI- BI & SOA- DW Appliances- Unstructured data Management	7	2	0	9	I
II	BI Applications - Telecom- BFSI- Retail- Data mining: Concept –Data mining v/s OLAP –Data mining v/s Statistical Analysis- Tasks solved by Data mining Methods.	3	2	0	5	I
III	Classes of ODS -Architectural components - Best Practices- Architectural considerations - Data Model Distinctions	3	1	0	4	II
IV	Data Modeling - Data Analysis Techniques, Conceptual Modeling, Logical Modeling Physical Modeling, Overview of Modeling Techniques, Dimensional Modeling, Facts, dimensions, Hierarchies, Aggregates, Measures, Cubes, Star Schema, Snowflake Schema -ETL Overview and Market study- ODS Overview and Architectural Challenges- Global, Independent & Interconnected - Architectures – Enterprises Data Warehouse- Data Marts- Implementation Approaches	6	4	0	10	II III
V	Data warehouse Architecture - Types, benefits, methods and approaches, qualities, life cycle overview, Data profiling, OALP	6	3	0	9	III
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

The student, if learn, the course will know the following,

- Business intelligence trends, models, applications
- Also will know to use data science for enhancing business intelligence

References

Reference Books:

1. Ariyachandra and Watson, 2006, “Which Data Warehouse Architecture is Most Successful”, Business Intelligence Journal, Qtr 1, , Vol 11, No. 1.

Articles:

1. Baserman and Chugh, 2006, ."Decisions without Blinders”, Harvard Business Review, Jan
2. Froelich, Ananyan, and Olson, 2005, “Business Intelligence Through Text Mining”, Business Intelligence Journal, Winter, 10, 1
3. Inmon, , 2002, Building the Data Warehouse, 3rd Ed.,John Wiley
4. Jacobs, 1999, “Data Mining:What General Managers Need to Know”, *Harvard Management Update*,October
5. Loveman, 2003, “Diamonds in the Data Mine”, Harvard Business Review, May.

Software Project Management

Course Code: **17MBAP00EZ**

Credit: 3

Hours: 48

Objective:

- This course intends to equip the students with the tools and techniques of Software Project Management and to design and implement information system with effectiveness and efficiency.

Unit Wise Contents

Unit	Topics	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
		32	16	0	48	
I	Introduction to Software Project Management: Software as an Evolving product, characteristics and components of software products, Software engineering process: various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.	7	2	0	9	I
II	Planning a software project - Objectives, Effort, time, staffing and cost estimation. Make or -buy decisions. Software project scheduling: defining tasks, Activity Network, Gantt Charts, scheduling using PERT/CPM, PERT Charts , Project planning and Analysis.	3	2	0	5	I
III	Software Configuration and Design - Components of configuration, versions control and configuration audit. Software Design Process: Concepts, functional and object oriented design, structured analysis, structured design, modular design, and design documentation .	3	1	0	4	II
IV	Software Testing: Objectives, Methods of testing, Mc Cabe's cyclomatic complexity metric, testing GUI's, testing Clients/Server architectures, testing real systems. Strategies for testing, Unit testing, Integration Testing, System testing and debugging.	6	4	0	10	II III
V	Software implementation process and problems/issues: Emerging trends in	6	3	0	9	III

	Software Project Management, Case studies. Software quality assurance and standards, quality policy, quality controls, Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management.					
	Total Hours	5	4	0	9	
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	32	16	0	48	

Specific Learning Outcome:

The student at the end of the course will know the following,

- software products for software management and engineering
- to do configuration and designing,
- testing the software and to deal with the problems/issues involved in implementation.

References

Text Books:

1. Aggarwal, K. K. & Singh, Yogesh,,2014, Software Engineering - New Age International
2. Bob Hughes & Mike Cotterell 2015, Software Project Management -,Tata McGrawHill
3. Software Engineering - 2011, A Practitioner's approach, Pressman, McGraw Hill

Reference Books:

1. Pankaj Jalote, Narosa 2010 An Integrated Approach to Software Engineering, Publishers
2. Rajib Mall , 2001 Fundamentals of Software Engineering -, PHI
3. Gregory W. Jones, John Wiley & Sons 2001 Software Engineering –
4. Walker Royce, 2000, Software Project Management: A Unified Framework -, Pearson Education.