



**ST ALOYSIUS COLLEGE, MANGALURU
(AUTONOMOUS)**

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

CHOICE BASED CREDIT SYSTEM (CBCS)

(With effect from 2021-22 onwards)

**ALOYSIUS INSTITUTE OF MANAGEMENT & INFORMATION TECHNOLOGY
(AIMIT)**

BEERI, MANGALORE – 575 022

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ಸಂತ ಅಲೋಶಿಯಸ್ ಕಾಲೇಜು
(ಸ್ವಾಯತ್ತ)
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Re-accredited by NAAC with 'A' Grade - CGPA 3.62
Recognised by UGC as "College with Potential for Excellence"
College with 'STAR STATUS' conferred by DBT, Government of India
3rd Rank in "Swacch Campus" Scheme, by MHRD, Govt of India

Date: 16-02-2021

NOTIFICATION

Sub: Syllabus of **Master of Business Administration (MBA)** under Choice Based Credit System.

Ref: 1. Decision of the Academic Council meeting held on 12-12-2020 vide
Agenda No: 7 (2021-22)
2. Office Notification dated 16-02-2021

Pursuant to the above, the Syllabus of **Master of Business Administration (MBA)** under Choice Based Credit System which was approved by the Academic Council at its meeting held on 12-12-2020 is hereby notified for implementation with effect from the academic year **2021-22**.

PRINCIPAL

REGISTRAR

To:

1. The Chairman/Dean/HOD.
2. The Registrar Office
3. Library
4. PG Office

PREAMBLE

The MBA curriculum is the result of constant innovation and continuous review by the faculty with help from practitioners in the industry and valuable feedback from alumni and students. The Programme revolves around the principle that world-class business leaders are not mass-produced; they are nurtured and developed with personalized care and attention, in small work groups and teams, and in a practical, application-oriented user-friendly environment. It prepares students to manage and lead in global business scenario which is getting increasingly complex and dynamic.

The programme design is inspired by current management principles and practice rather than ivory tower academics. The course material and design is oriented towards current and emerging issues in management. The curriculum undergoes a complete transformation every three years. In addition, it is adapted significantly every year to keep it abreast with the current business environment.

The program comprises of three components: the Hard Core subjects, the Soft Core subjects and Summer Internship Project. The Hard Core programme focuses on rigorous grounding in the rudiments of every discipline in management and the development of a common foundation of business knowledge and management theory. The Soft Core programme aims at providing rich conceptual and analytical skills in the areas of specialization. It allows students to choose a bouquet of courses that interest them and develop proficiency in the areas of their choice. Five areas of specialization areas offered namely Marketing, Finance, Human Resource, Operations Management and Business Analytics.

Following the first year programme, students undertake summer training using a Problem Centric Approach for a period of six to eight weeks. The Summer Internship Programme is a powerful source of practical managerial insights, validation of management concepts, and valuable market knowledge. A project report is submitted at the end of the internship period followed by Viva Voce.

The entire programme spanning over four semesters includes 92 credits ranging between 4 credits for Hard Core and 3 credits for soft Core courses. Students are given choices to select both Hard and Soft Core courses and thus equip themselves with necessary skills needed to face a competitive and uncertain tomorrow.

VISION

To foster excellence in leadership and management, inculcating an inbuilt spirit of Magis, sustainable entrepreneurship, and innovation for business, government and society

MISSION

- Offering programmes with intellectual depth, abundant resources and individual attention to develop budding managers who are socially responsible and environmentally conscious
- Creating innovative global leaders rooted in Jesuit ethos and Indian societal values
- Transforming individuals to be ethically sound intrapreneurs and entrepreneurs

PROGRAMME EDUCATION OBJECTIVES (PEOs)

PEO1: To nurture innovative and ethical business leaders to navigate the dynamic global environment

PEO2: To develop a culture of sustainable entrepreneurship to promote empowerment and inclusion

PEO3: To impart holistic and transformative management education to create intrinsically motivated, ethically sound, morally upright, socially conscious and competent professionals.

PROGRAMME OUTCOMES (POs)

PO1: Business Acumen: To apply acquired KSA (Knowledge, Skills and Abilities) in the domain of management sciences to detect, diagnose, predict and resolve Business problems.

PO2: Analytical and critical thinking: To adopt analytical and critical thinking for scenario analysis based decision-making.

PO3: Ethical leadership: To exhibit ethical behaviour in managerial choices as responsible corporate citizens.

PO4: Team management: To lead diverse cross-functional teams in a globalized organizational environment to optimize the welfare of stakeholders.

PO5: Ideation: To be able to generate, develop and communicate new ideas.

PO6: Catalytic Innovation: To approach social problems in an innovative way to create viable, feasible, sustainable solutions.

PO7: Ecological sustainability: To spear head environmentally responsible decisions that cater to the needs of the present without compromising the future.

PO8: Developmental alliances: To develop an association at the individual and organizational level for mutual attainment of objectives and goals.

PO9: Continual learning: To adopt experiential learning for reflection on real world situations and ensure life-long learning.

PO10: Value based education: To internalise values that promote effective learning and reinforce continuous improvement of the personal, social, moral, and economic wellbeing.

PO11: Professional development: To refine the industry readiness and agility of business professionals

PO12: Community Spirit: To engage in service oriented activities so as to empowering and benefiting social stakeholders.

PROGRAMME SPECIFIC OBJECTIVES (PSOs)

A. ECONOMICS AND FINANCE:

PSO1: To identify, evaluate and select the available investment avenues that enhance wealth maximization.

PSO2: To critically analyze sources of capital which lead to optimal capital structure decisions.

PSO3: To apply the knowledge of accounting, financial analytical tools and costing techniques to crystallize decision making strategies for global business.

PSO4: To apply the fundamentals of finance and demonstrate an ability to assess the market value of corporate securities and to manage complex short term finance decisions.

PSO5: To integrate the areas of business activity to solve the complex unstructured business problems.

B. BUSINESS ANALYTICS:

PSO1: To select and apply advanced data analytical techniques and tools for data driven decision-making.

PSO2: To fashion professionals to have an innovator's attitude to technology which fosters technical adaptability in the dynamic business environment

PSO3: To enhance analytical capability and process the information to produce result oriented data sets for effective decision making.

PSO4: To mature as an independent data scientist with robust cross-domain skills to manage analytics driven organization.

PSO5: To generate meaningful insights across diverse functional domains to develop innovative data analytics solutions.

C. MARKETING

PSO1: To identify key principles in marketing practice in today's new , more connected , more engaging marketing world going beyond traditional tried-and –true marketing concepts

PSO2: To incorporate creating and capturing customer value and engagement in the digital and social age as a fundamental bulwark of marketing

PSO3: To apply traditional and trending concepts like customer engagement marketing, omni-channel marketing and retailing , customer cocreation , marketing content creation and native advertising and many more to solve complex marketing problems.

PSO4: To facilitate the development of the customer engagement framework –creating direct and continuous customer involvement in shaping brands, brand conversations, brand experiences and brand communities

PSO5: To demonstrate critical-thinking and problem solving skills in today's complex global environment via application of “marketing accountability and “sustainable marketing” skills

D. HUMAN RESOURCE MANAGEMENT

PSO1: To apply the fundamental functions of Human Resource Management in contrast with the contemporary dynamic business environment.

PSO2: To design selection process based on assessment of manpower planning and formulate a suitable compensation package to keep the human resource extrinsically driven

PSO3: To develop, implement and evaluate employee orientation, training and development programmes to enhance productivity and facilitate professional advancement in the organization.

PSO4: To recognize and comply with the policies and practices governing labour markets in India and abroad.

PSO5: To foster distinctive practices that are designed to attract and retain the most talented human capital of the organization.

The requirements to be fulfilled for the award of MBA Degree

MBA - AIMIT									
SEM	Hard Core			Soft Core			Others		TOTAL
	No of Papers	Credits	Total Credits	No of Papers	Credits	Total Credits	Project	Credits	
I	4	4	16	2	3	6			22
II	4	4	16	2	3	6			22
III	2	5	10	4	3	12			22
IV	2	5	10	4	3	12	1	4	26
TOTAL	12		52	12		36	1	4	92

Regulations Governing the “Add on Courses”

Academic Year 2021 Onwards

Eligibility for Admission: All students enrolled for the MBA programme are eligible and required to pursue the Add on courses offered by the Department.

Hours of Instruction: There shall be 20 hours of input for theory papers and at least 25 hours for practicals Add-ons. These hours may be distributed for different components such as lectures, seminars, tutorials, project work, presentations and any other modes of instruction that respective add on courses may demand and will **NOT** necessarily be inbuilt within the regular working time table of 9 A.M. to 5 P.M.

Period for Completion of the Add on Courses: The candidates shall complete the add-on course in the semester in which it is offered and/or reckoned for that respective Semester marks card.

Grading: The courses will be graded as **C** – Completed or **NC** – Not Completed. Those who have satisfactorily completed the course will be graded as V/G/S:

V- Very Good 81% to 100%

G- Good 61% to 80%

S- Satisfactory 40% to 60%

Those who do not satisfactorily complete the course will be declared as “Not Complete” (Below 40%).

Candidates who have not satisfactorily completed the course will NOT be provided another opportunity to complete the course **unless for extraordinary reasons/ circumstances.**

Attendance: Each “add-on-course” shall be treated as an independent unit for the purpose of attendance. A student shall attend a minimum of 75% of the total instruction hours in a particular paper including tutorials and seminars. There is no provision for condonation of shortage of attendance and the students failing to get the minimum attendance will be declared as “Not Completed” the course.

Scheme of Examination: There will be continuous evaluation of the “add on course” which will include a term end examination / continuous evaluation based on seminars, field work, assignment and other appropriate assessment tools.

The following are the Add-on Courses:

Semester I

1. Hands -on using EXCEL
2. Rural Exposure

Semester II

3. Gavel Club
4. Hands -on using SPSS

Semester III

5. Integrated Management Lab
6. Personal Financial Planning

Semester IV

7. Entrepreneurship Development
8. Service Learning Project

INTERNAL EXAMINATIONS

Maximum Marks – 50

SECTION –A

Answer any 4 out of 5 questions
(Each question carries 10 marks)

- 1.
- 2.
- 3.
- 4.
- 5.

Section – B

Case Study

10 Marks

- 6.

*** Note: Questions in Section A may also be bifurcated into**

a] Questions relating to remembering & understanding concepts / theories/ models comprising of 3 marks each.

b] Questions relating to application, analysis, evaluation & creation of theories/ models/ processes comprising of 7 marks each.

EXTERNAL EXAMINATION

Maximum Marks – 70

SECTION –A

Answer any 4 out of 5 questions

4 x 15 = 60

- 1.
- 2.
- 3.
- 4.
- 5.

Section – B

Case Study

10 Marks

- 6.

*** Note: Questions in Section A will be bifurcated into**

a] Questions relating to recalling & understanding concepts / theories/ models comprising of 5 marks each.

b] Questions relating to application, analysis, evaluation of theories/ models/ processes comprising of 10 marks each.

MBA - SEMESTER: I 2021								
Type	Code	Title	Instruction Hrs per Week	Duration of Exam	Marks			Credits
					IA	End Semester Exam	Total	
HARDCORE (4 Out of 6)	PH 301.1	Principles of Accounting	4	3	30	70	100	4
	PH 302.1	Organizational Behaviour	4	3	30	70	100	4
	PH 303.1	Economics for Managers	4	3	30	70	100	4
	PH 304.1	Statistics for Business Decisions	4	3	30	70	100	4
	PH 305.1	Principles of Strategic Management	4	3	30	70	100	4
	PH 306.1	Principles of Marketing	4	3	30	70	100	4
SOFTCORE (2 Out of 5)	PS 307.1	Contemporary Banking	3	3	30	70	100	3
	PS 308.1	Principles of Human Resource Management	3	3	30	70	100	3
	PS 309.1	Management Data Analytics	3	3	30	70	100	3
	PS 310.1	Executive Communication	3	3	30	70	100	3
	PS 311.1	Social Marketing	3	3	30	70	100	3
		Total			180	420	600	22

SEMESTER: II								
Type	Code	Title	Instruction Hrs per Week	Duration of Exam	Marks			Credits
					IA	End Sem Exam	Total	
HARDCORE (4 Out of 6)	PH 301.2	Operations Management	4	3	30	70	100	4
	PH 302.2	International Business Environment	4	3	30	70	100	4
	PH 303.2	Business Research Methodology	4	3	30	70	100	4
	PH 304.2	Business Law	4	3	30	70	100	4
	PH 305.2	Cost and Management Accounting	4	3	30	70	100	4
	PH 306.2	Entrepreneurship Management	4	3	30	70	100	4
SOFTCORE (2 Out of 5)	PS 307.2	Corporate Financial Management	3	3	30	70	100	3
	PS 308.2	Leadership in Business Organizations	3	3	30	70	100	3
	PS 309.2	Services Marketing	3	3	30	70	100	3
	PS 310.2	Econometric Analysis	3	3	30	70	100	3
	PS 311.2	Systems Thinking for Managers	3	3	30	70	100	3
		Total			180	420	600	22

SEMESTER III								
Type	Code	Title	Instruction Hrs per Week	Duration of Exam	Marks			Credits
					IA	End Sem Exam	Total	
HARD CORE	PH 301.3	Business Ethics	5	3	30	70	100	5
	PH 302(a).3/ PH 302(b).3	Logistics and Supply Chain Management [OR] Creativity and Innovation Management	5	3	30	70	100	5
SOFTCORE (2 each in 2 areas of specialization)	FINANCE	PS 303(a).3	3	3	30	70	100	6
		PS 303(b).3						
		PS 303(c).3						
		PS 303(d).3						
	HR	PS 304(a).3	3	3	30	70	100	6
		PS 304(b).3						
		PS 304(c).3						
		PS 304(d).3						
	MARKETING	PS 305(a).3	3	3	30	70	100	6
		PS 305(b).3						
		PS 305(c).3						
		PS 305(d).3						
	OPERATIONS MANAGEMENT	PS 306(a).3	3	3	30	70	100	6
		PS 306(b).3						
		PS 306(c).3						
		PS 306(d).3						
	BUSINESS ANALYTICS	PS 307(a).3	3	3	30	70	100	6
		PS 307(b).3						
		PS 307(c).3						
		PS 307(d).3						
		Total			180	420	600	22

SEMESTER IV								
Type	Code	Title	Instruction Hrs per Week	Duration of Exam	Marks			Credits
					IA	End Sem Exam	Total	
HARD CORE	PH 301.4	Corporate Governance	5	3	30	70	100	5
	PH 302(a).4/ PH 302(b).4	Decision Making Models [OR] Knowledge Management	5	3	30	70	100	5
	Project PH 303.4	Summer Internship Project	4	VIVA	30	70	100	4
SOFTCORE (2 each in 2 areas of specialization)	FINANCE	PS 304(a).4	3	3	30	70	100	6
		PS 304(b).4						
		PS 304(c).4						
		PS 304(d).4						
	HR	PS 305(a).4	3	3	30	70	100	6
		PS 305(b).4						
		PS 305(c).4						
		PS 305(d).4						
	MARKETING	PS 306(a).4	3	3	30	70	100	6
		PS 306(b).4						
		PS 306(c).4						
		PS 306(d).4						
	OPERATIONS MANAGEMENT	PS 307(a).4	3	3	30	70	100	6
		PS 307(b).4						
		PS 307(c).4						
		PS 307(d).4						
		PS 307(e).4						
	BUSINESS ANALYTICS	PS 308(a).4	3	3	30	70	100	6
		PS 308(b).4						
		PS 308(c).4						
		Total			210	490	700	26

I SEMESTER MBA
PH 301.1 PRINCIPLES OF ACCOUNTING

Credits 04

Instruction hours: 50

Total Marks: 100

COURSE OBJECTIVES

- To familiarize with the financial statements and principles underlying them and to develop their skills in reading annual reports.
- To acquaint in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- To lay a foundation for developing their skills in interpreting financial statements.
- To identify ethical issues in managerial accounting and apply the appropriate ethical principles and rules to make ethical business decisions.
- To know the relationship between accrual system and cash system and to understand the concept of accrual accounting.

COURSE OUTCOMES

- To demonstrate knowledge of accounting concepts and techniques and to make sound financial and economic decisions in real world settings.
- To analyze the effect of business transactions using debits and credits.
- To evaluate financial statement and access a range of different outcomes and the ability to justify the chosen outcome.
- To identify and evaluate worksheet and closing entries for an organization.
- To evaluate the most common components of shareholders' equity.

PEDAGOGY

This course includes Class lectures, Assignments, Practical exercises, Group Discussions and Seminars.

Unit - 1 ACCOUNTING ENVIRONMENT**6 hours**

Understanding Business Organizations - Accounting – Types of Accounting – Financial Accounting – Management Accounting – Financial Statement – Field of Accounting activity – Types of Business Activity - Role of Accounting in Decision Making Process – GAAP – IFRS – Importance of Ethics in Accounting.

Unit -2 BASIC CONCEPTS OF ACCOUNTING**10 hours**

Introduction–Accounts – Classification of Accounts - Double Entry System: The Basis of Modern Accounting - Accounting Equation – Assets, Liability and Equity - Effects of transactions on Accounting Equation -Users of Financial Accounts – Communication with Users – Income Statement – Statement of Retained Earnings - Balance Sheet–Statement of Cash Flows - Assumptions underlying Accounting Measurement – Steps of Recording Transactions.

Unit - 3 ACCOUNTING INFORMATION SYSTEM**14 hours**

Overview of Accounting Cycle - General Journal – Journal Entries - General ledger – T Accounts - Debit and Credit – Trial Balance -Balancing Accounts – Accrual Accounting Concepts – Revenue Recognition Principle – Matching Principle - Adjustment Process – Adjusting entries - Adjusted Trial Balance – Financial Statements – Work sheet - Closing Entries – Post Closing Trial Balance.

Unit - 4 ACCOUNTING FOR MERCHANDISE**14 hours**

Understanding Merchandising Business - Income measurement - Revenue from Sales - Cost of Goods Sold - Operating Expenses - Multiple Step Income Statement - Work Sheet for a Merchandising Organization.

Unit - 5 LIABILITIES AND SHAREHOLDERS EQUITY**6 hours**

Current Liabilities – Contingent Liabilities – Long Term Liabilities – Components of Share Capital – Preference Share Capital - Dividends – Stock Split – Buy Back of Shares – Bonus Shares – Earnings per Share.

LEARNING RESOURCES:

1. Narayanaswamy, R. (2017). Financial Accounting – A Managerial Perspective (6th ed.). Prentice-Hall of India Private Ltd, New Delhi.
2. Shah, Paresh. (2019). Basic Financial Accounting for Management (3rd ed.). Oxford University Press.
3. Ramachandran, S., & Kakani, Ram, Kumar. (2018). Financial Accounting for Management (4th ed.). McGraw Hill Education Pvt Ltd, Tamil Nadu, India.
4. Warren, Reeve, Duchac. (2016). Financial Accounting (14th ed.). Cengage Learning, New Delhi.
5. Tulsian, P, C. (2010). Financial Accounting, Pearson Education Ltd.
6. Arora, M, N. (2016). Accounting for Management (3rd ed.). Himalaya Publishing House, Mumbai.
7. Horngreen, Sundem, Elliot, Philbrick. (2015). Financial Accounting (11th ed.). Pearson Education Ltd.
8. Banerjee, Ashok. (2010). Financial Accounting – A Managerial Emphasis (3rd rd.). Excel Books, New Delhi.
9. Vijaya, Kumar, T. (2010). Accounting for Management - Tata McGraw Hill, New Delhi.

I SEMESTER MBA
PH 302.1 ORGANISATIONAL BEHAVIOUR

Instruction hours: 50

Credits 04

Total Marks: 100

COURSE OBJECTIVES

- To create an understanding on relevance of human behavior at workplace.
- To help recognize the impact of attitude, emotion, values, learning, personality and perception on a person's performance in various dimensions in the workplace.
- To understand the role of motivation in determining employee performance.
- To explain group dynamics including leadership, power, politics and conflict in the organization setting.
- To comprehend the importance of change management and learn the critical role managers play in the change process.

COURSE OUTCOMES

- To apply the concept of organizational behavior to understand the behavior of people in the organization.
- To consider personality traits, attitude, emotion, values, learning and perception of individuals in the workplace and act accordingly to increase individual's productivity and job satisfaction.
- To apply motivation theories to analyze the performance problems.
- To demonstrate skills required for working in groups including leadership skill and manage power, politics and conflict.
- To be able to implement change effectively in an ever-dynamic organisation environment

PEDAGOGY: The course will be delivered through lectures, case studies, role plays, group assignments and seminars.

UNIT 1 ORGANISATIONAL BEHAVIOUR

8 hours

Understanding Organizational Behavior, Emerging challenges to OB, Virtual Workplace and Employee Behavior. The key forces affecting Organizational Behavior, Various approaches to OB, OB Models. Diversity in organizations, Demographic character of work force, Biographical character, ability, Intellectual ability, Physical ability, implementing diversity management strategies.

UNIT 2 ATTITUDE, STRESS AND EMOTIONS, VALUES, LEARNING, PERSONALITY, PERCEPTION

12 hours

Individual Behavior- Attitude: components of attitude, Change of attitude, Job satisfaction, Cognitive Dissonance Theory.

Stress: Factors responsible for stress, coping strategies, Emotional Intelligence.

Values: Relevance, source, types and applications in organizations.

Learning: Theories of learning, Principles of learning, Applications in organizations.

Personality: Determinants of Personality, Personality Profiles: MBTI, Big five personality traits, Locus of control, Type A and Type B, Self-monitoring, Risk taking Behavior.

Perception: Factors influencing Perception, Perceptual process, Perceptual errors, Link between perception and Individual decision making.

UNIT 3 MOTIVATION

10 hours

Motivation: Early theories of Motivation, Contemporary theories, Motivation concept to application: Job Design and Job characteristics model, using rewards to motivate employees,

UNIT 4 GROUP BEHAVIOUR, LEADERSHIP, POWER AND POLITICS, MANAGING ORGANIZATIONAL CONFLICT

15 hours

Group Behavior- Types, Stages of groups, Reasons for Group membership, Group Properties: Roles, Norms, Status, Size and Cohesiveness, Group Decision Making: Strength of Group decision making techniques.

Leadership, Leader vs manager, Theories of leadership.

Managing organizational conflict: sources of conflict, Resolution techniques, and stimulation techniques.

Power and Politics: Bases of power, power relationships, organizational politics, outcomes of power.

UNIT 5 ORGANISATIONAL CULTURE

5 hours

How employees learn culture, Creating an ethical organizational culture, Spirituality and organizational culture.

LEARNING RESOURCES

1. Robbins, S. P., Judge, T., & Campbell, T. (2017). *Organizational behaviour*. Pearson Higher Ed.
2. Luthans, F., Luthans, B. C., & Luthans, K. W. (2015). *undefined*. IAP.
3. John W. New Storm, Keith Davis (2013) *Organizational Behavior: Human Behavior at Work*, 13/e, Tata McGraw Hill.
4. Bratton, J. (2015). *Introduction to work and organizational behaviour*. Macmillan International Higher Education.
5. James J. Gibson, John M Ivancevich, James H. Donnelly, Jr., Robert Konopaske (2013) *Organizations Behavior: Behaviour, Structure, Processes*, 14/e, Tata McGraw-Hill, New Delhi.
6. Steven L McCone; Mary Ann Von Glico; Radar R Sharma (2012) *Organizational Behavior*, 4/e, Tata McGraw-Hill, New Delhi.
7. Kalpana Singh (2012) *Organizational Behavior*, 1/e, Pearson Education, New Delhi.
8. Lisa Matthewman (2012) *Work Psychology*, Oxford University Press.

I SEMESTER MBA
PH 303.1 ECONOMICS FOR MANAGERS

Instruction hours: 50

Credits 04

Total Marks: 100

COURSE OBJECTIVES

- To learn the fundamental principles of economics and their application in business decision making.
- To understand the market dynamics in a free enterprise economy.
- To study the behavior of production function in short run and long run and its impact on firms' cost of structure.
- To examine the structure of product market and its implications on the nature of competition and strategic decisions.
- To comprehend the measurement of Gross Domestic Product (GDP) and its derivatives.

COURSE OUTCOMES

- To apply the principle of marginal analysis and opportunity cost in real-world managerial decisions.
- To use the demand and supply analysis to evaluate the competitive position of a company.
- To assess the functional relationship between production and factors of production and to determine the least cost production function.
- To design appropriate competitive and price strategy based on the nature of product market.
- To assess the state of an economy using Gross Domestic Product and its components.

PEDAGOGY

The methodology includes Class lectures, articles/case studies, projects/assignments and Seminars. Since the objective of the course is to understand the application of fundamental economic principles to real-world business challenges, the methodology prominently includes the discussion of real-world cases/examples.

UNIT 1: FUNDAMENTALS OF ECONOMICS

10 Hours

Scarcity and Efficiency: the twin themes of Economics. Scarcity's effects: (1) the need to make choices, (2) the need for a rationing device, and (3) competition. Schumpeter and Malthusian views on the problem of scarcity.

Fundamental concepts in Economics; Circular flow of money and economy, Scarcity and Opportunity Cost, Marginal principle and Principle of incremental reasoning, and Future versus Present Value of money-nominal and real value.

Asymmetric Information –the problem of adverse selection and moral hazard, and market signaling. Bounded rationality

UNIT 2: FUNCTIONING OF A FREE MARKET ECONOMY

15 Hours

Basic elements of supply and demand- demand schedule and market demand, law of demand, Rationale behind the law of demand-income and substitution effect, factors determining the demand, change and shift in the demand.; Supply schedule, market supply, law of supply, factors determining the supply, change and shift in the supply. Market equilibrium- Changes in market equilibrium –Market adjustments. Demand and supply equations and market equilibrium. Elasticity of demand

UNIT 3: PRODUCTION AND COST OF PRODUCTION

12 Hours

Production function- Law of variable proportions or law of diminishing marginal returns and the laws of Returns to scale.

Types of costs- Economic Cost versus Accounting Cost (Explicit and implicit costs). Sunk costs . Private and social costs-Negative externalities

Cost in the Short Run -The Costs and output relationship in the short run –Total fixed cost, total variable costs, average cost-average fixed costs, average variable costs and marginal cost. Shut down decision in the short run.

Break-even point and margin of safety

The Inflexibility of Short-Run Production; Long-Run Average Cost; Economies and diseconomies of Scale.

Cost functions, Total cost, average cost and marginal cost functions

Profit maximization- Economic profit and accounting profit. Normal profit, supernormal profit, and economic loss.

Firms' constraints for profit maximization- downward sloping demand curve and the cost of production. Approaches to profit maximizations-Total cost-total revenue approach and

marginal approach. Deriving Revenue and profit functions from total cost and demand functions.

UNIT 4: STRUCTURE OF PRODUCT MARKET

8 Hours

Perfect Competition- Features; Price and Output determination in the short run and long run; Shut down decision.

Monopoly -Monopoly Power; Sources of Monopoly Power

The Monopolist's Output Decision-Short run and long run; Monopoly and perfect competition

Monopolistic Competition -The Makings of Monopolistic Competition; Equilibrium in the Short Run and the Long Run;

Oligopoly –Features; Strategic interdependence in oligopoly and kinked demand curve model.

UNIT 5: MEASURING ECONOMIC GROWTH

5 Hours

Gross Domestic Product-Meaning and concepts of GDP; NDP, GNP, National Income, Personal income, disposable income and discretionary income. Real and Nominal GDP.

LEARNING RESOURCES

1. Samuelson, P. and Nordhus, W.D. (2019). *Economics* (20 ed.). New Delhi: McGraw Hill Publications.
2. Arnold, R. A. (2019), *Economics* (13 ed.), USA: South Western Cengage Learning.
3. William, B. J. and Blinder, A.S. (2016). *Micro Economics; Principles and Policy* (13 ed.), USA: Cengage Learning.
4. Case, K and R. Fair and Sharon, E O. (2017). *Principles of Microeconomics* (12 ed.). New Jersey: Pearson Publications.
5. Pindyck, R.S & Rubinfeld, D. L. (2013). *Micro Economics*, (8 ed.). New Delhi: Pearson Publications.
6. Hall, R. E. and Lieberman, M. (2012). *Economics: Principles and Applications* (6 ed.). USA: South Western Cengage Learning.

I SEMESTER MBA
PH 304.1 STATISTICS FOR BUSINESS DECISIONS

Instruction hours: 50

Credits 04

Total Marks: 100

COURSE OBJECTIVES

- To provide a basic understanding of statistical concepts, procedures, techniques and applications in business.
- To gain knowledge on univariate and bivariate analysis for data analysis.
- To encourage statistical thinking on the concepts of probability for optimum business decisions.
- To understand the concepts of Statistical inference with respect to population data.
- To understand the differences among more than two population data sets with the help of ANOVA.

COURSE OUTCOMES

- To apply statistical concepts, techniques and applications to analyses current business problems
- To analyze data using univariate and bivariate statistical tools.
- To enable optimum decision making adopting probability concepts in ambiguous managerial environment.
- To employ the appropriate statistical inferential techniques and apply it to generalize data on population
- To apply ANOVA to make inferences on more than two population data sets.

PEDAGOGY

This course includes Class lectures, Assignments, Practical exercises, Project Work and Applications with the help of Case Study.

UNIT-I MAKING SENSE OF NUMBERS & DATA

12 hours

An Introduction to Business Statistics: Reasons for learning Statistics; Growth & development of Statistics; Statistical Thinking and Analysis; Importance & Scope of statistics; Applications of statistics in Business & Economics; Limitations of Statistics, Introduction to Statistical Software.

Basic Statistical Concepts: Elements; Variables; Observations; Population; Sample; Parameter and Statistic; Data and its types; Data Sources.

Classification & Tabulation of Data: Methods of Classification of data; Methods of Tabulation of data; Organizing data using data array: Frequency distribution construction; Types of frequency distributions.

Organizing data using Diagrams & Graphs: Diagrams & types of diagrams; Graphs & types of graphs; Construction of Histogram & Ogives.

UNIT-II UNIVARIATE & BIVARIATE ANALYSIS

12 hours

Measures of Central Tendency: Arithmetic Mean- Median - Mode- Applications; Relationship between measures of central tendency.

Measures of Dispersion: Significance of measuring dispersion; Standard deviation & Coefficient of Variation with applications; Partition values- Quartiles, Deciles, Percentiles and their uses.

Correlation Analysis: Types of Correlation; Methods of Studying Correlation- Scatter Diagram; Karl Pearson's Coefficient of Correlation; Spearman's Rank Correlation method; Coefficient of Determination(r^2).

Regression Analysis: Simple Regression Model; Estimation of regression parameters for Simple Regression Model by Least Square method; Coefficient of Determination (R^2) and its interpretation.

UNIT-III PROBABILITY AND PROBABILITY DISTRIBUTIONS

10 hours

Probability Theory: Relevance of Probability to Management decisions; Conditional probability; Bayes theorem and its applications.

Probability Distributions: Bernoulli, Binomial, Poisson distribution and their application; Continuous Distributions - Normal distribution with Managerial Applications.

UNIT-IV STATISTICAL ESTIMATION

10 hours

Estimation: Point Estimate and Interval Estimate.

Hypothesis Testing: Types of Hypothesis; Formulation of Hypothesis; Procedure for testing Hypothesis, One-tailed & two-tailed tests, Type I and Type II errors,

Testing Hypothesis: Mean, Proportions, Difference in Means, and Difference in proportions.

Testing Hypothesis for Categorical Data (Chi-Square test): Cross tabulations, Chi-Square test of Independence and applications.

UNIT-V ANALYSIS OF VARIANCE

6 hours

One- way ANOVA with Managerial applications.

Two- way ANOVA with Managerial applications.

LEARNING RESOURCES

1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2017). Statistics for business & economics, revised. Cengage Learning.
2. Sharma, J. (2018). Business statistics (4th ed.). Vikas Publishing House.
3. Levin, R. I. (2011). Statistics for management. Pearson Education India.
4. Bowerman, B., O'Connell, R., & Murphree, E. (2016). Business statistics in practice: Using data, modeling, and analytics. McGraw-Hill Education.
5. Vohra N D (2015) Business Statistics, Tata McGraw Hill Publishing Company Limited.
6. Levine, D. M., Stephan, D. F., & Szabat, K. A. (2016). Statistics for managers using Microsoft Excel. Pearson.
7. Stine, R. A., & Foster, D. P. (2012). Statistics for business: Decision making and analysis. Pearson College Division.

I SEMESTER MBA
PH 305.1 PRINCIPLES OF STRATEGIC MANAGEMENT

Instruction hours: 50

Credits 04

Total Marks: 100

COURSE OBJECTIVES

- To study the key principles in strategic management to respond to the current volatile and ambiguous business environment
- To comprehend the changed scenario of, Strategy formulation and implementation, on the basis of external environment analysis in this era of Digital Transformation.
- To examine the role of internal analysis of companies in framing strategies
- To learn the various types of strategies and its significance in this VUCA world
- To study the advancements in strategy such as ambidexterity and gamification

COURSE OUTCOMES

- To analyze strategy as a unique activity and to distinguish it from operational effectiveness.
- To analyze the impact of and role of external environment in the prospects of business and to develop strategies using external environment analysis.
- To conduct internal analysis of companies and to generate feasible paths to create capabilities and distinctive competencies in organizations.
- To generate and to execute corporate level, business level and functional level strategies.
- To apply recent developments in strategic management to achieve sustainable competitive advantage.

PEDAGOGY

This course includes Class Lectures, Assignments, Group Discussions, Case Studies, Seminars and review of articles.

UNIT 1: INTRODUCTION TO STRATEGIC MANAGEMENT**10 hours**

Definition of Strategy and Strategic Management, Michael Porter's three view points on Strategy, Mintzberg's 5Ps of Strategy, Levels at which Strategy operates, Strategic Management process.

UNIT 2: STRATEGIC INTENT, STRATEGY FORMULATION AND STRATEGIC ANALYSIS USING EXTERNAL ENVIRONMENT ANALYSIS**12 hours**

Mission-characteristics and components, Vision- meaning and importance, Objectives - characteristics and types, Goals: survival, growth and profitability, External Analysis- Industry analysis: Michael Porter's five forces model and Industry Life cycle analysis, Remote environment analysis: Economic Forces, Technological change, Demographic forces, Social forces and Political forces. Global environment analysis, Global entry strategies.

UNIT 3: STRATEGIC ANALYSIS USING INTERNAL ENVIRONMENT ANALYSIS**10 hours**

Value Chain Analysis, Resource based view of the firm, RBV Guidelines, Components of Internal analysis: Resources, Capabilities, Distinctive Competency, Profitability, Competitive Advantage and Sustainable Competitive Advantage, Generic building blocks of competitive advantage - Efficiency, Quality, Innovation, Customer responsiveness. SWOC Analysis, Internal reasons for the failure of companies.

UNIT 4: CORPORATE LEVEL, BUSINESS LEVEL AND FUNCTIONAL LEVEL STRATEGIES**10 hours**

Corporate Level strategies: Horizontal Integration, Vertical Integration, Strategic outsourcing, Diversification, Entry Strategies, Exit strategies: Divestment, Harvest, Liquidation, Business Turn around strategies. Business Level Strategies/ Porter's Generic Strategies: Differentiation, Cost Leadership, Focus. Grand strategies/ Functional Level strategies, Corporate portfolio analysis: BCG Matrix, GE Matrix, Mc Kinsey's 7S Framework.

UNIT 5: RECENT DEVELOPMENTS IN STRATEGY**8 hours**

Balanced Score Card, Blue Ocean Strategies, VUCA, Organizational ambidexterity, Organizational Slack, Gamification and Strategy.

LEARNING RESOURCES

1. David, F. R. (2011). *Strategic management: Concepts and Cases*, 13/e, Pearson Education.
2. Dess, G., Eisner, A., McNamara, G., & Lee, S. (2020). *Strategic Management: Concepts and Cases*, 10/e, Mc Graw Hill.
3. Hill, C. W., & Jones, G. R. (2012). *Strategic management: An integrated approach*. Cengage Learning.
4. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2016). *Strategic management: Concepts and cases: Competitiveness and globalization*. Cengage Learning.
5. John A Pearce, J. A., Richard B. Robinson, J., & Mital, A. (2018). *Strategic management: Planning for domestic and global competition*, 14/e, McGraw-Hill Education.
6. Reiners, T., & Wood, L. C. (2014). *Gamification in education and business*. Springer.
7. Stieglitz, S., Lattemann, C., Robra-Bissantz, S., Zarnekow, R., & Brockmann, T. (2016). *Gamification: Using game elements in serious contexts*. Springer.
8. Wunder, T. (2019). *Rethinking strategic management: Sustainable Strategizing for positive impact*. Springer Nature.
9. Zichermann, G., & Linder, J. (2013). *The Gamification revolution: How leaders leverage game mechanics to crush the competition*. McGraw Hill Professional.

I SEMESTER MBA
PH 306.1 PRINCIPLES OF MARKETING

Instruction hours: 50

Credits 04

Total Marks: 100

COURSE OBJECTIVES

- To provide an insight to basic concepts of marketing management.
- To understand various components, type and levels of product offered to the customer
- To build acumen in determining the pricing strategy for the product offering.
- To familiarize with the concepts of distribution and its role and importance in marketing
- To apprise the need and importance of promotion in marketing function

COURSE OUTCOMES

- Understanding and acquainting with the basic concepts of marketing management
- Understanding the components, and categorizing type and levels of product offered to the customer
- Ability in determining the pricing strategy for the product offering
- Acquainting with the concepts of distribution and its role and importance in marketing
- Apprising the need and importance of promotion in marketing function

PEDAGOGY

This course includes class lectures, assignments, group discussions, case studies and seminars.

UNIT 1 MARKETING FUNDAMENTALS

10 hours

Principles of marketing- marketing concepts, customer driven marketing strategy, developing marketing plan, preparing integrated market plan and strategies- strategic planning at corporate level, marketing planning at business level, formulating marketing strategy, analyzing industry and competition, Porters Five Force model, segmenting, targeting, positioning, the changing market landscapes, analysis of marketing environment (Micro and Macro environment).

UNIT 2 PRODUCT MIX**10 hours**

Product, categories of product, components of a product, product mix- product width, product length, product depth, and product mix management- line stretching, line filling, diversification, product differentiation- criteria for product differentiation, product life cycle- strategies implemented in different stages of product life cycle, new product development, brand, brand equity, services- characteristics of services.

UNIT 3 DEVELOPING PRICING STRATEGIES AND PROGRAMS**10 hours**

Price and Pricing – Changing price environment, Factors to be considered when setting prices, Price setting process, General pricing strategies – cost-based pricing, demand based pricing, competition oriented pricing, product line pricing, Tender pricing, Affordability based pricing, Differentiated pricing, New Product Pricing Strategies – Market skimming and Penetration pricing, Product Mix Pricing Strategies, Price adjustment Strategies, Pricing to capture value, Dealing with Price changes, Public Policy and Pricing.

UNIT 4 MARKETING CHANNELS**10 hours**

Nature and Importance of Marketing Channels, Channel Behavior and Organization, Designing a channel system, Channel Design Decisions, Channel Management Decisions, Marketing Logistics, Distribution channel Management and strategy, Retailing, Wholesaling, Integrated Direct Marketing – Forms, Direct Response Marketing – Database Marketing - Telemarketing, Public policy and ethical issues in Direct marketing, Online Marketing – Growth and advantages, Establishing a Web Marketing Facility

UNIT 5 PROMOTIONAL MIX**10 hours**

Integrated Marketing Communication Strategy - Marketing Communications Mix, The changing communications environment, Communication Process, Setting the Promotional Budget and Mix, Socially Responsible Marketing Communication, Sales Promotion – Objectives and tools, Developing a sales promotion Program, Visual Merchandising, Advertising – Setting objectives, Preparation of advertising budget, Developing advertising strategy and evaluating advertising, Personal Selling – Sales Management, Managing the sales force, Personal selling process.

LEARNING RESOURCES

1. Ramaswani VS (2017) Marketing Management-A strategic Decision Making Approach, 5/e. McGraw Hill Education (India) Pvt. Ltd.
2. Arun Kumar and Meenakshi (2016) Marketing Management, 3/e. Vikas Publishing House Pvt. Ltd.
3. Philip Kotler, Gary Armstrong, Prafulla Agnihotri (2018) Principles of Marketing, 17/e. Pearson.
4. Paul Baines, Chris Fill and Kelly Page and Piyush Kumar Sinha (2013) Marketing, 1/e. Oxford University Press.
5. Ramaswamy VS and Namakumari (2010) Marketing Management: Global Perspective- Indian Context, 4/e. McMillan.
6. F Robert Dwyer and John F Tanner (2008) Business Marketing, 3/e. TMH.
7. Ertel, Walker et al., (2006) Marketing: Concepts and Cases, 13/e, TMH.

I SEMESTER MBA
PS 307.1 CONTEMPORARY BANKING

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To provide overall knowledge and comprehensive understanding of a range of areas on Banking Technology
- To Create awareness of the latest trends and developments in banking
- To familiarize the basic concepts of funds management in the banking business
- To develop skill and competencies to help to manage the diverse range of situations which occur in a dynamic banking environment
- To acquire knowledge of the challenges of the Indian Banking Sector in the LPG era and an understanding of strategic mechanism to cope with the challenges.

COURSE OUTCOMES

- Incorporate the knowledge and understanding of a range of areas on Banking Technology
- Awareness of the latest trends and developments in banking
- Understanding of the basic terminology in Banking
- Applying acquired skills and competencies to help to manage the diverse range of situations which occur in a dynamic banking environment
- Reviewing the challenges of the Indian Banking Sector in the LPG era and implementing of strategic mechanism to cope with the challenges

PEDAGOGY

This course includes classroom lectures, assignments, case studies, group discussion, etc.

UNIT 1 EVOLUTION AND GROWTH OF BANKING SYSTEM IN INDIA 8 hours

Evolutionary Phase to Reformatory phase, Present structure of Indian Banking system; Recommendations of Narasimham Committee I and II, Action taken on the recommendations of these committees, Changing Profile of Indian Banking.

UNIT 2 CHANGING DIMENSIONS OF REGULATORY AND SUPERVISORY

FRAMEWORK**8 hours**

Banking Regulation – Main Functions of RBI, Tools of Monetary Control; Capital adequacy requirements; risk weighted assets and off balance-sheet items. Basel III Capital Requirement and its implications for banks; Supervisory Framework: Board for Financial Supervision; Onsite inspection, offsite monitoring and surveillance system (OSMOS).

UNIT 3 PRODUCTS AND SERVICES OFFERED BY COMMERCIAL BANKS - 8 hours

Core Banking, E-Banking, Retail Banking, Relationship Banking; Deposit Products, Small Finance Banks, Payments Bank, Bharat Interface for Money; Fund-Based and Fee-Based Services; Working Capital and Term Loans; Credit Assessment; Priority Sector Financing, Financial Inclusion and Financial Literacy, Jan DhanYojana. Corporate Banking; Agency and General Utility Services; Parameters for measuring and assessing efficiency of Commercial Banks.

UNIT 4 ASSET LIABILITY MANAGEMENT**8 hours**

Evolution of concept of Asset-liability management, objectives and functions of ALM- Process of ALM- Management of Non- performing assets, Insolvency and Bankruptcy Code, Risk management in Commercial Banks- Measurement of Risks- GAP Method, Duration Method, Simulation method, Value at risk Method.

UNIT 5 COMMERCIAL BANKING RESTRUCTURING**8 hours**

Backdrop, Concept of Corporate Restructuring, Forms of Corporate Restructuring Programme, Bank Restructuring; International Experience, Restructuring of Commercial Banks in India, Role of Regulatory Authority, RBI Policy Guidelines on mergers and amalgamation of Banks.

LEARNING RESOURCES

1. E. Gordon and K. Natarajan (2016) Banking Theory, Law & Practice, 25/e, Himalaya Publication, Mumbai.
2. Srivastava P. K (2016) Banking Theory and Practice, 12/e, Himalaya Publication, Mumbai.
3. R. M. Srivastava and Divya Nigam (2014) Management of Indian Financial Institutions, 9/e, Himalaya Publication, Mumbai.
4. Benton E. Gup and James W. Kolari (2014) Commercial Banking, 3/e, Wiley India Pvt Ltd., New Delhi.
5. Indian Institute of Banking and Finance (2014) Principles and Practices of Banking, 2/e, McMillan, New Delhi.
6. Shekar K.C and ShekarLakshmy (2013) Banking Theory and Practice, 21/e, Vikas Publishing House, Noida (UP).
7. M. N. Gopinath (2013) Banking Principles and Operations, 4/e, Snowwhite Publications Pvt. Ltd, Mumbai 400002.

I SEMESTER MBA

PS 308.1 PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To provide an understanding of the functions of human resources management
- To help analyze the issues and strategies required to carry out job analysis and human resource planning
- To enable comprehend the current issues, trends, practices, and processes in Recruitment, Selection and Orientation
- To get in-depth understanding on human resource development through training, career development and performance management system
- To enhance the understanding on concepts such as compensation management and industrial relations.

COURSE OUTCOME

- To Effectively manage and plan key human resource functions within organizations
- To develop job description and specification and successfully accomplish human resource planning of the organization.
- To be able to apply the relevant skill set which is required to address the current issues, trends, practices in Recruitment, Selection and Orientation
- To develop and implement training, and development programme and design performance management system
- To design compensation package and be cable to manage industrial relations.

PEDAGOGY

The course will be delivered through lectures, case studies, role plays, group assignments, seminars, PPT presentation etc.

UNIT 1 HUMAN RESOURCE MANAGEMENT - AN OVERVIEW 8 hours

Human Resource Management - relevance. Structure of Human Resource department in the organization, the dynamic environment of HRM, Issues and Challenges of HRM, HRM in a Virtual era, Green HRM, Changing Role of HR, HR trends and opportunities. An overview on Strategic Human Resource Management.

UNIT 2 JOB ANALYSIS AND HUMAN RESOURCE PLANNING 8 hours

Job Analysis-Process, methods of collecting job analysis data, Job Description and Job Specification.

Human Resource Planning-Objectives, Importance and process of Human Resource Planning, Effective HRP, Linking Organizational strategy to Human Resource Planning. Role of HRIS in Human Resource Planning,

UNIT 3 RECRUITMENT, SELECTION AND ORIENTATION 8 hours

About Recruitment, Sources of recruitment, the internal search and external searches, Online Recruiting, Recruitments Alternatives, Recruiting: A global perspective.

Selection -Process, Competency Based Interviewing, Onboarding, -purpose of Orientation, HRM's role in Orientation, The employee handbook.

UNIT 4 TRAINING, CAREER DEVELOPMENT AND PERFORMANCE

MANAGEMENT SYSTEM 8 hours

Identifying Training Needs; Methods of Training; Measuring the Effectiveness of Training, Cross cultural training, Executive Development Programmes, Career development an overview-Career Planning, Career stages, Succession Planning– an Overview Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

Performance appraisal an Overview- Types of Appraisal; Process of Performance Appraisal, Likely Errors in Appraisal: An overview on competency mapping.

UNIT 5 COMPENSATION MANAGEMENT AND INDUSTRIAL RELATIONS

8 hours

Compensation Management: Factors Influencing Compensation; Job Evaluation, Components of Compensation; Methods of Salary Fixation; Performance Linked Compensation. Benefits and Services.

Industrial Relations, Parties to Industrial relations - Nature of Trade Unions - Problems of Trade Union, Causes for Industrial Disputes - Settlement of Industrial Disputes. Collective Bargaining, Grievance Redressal Mechanism, Importance of labour laws and labour welfare measure.

LEARNING RESOURCES

1. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2016). Fundamentals of human resource management, binder ready version ,12/3, John Wiley & Sons.
2. Gary Dessler and Biju Varkkey (2017) Human Resource Management, 15/e, Pearson, New Delhi.
3. Rao. (2016). *Human resources management: Text and cases* ,3/e, Excel Books India.
4. Leatherbarrow, C., & Fletcher, J. (2018). *undefined*. Kogan Page Publishers.
5. Rees, G., & Smith, P. (2017). *Strategic human resource management: An international perspective*. SAGE.
6. Wilkinson, A., & Johnstone, S. (2016). *Encyclopedia of human resource management*. Edward Elgar Publishing.
7. Wilton, N. (2019). *An introduction to human resource management*. SAGE.
8. Snell, Morris, and Bohlander (2015) Managing Human Resources, 17/e, Cengage Learning, New Delhi.
9. Camen, M.M, Coucher, R & Leigh, S (2014) Human Resource Management. Jaico Publication

I SEMESTER MBA
PS 309.1 MANAGEMENT DATA ANALYTICS

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To familiarize the learner with concepts of Data, Information Systems and Analytics
- To explore the fundamental concepts of Business Intelligence
- To understand how Information System is developed and implemented at various levels in the organization
- To learn the various techniques of data warehousing and mining data
- To use some of the basic analytical tools which freely available in excel

COURSE OUTCOMES

- To apply principles and skills of economics, marketing, and decision making to contexts and environments in data science
- To build and enhance business intelligence capabilities by adapting the appropriate technology and software solutions
- To acquire the ERP concepts for real world applications
- To understand Data Warehouse fundamentals and Data Mining principles
- To communicate effectively using Data Visualization with MS Excel

PEDAGOGY

This subject will be taught through interactive sessions with extensive use of real time data, invited talks, learning by doing, assignments and projects.

UNIT I - DATA FOR BUSINESS ANALYTICS

8 Hours

Introduction to the concept of Data, Big Data & Analytics, Business Analytics (BA): Evolution & Scope of BA, BA Model, Advantages & Challenges of BA. Data for Business Analytics: Data Sets and Databases; Metrics and Data Classification; Data Reliability and Validity.

UNIT 2 - BUSINESS INTELLIGENCE (BI) CONCEPTS AND APPLICATION

8 Hours

Business Intelligence (BI), Pattern Recognition, Data Processing Chain, BI for Better Decisions, Decision Types, BI Tools and Skills, BI Applications

UNIT 3 - MANAGEMENT INFORMATION SYSTEMS (MIS)

8 Hours

MIS: Introduction, Concepts, Scope, Characteristics, Structure and Types, Role of MIS in Global Business, Challenges of MIS, Business Applications of MIS in brief (e-Commerce, eBusiness, e-Governance), Enterprise Systems: ERP, CRM, SCM,

UNIT 4 - DATA WAREHOUSING AND MINING

8 Hours

Design Considerations of Data Warehousing (DW), Development Approaches, DW Architecture, Data Mining: Data Cleansing and Preparation, Techniques (Overview), Best Practices, Data Visualization: Concepts and Overview, Text Mining and Web Mining: Concepts and Overview

UNIT 5 - ANALYTICS ON SPREADSHEETS

8 Hours

Visualizing and exploring data, Analyzing Data with the Analysis ToolPak, Advanced Pivot Table & lookup functions, Programming Excel with VBA, Decision Models: Process of Decision Making; Basic concepts of Descriptive Decision Models; Predictive Decision Models; Prescriptive Decision Models.

LEARNING RESOURCES

1. Damien, L. (2019). Data analytics: A comprehensive beginner's guide to learn the realms of data analytics.
2. Maheshwari, A. (2017). Data analytics. Chennai: McGraw Hill Education (India).
3. Evans, J. R. (2016). Business analytics: Methods, models, and decisions. New Delhi: Pearson Education Limited.
4. Goyal, D. (2014). Management information systems: Managerial perspectives (4th ed.). Vikas Publishing House.
5. Roebuck, K. (2015). Business Analytics: High-Impact Strategies - What You Need to Know: Definitions, Adoptions, Impact, Benefits, Maturity, Vendors. Atlantic Publishers & Distributors.
6. Jank, W. (2011). Business analytics for managers. Springer Publications.

I SEMESTER MBA
PS 310.1 EXECUTIVE COMMUNICATION

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To demonstrate understanding of the communication process and the importance of communication skills in business management
- To be acquainted with the tools for effective use of non-verbal communication
- To familiarize with the various types and formats of business messages
- To know the basic principles and components of letter writing
- To understand the basic of report writing and the organization of a formal report

COURSE OUTCOMES

- To develop strategies for improving organizational communication
- To effectively use verbal and non-verbal communication in business discourse
- To compose business messages by using appropriate formats of messages
- To formulate strategies for writing appropriate letters for various purposes
- To prepare a professional resume and cover letter

PEDAGOGY

Key business communication topics will be covered in easy to follow lectures which will then prompt analysis, synthesis evaluation & discussion. Diligent preparation & participation by the students is required so that the students may move efficiently from reviewing what they have learnt, to acquiring new information and skills, to applying their knowledge and skills to real life scenarios. The case study method will also be used so as to encourage reflection, integration of theory & practice & problem solving.

**UNIT 1 COMMUNICATION ENVIRONMENT – COMMUNICATION AT THE
WORKPLACE**

8 hours

Business communication foundations- Nature and process of communication, Importance of communication skills in Business Management, Types of communication, Communication Networks, Strategies for improving Organizational Communication, Communication in the digital age

UNIT 2 VERBAL AND NON-VERBAL COMMUNICATION**8 hours**

Reading Skills - Speaking skills - Conversation Skills-Forms of Non-Verbal Communication-Types of Non-Verbal Communication-Interpreting Nonverbal Message, Tips for effective use of Nonverbal Communication, -Cross Cultural Communication-Effective Listening, Effective and Ineffective listening skills, Levels of Listening and Barriers to effective listening. Strategies for effective listening. Business presentations and public speaking- Group Discussions- Meetings and Conferences, Interviews –Fundamental principles of Interviewing - Preparation for and mastering the art of facing interviews.

UNIT 3 FUNDAMENTALS OF BUSINESS WRITING**8 hours**

Characteristics of Good writing- Writing-Improving Writing Skills-Five main stages of business writing- Introduction to Business Messages- Types of Business Messages-Direct and indirect approach to business messages- Writing and responding to messages- Various formats of messages.

UNIT 4 BASIC PATTERNS OF BUSINESS MESSAGES**8 hours**

The Nature of Business Messages; Directness in Good News and Neutral Messages; Indirectness in Bad News Messages; Indirectness in Persuasive Messages; Formats for Business Letters- Basic Principles-Components and strategies for letter writing- Routine Type; Sales Promotion, Persuasive Messages; Negative Messages; Job Applications. Basic Official Correspondence- Memos, Notices, Office Orders and Circulars.

UNIT 5 BUSINESS REPORTS AND PROPOSALS**8 hours**

Basics of Report Writing; Characteristics of Shorter Reports and Proposals; Basic and Subsidiary Parts of a Report; Organization and Content of a Long Formal Report; Strategies in the Job Search Process; Preparing a Professional Resume and Cover Letter, Business Etiquettes.

LEARNING RESOURCES

1. Bhardwaj Kumkum (2019). Fundamentals of Business Communication, International Publishing House Pvt. Ltd., New Delhi.
2. Hory Sankar Mukerjee (2017) Business Communication Business Communication: Connecting at work: 2/e, Oxford University Press, New Delhi.
3. Verma Shalini (2015). Business Communication: Essential Strategies for 21st Century Managers, 2/e, Vikas Publishing House Pvt. Ltd. New Delhi.
4. P. D. Chaturvedi and Mukesh Chaturvedi (2013) Business Communication: Concepts, cases and applications, 3/e, Pearson Education, New Delhi.
5. Meenakshi Raman and Prakash Singh (2012) Business Communication, 2/e, OUP, New Delhi.

I SEMESTER MBA
PS 311.1 SOCIAL MARKETING

Credits:03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To introduce students to the concept of and need for social marketing in the corporate sector
- To generate involvement of the corporate sector from the level of the business classroom itself
- To develop the capacity to apply the systematic and comprehensive framework of social marketing
- To inculcate the influential new 3Cs model (Containment, Counter-Marketing, and Critical Capacity Building).
- To foster the spirit of social marketing which involves the application of marketing techniques (usually associated with promoting consumption) to social ends

COURSE OUTCOMES

- To internalize the basic concept of and need for social marketing
- To transform into practice-ready social marketers ready to juxtapose and carry along social marketing and corporate marketing objectives harmoniously
- To apply the systematic and comprehensive framework of social marketing
- To bring into effect the influential new 3Cs model (Containment, Counter-Marketing, and Critical Capacity Building)
- To embody the spirit of social marketing which involves the application of marketing techniques to social ends

PEDAGOGY

This course includes Class lectures, Tutorials and Practical sessions as well as a live social marketing group as well as individual project, maintaining a social marketing journal with assignments and cases, group discussions and presentations.

UNIT 1-UNDERSTANDING SOCIAL MARKETING**8 hours**

Defining Social Marketing- Where Did the Concept Originate? How Does Social Marketing Differ from Commercial Sector Marketing? - Who Does Social Marketing? What Social Issues Can Benefit from Social Marketing? What Are Other Ways to Impact Social Issues? - 10 Steps in the Strategic Marketing Planning Process –Target audiences and desired behavior-Marketing planning-process and influences-16 Tips for Success. Ethical Issues

UNIT 2-ANALYZING THE SOCIAL MARKETING ENVIRONMENT**8 hours**

Determining Research Needs and Options- Major research terminology-Research characterized by research objective- Research characterized by stage in the planning process- Choosing a Purpose and Focus for Your Plan and Conducting a Situation Analysis

UNIT 3-SELECTING TARGET AUDIENCES, OBJECTIVES AND GOALS**8 hours**

Segmenting, Evaluating and Selecting Target Audiences-Setting Behavior Objectives and Goals-Identifying Barriers, Benefits, the Competition and Influential Others. New 3Cs model (Containment, Counter-Marketing, and Critical Capacity Building)

UNIT 4-DEVELOPING SOCIAL MARKETING STRATEGIES**8 hours**

Crafting a Desired Positioning-Product - Creating a Product Platform-Price - Determining Monetary and Nonmonetary Incentives and Disincentives- Place - Making Access Convenient and Pleasant-Promotion - Deciding on Messages, Messengers and Creative Strategies-Promotion - Selecting Communication Channels

UNIT 5-MANAGING SOCIAL MARKETING PROGRAMS**8 hours**

Developing a Plan for Monitoring and Evaluation-Establishing Budgets and Finding Funding-Creating an Implementation Plan and Sustaining Behavior. Systems Social Marketing,

LEARNING RESOURCES

1. Gerald Hastings, Christine Domegan (2017) “Social Marketing: Rebels with a Cause”, 3/e, Routledge.
2. Sameer Deshpande, Nancy R Lee (2013). Social Marketing in India. Sage Publications.
3. Nancy R. Lee, (2012). Social Marketing: Influencing Behaviors for Good, 4/e, Sage, South Asia
4. Gerald Hastings, Christine Domegan (2013) “Social Marketing: From Tunes to Symphonies”, 2/e, Routledge.
5. G. B. Mukherji (2011), Introduction to Social Marketing, 1/e, India Research Press, New Delhi.
6. Alan R. Andersen (2010), Social marketing in the 21st century, 1/e, Sage.

II SEMESTER MBA
PH 301.2 OPERATIONS MANAGEMENT

Instruction hours: 50

Credits 04

Total Marks: 100

COURSE OBJECTIVES

- The course aims to give students a broad frame-work of the operations functions and how this is used in planning, coordinating, and executing all the necessary activities that create goods and services.
- To develop an understanding of how the production and process planning have strategic importance and can provide a competitive advantage in the workplace.
- To gain an understanding and appreciation of the principles and applications relevant to the design of work systems in manufacturing/service firms.
- To reinforce analytical skills already learned, and build on these skills to further increase the knowledge on useful analytical tools for operations tasks.
- To familiarize with the Materials Management function starting from Inventory Management through Facility Planning and Layout.

COURSE OUTCOMES

- To formulate the input–process–output framework and apply it to a wide range of operations
- To identify the elements of operations management and various transformation processes to enhance productivity and competitiveness
- To analyze and design the work systems by calculating the basic, allowed and standard time and also be able to identify and efficiently manage bottlenecks.
- To apply different forecasting models/techniques both quantitative and qualitative
- To analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments.

PEDAGOGY

The course includes Class Lectures, Tutorials and Practical sessions along with Internal Exams, Assignments, Cases, Group Discussions, Mini Project, and Presentations.

UNIT I - OPERATIONS AND PRODUCTIVITY

08 Hours

Operations Management: Interface between Operations Management and other Functional Areas in an Organization, Current Trends in Operations Management, Operations Strategy.

Production: Production as a system, Production as a function. Types of production processes: Continuous, Semi-Continuous, Intermittent and Project, Design of Production System – Product Design, Process Design and Production Design.

Role of Technology in Productions and Operations Management

UNIT II – PRODUCTION PLANNING AND PROCESS DESIGN

08 Hours

Production Planning: Classification of Production Planning and Control functions; Factors determining production planning procedures – Production Planning System – Product Planning System, Process Planning System; Levels of Production Planning – Strategic, Tactical and Operational Planning; Make or Buy Decisions;

Aggregate Production Planning: Aggregate Planning Strategies - Capacity Options, Demand Options, Mixing Options to Develop a Plan; Methods for Aggregate Planning - Chase Strategy, Level Strategy, Mixed Strategies; Cost associated with Aggregate Planning, Approaches to Aggregate Planning – Top Down and Bottom Up Aggregate Planning, Strategies in Production and Services, Aggregate Capacity Planning, Matching Demand and Capacity.

Process Planning: Process and Operations Design; Process Selection; Process Strategy; Process Management – Make or Buy Analysis

UNIT III - DESIGN OF WORK SYSTEMS

10 Hours

Method Study: Objectives, Method Study Procedure, Process Charts, Factors facilitating Method Study

Work Measurement: Introduction to Work Measurement, Techniques of Work Measurement

Theory of Constraints: Meaning of Constraint Identification & Management of Bottlenecks.

Quality Management: Benefits of Quality Control, Bench Marking, Quality Certification, Basic Concepts of Kaizen & Six Sigma

UNIT IV – FORECASTING

12 Hours

Forecasting as a planning tool; Forecasting time horizon – Short, Medium, Long range forecasting; Types of forecasting – Economic, Technological, Demand Forecast; Forecasting approaches - Qualitative forecasting Technique- Expert opinion, Delphi method, Sales Force Composite, Consumer Market Survey , Quantitative Forecasting Techniques – Naive Approach, Moving Average, Exponential Smoothing, Trend Projection, Linear Regression; Measurement of Errors, Monitoring and Controlling Forecasting Models.

UNIT V - MATERIALS MANAGEMENT, FACILITY PLANNING AND LAYOUT **12 Hours**

Objectives of MRP, Elements of MRP, BOM, Benefits of MRP, Role of Materials Management Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, Ethics in purchasing. Roles and responsibilities of purchase professionals.

Inventory Management: Concepts of Inventory, Types, Classification, Selective Inventory Management, ABC, VED, and FSN analysis. Inventory costs, Inventory models – EOQ, Safety Stocks, Re-order Point, Quantity Discounts.

Strategic importance of location, factors affecting facility location decisions and their relative importance for different types of facilities, methods of evaluating location alternatives- Factor Rating Method, Locational Break-Even Analysis, Center of Gravity Method.

Facility Layout Planning: Layout and its objectives for manufacturing operations, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

LEARNING RESOURCES

1. Ashwathappa, K., & Shridhara, B. (2019). *Production and operations management* (13th ed.). Himalaya Publishing House, New Delhi.
2. Heizer, J. H., & Render, B. (2018). *Operations management* (12th ed.). Dorling Kindersley (India) Pvt. Ltd, Noida, India.
3. Krajewski, L. J., & Ritzman, L. P. (2016). *Operations management: Strategy and analysis* (11th ed.). Prentice Hall.
4. Bedi, K. (2014). *Production and operations management* (3rd ed.). Adage Printers (P) Limited, New Delhi.
5. Bhattacharyya, D. K. (2012). *Production and operations management*. Universities Press (India) Pvt. Ltd. Hyderabad.
6. Russell, R. S., & Taylor, B. W. (2012). *Operations management* (7th ed.). Wiley India, New Delhi.

II SEMESTER MBA
PH 302.2 INTERNATIONAL BUSINESS ENVIRONMENT

Instruction hours: 50

Credits 04

Total Marks: 100

COURSE OBJECTIVES

- To understand the genesis and growth of international trade and to examine the various barriers to free trade
- To recognize the benefits of globalization and to understand the role of WTO and regional agreements in international business.
- To examine the various internationalization strategies available to firms and to study the characteristics of emerging markets
- To understand the significance of various components of global business environment in developing strategies in markets other than domestic markets.
- To learn foreign exchange rate systems, balance of payments and foreign investment such as FDI, FPI and GDRs

COURSE OUTCOMES

- To identify the development of pattern of international trade with the help of trade theories
- To analyse the role of globalisation in modern times and to evaluate the multilateral agreements while framing global business strategies
- To design internationalisation strategies for firms and to utilise the benefits of expansion of firms in foreign markets especially emerging markets
- To analyse international business environment evaluating various cultural, social, economic and demographic elements and to design business tactics according to market dynamics.
- To identify the various means for international investment and to appraise the significance of each with the help of various theories.

PEDAGOGY

The methodology includes Class lectures, Assignments, Articles/case studies, and Seminars.

UNIT I: INTERNATIONAL TRADE THEORIES AND FREE TRADE 12 hrs

Barriers to free trade: Tariff, quota, exchange rate regulation, regulatory restrictions; International price differentials and free trade; Arguments against free trade.

Theories of international trade-Smith's absolute advantage theory, Comparative advantages theory of David Ricardo, Heckscher-Ohlin factor endowment theory, Product life cycle theory, Porter's international competitive theory. Measuring comparative advantage of a nation using Revealed comparative advantage approach

UNIT II: GLOBALIZATION AND MULTILATERAL AGREEMENTS 10hrs

Globalization of markets and competition, Reshoring, The Uruguay Round of GATT meeting and creation of WTO, Major agreements of WTO - GATT, GATS, TRIMS and TRIPS; Dumping and antidumping measures, Dispute settlement body and procedure of dispute settlement. Trade Policy Review mechanism of WTO; Major regional agreements-SAARC, BRICS, SAFTA, NAFTA, EU, and ASEAN.

UNIT III: GLOBALIZATION OF FIRMS 10 hrs

Process of internationalization of a firm- Uppsala Model of internationalization; Born Global Companies, Born Again Global Companies, Motivations for global expansion; Global Entry Strategies -Export, Licensing, Franchising, Joint Venture, wholly owned subsidiaries. Global strategies-standardization versus adaptation, transnational strategies; Strategies that fit into emerging markets.

UNIT IV: INTERNATIONAL BUSINESS ENVIRONMENT 8 hrs

International business and domestic business; Challenges of International Business; International Business Environment-cultural, political, legal and economic environment in international business. The CAGE Framework

UNIT V: FOREIGN EXCHANGE AND INTERNATIONAL INVESTMENT 10 hrs

Foreign exchange - Exchange rate systems and determination of exchange rates; Balance of Payments-Goods account, service account, unilateral transfer account, capital account, trade balance, current account balance and overall balance of payment.

Foreign investments- Foreign direct investment (FDI) –Theories of FDI-Interest rate theory, imperfect market theory, oligopolistic market theory, eclectic theory and Evolutionary theory (Uppsala model), FDI policy in India

Foreign Portfolio investment (FPI) - Foreign Institutional Investors (FIIs), Mobilising capital from global capital market- Global Depositories Receipts (GDRs)

LEARNING RESOURCES

1. Charles W. L. Hill; Arun K Jain. (2013). *International business 10/e: Competing in the global marketplace*. McGraw-Hill Education.
2. Czinkota, M. R. (2018). *In search for the soul of international business*. Business Expert Press.
3. Czinkota, M. R., Ronkainen, I. A., & Moffett, M. H. (2014). *Fundamentals of international business-3rd ed*. Wessex.
4. Frynas, J. G., & Mellahi, K. (2015). *Global strategic management*. Oxford University Press, USA.
5. Hamilton, L., & Webster, P. (2018). *The international business environment* (4th ed.). Oxford University Press.
6. Hill, C. W., HILL., Geringer, J. M., & Hult, G. T. (2017). *International business*.
7. Lasserre, P. (2017). *Global strategic management*. Macmillan International Higher Education.

II SEMESTER MBA
PH 303.2 BUSINESS RESEARCH METHODOLOGY

Instruction hours: 50

Credits 04

Total Marks: 100

COURSE OBJECTIVES

- To understand the basic framework of research process, research designs and techniques.
- To identify various sources of information for literature review and data collection.
- To understand research process and practices in relation to business environment and business problems.
- To familiarize students with survey research concepts, methods and techniques.
- To understand various report writing and citation techniques

LEARNING OUTCOMES

- To apply research and knowledge acquired in business decisions.
- To critically evaluate secondary data and apply it for optimum business decision making.
- To apply knowledge of research process and practices to assess business environment and solve business problems.
- To apply survey research concepts, methods and techniques in modern day research problem.
- To draft research proposals, report with citation techniques.

PEDAGOGY

This course will employ a mix of Lectures and Assignments. Case studies will be used to demonstrate the application of some research techniques. Includes Project Work which filed work to understand the intricacies of carrying out research, and also become discerning consumers of business research.

UNIT-I AN OVERVIEW OF RESEARCH MEHODOLOGY**10 Hours**

Definition of Research; Objectives, Scope, Criteria, Characteristics, Importance of Research; Challenges for Research; Ethics in Research; Research Applications in Business Decisions.

Types of Research (from the point of Applications) - Basic Research, Applied Research;

Types of Research (from the point of Objectives) - Exploratory Research, Descriptive Research, Casual Research;

Types of Research (from the point of inquiry mode) - Qualitative & Quantitative Research;

Other Research Types: Empirical Research, Scientific Research, Social/Behavioral Research, Historical Research, Action Research.

UNIT-II CONCEPTS AND TOOLS FOR BUSINESS RESEARCH**8 Hours**

Business Research; Business Research Process; Deductive & Inductive approach in research; Introduction to Constructs , Concepts, Variables & its Types.

Literature Review: Methods of Reviewing Literature; Theoretical and Conceptual Frameworks; Literature Map.

UNIT-III BUSINESS RESEARCH PROCESS**12 Hours**

Management Dilemma, Defining the Research Problem; Formulating the Research objectives , research questions, research hypothesis ; Developing Research Proposal; Research Design ; Sampling Design- Sampling, Types- Probability sampling, Non-probability sampling, Steps involved in selection of sampling, Sample Size determination, Sampling Errors; Creating Research Instrument- Drafting questionnaire, Administering the questionnaire; Pre-testing the questionnaire- Pilot Testing; Criteria of good measurement- Reliability, Validity; Methods of data collection- Primary & Secondary Data Sources; Data Refining and Preparation; Processing of data- Editing, Coding, Classification, Tabulation; Data Analysis and Interpretation ; Research Reporting.

UNIT IV SURVEY RESEARCH**12 Hours**

Nature of Surveys; Survey Objectives; Role of the participants- Researcher Role & Respondents Role; Types of Surveys- Census and Sample Surveys; The Survey Process; Errors in Survey Research- Random Sampling Error Vs Systematic Error (bias); Ethical issues in Survey research.

Qualitative Research tools:

Interview methods, Delphi Technique, Focus Groups, Case study methods, Projective Techniques, Experience Survey, Observation Methods.

Scaling Techniques:

Type of Measurement scales-Nominal/ Ordinal/ Interval/ Ratio scales.

Classification of Scales: Comparative Scaling Techniques- Paired Comparison, Rank Order, Constant Sum Scaling; Non-Comparative Scaling Techniques-Rating scale, Likert Scale, Semantic Differential Scale, Stapel Scales.

UNIT-V REPORT WRITING**8 Hours**

Significance of Research report; Types of research report-Technical Report, Popular Report; Steps in writing Report, Layout of the research report, Mechanics of writing Research report, Precautions for writing reports, Standard methods of quoting Bibliography.

LEARNING RESOURCES

1. Neena Sodhi, Deepak Chawla (2011), Research Methodology Concepts & Cases, 2/e, Vikas Publishing House Pvt. Ltd.
2. Donald R. Cooper, Pamela S. Schindler, (2014), Business Research Methods, 12/e, Tata McGraw-Hill Co. Ltd.,
3. Kothari C.R. (2013). Research Methodology: Methods and Technique, 3/e, new age international publishers.
4. William G. Zikmund, Barry J. Babin, Jon C. Carr, and Mitch Griffin, (2011), Business Research Method, 8/e, Cengage Learning.
5. Srivastava T. N and Shailaja Rego (2011), Business Research Methodology, Tata McGraw Hill.
6. Bell Emma and Broman Alan, (2016), Business Research Methods- 3/e, Oxford University.
7. Sekaran Uma and Bougie Roger (2016), Research Methods for business- A skill building Approach, 7/e, John Wiley & Sons publications.

II SEMESTER MBA
PH 304.2 BUSINESS LAW

Instruction hours: 50

Credits 04

Total Marks: 100

COURSE OBJECTIVES

- To introduce students to the basic concepts of those laws which regulate businesses and foster competition in today's globalised world.
- To understand legal principles of business laws and their applications from a management lens.
- To apply legal principles to business practices
- To familiarize students with the application of the basic principles of Contract Law and Company Law
- To develop the capacity to apply relevant economic laws and laws relating to intellectual property

COURSE OUTCOMES

- To develop a practical understanding of the basic concepts of those laws which regulate businesses
- To apply legal ideas, principles and concepts understood earlier through concrete business case law
- To recognize the linkages between law and other fields like marketing, finance, economics and information systems
- To apply the basic principles of Contract Law and Company Law in business
- To foresee the impact of relevant economic laws and laws relating to intellectual property

PEDAGOGY

The course will be delivered through a judicious blend of lectures, case laws, self-studies and seminars. The emphasis is on the integration of theory with practical applications and the use of multiple sources of learning.

UNIT I: LAW OF CONTRACTS**(8 Hours)**

Nature and classification of contracts - Essential elements of a valid contract Offer and Acceptance - Consideration - Capacities of Parties-Provisions relating to free consent, void agreements-Provisions relating to performance and discharge of contract- Breach of contract - Meaning and remedies

UNIT II: SPECIAL CONTRACTS**(10 Hours)**

Contracts of Indemnity - Meaning, nature - Rights of Indemnity Holder and Indemnifier- Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee- - Surety and Co-surety - Rights and Liabilities - Discharge of surety from his Liability. Law of Bailment and pledge- Law of Agency - Agent and Principal - Creation of Agency - Classification of Agents-Relationship between Principal and Agent - - Rights, Duties and Liabilities of Agent and Principal – Termination of Agency- Law relating to partnership- Relationship of partners to one another and to third parties-The Limited Liability Partnership Act

UNIT III: LAW OF SALE OF GOODS AND LAW OF NEGOTIABLE INSTRUMENTS (8 Hours)

Essential elements of Contract of Sale- Sale and Agreement to sell-Conditions and warranties- Rule of Caveat Emptor-Negotiable Instruments - Meaning, Characteristics, Types, Parties – Holder and holder in Due Course- Dishonour of Negotiable Instrument - - Liability of parties on Negotiable Instrument.

UNIT IV: THE COMPANIES ACT**(10 Hours)**

Company - Definition, Meaning, Features and Types of companies Incorporation of a company - Memorandum of Association, Articles of Association, Prospectus-Share Capital-membership-company management and administration-company meetings and resolution-winding up

UNIT V: THE CONSUMER PROTECTION ACT AND OTHER RELEVANT LAWS (12 Hours)

Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices-Rights of Consumers- Consumer Disputes Redressal Agencies -Highlights of Intellectual Property Law- Law

relating to patents, copyright and trademark- Right to Information Act- Competition Act- Information Technology Act

LEARNING RESOURCES

1. Pathak A. (2018) “Legal Aspects of Business”, 7/e, McGraw Hill, India.
2. M.C. Kuchhel & Vivek Kuchhel (2018) “Business Law”, 7/e, Vikas Publications, India
3. Tulsian (2017). “Business Law”, 3/e, McGraw Hill, India.
4. P.K. Padhi (2013) “Legal Aspects of Business”, 1/e, PHI Learning Pvt Ltd, India
5. Gulshan S. S. (2013) “Mercantile Law”, 4/e, Excel Books, India

II SEMESTER MBA
PH 305.2 COST AND MANAGEMENT ACCOUNTING

Instruction hours: 40

Credits 04

Total Marks: 100

COURSE OBJECTIVES

- To understand conventional concepts and gain familiarity with emerging concepts like Life Cycle Costing, Value Chain Analysis, Enterprise Resource Planning & Seamless Integration.
- To differentiate between absorption costing methods and marginal costing methods for maximizing profit and minimizing costs.
- To understand the significance of Cost Profit Volume analysis and apply the technique in for managerial decision making.
- To examine the requirements of budgetary control and gains familiarity in zero based budgeting and enables the preparation of various budgets.
- To examine the significance and application of standard costing and variance analysis as tools for cost control.

COURSE OUTCOMES

- To apply both conventional and emerging concepts to facilitate managerial decision making.
- To assess the impact of costing methods on valuation of stock and net profit.
- To adopt the cost volume profit analysis for short- and long-term decision making.
- To formulate master budget and functional budgets for organizational planning and control purposes.
- To measure the deviations that arise in organizations as compared to the standards set and take corrective action.

PEDAGOGY

This course includes Class lectures, Assignments, Cases, Group Discussions, Mini Project and Presentations.

UNIT I: COST ANALYSIS**8 hours**

Nature of Cost Accounting-Cost, Management and Financial Accounting- Classification of Cost- Installation of a Cost System - Cost Sheet. Emerging Concepts in Cost Management: Life Cycle Costing- Activity Based Costing [ABC] -Value Chain Analysis -Enterprise Resource Planning – Seamless Integration

UNIT II: ABSORPTION AND MARGINAL COSTING**10 hours**

Absorption Vs Marginal Costing - Segregation of Semi-Variable Costs- Marginal Costing and Pricing - Contribution Approach to Pricing - Ascertainment of profit under Absorption Costing and Marginal Costing- Income determination under Absorption Costing and Marginal Costing.

UNIT III: COST VOLUME PROFIT ANALYSIS**12 hours**

Profit Planning: Cost – Volume –Profit Analysis – Break Even Analysis – Key Factor – Utility of CVP Analysis. Application of Marginal Costing Techniques- Decision Making for Managers- Make or Buy Decision- Selection of Suitable Product Mix- Accepting additional orders, Exploring Foreign Markets and Exporting- Alternative Methods of Production, Alternative Courses of Action, Closing Down or Suspending Activities- Maintaining Desired Levels of Profit.

UNIT IV: BUDGETING AND BUDGETARY CONTROL**10 hours**

Budgetary Control as a Management Tool - Forecasts and Budgets; Installation of Budgetary Control System – Functional Budgets: Sales Budget, Production Budget, Cost of Production Budget, Materials Budget, Purchase Budget, Direct Labour Budget, Fixed and Flexible budgets - Zero Based Budgeting.

UNIT V: STANDARD COSTING AND VARIANCE ANALYSIS**10 hours**

Standard Costing as a Management Tool- Elasticity Cost Standards - Components of Standard Cost. Variance Analysis: Material Variance: Material Cost Variance, Material Price Variance, Material Usage Variance, Material Mix Variance, Material Yield Variance. Labour Variances: Labour Cost Variance, Labour Rate Variance, Total Labour Efficiency Variance and Labour Idle Time Variance. Sales Variances: Sales Value Variance, Sales Price Variance, Sales Volume Variance, Sales Mix Variance, Sales Quantity Variance.

LEARNING RESOURCES

1. Maheshwari S.N (2014) Cost and Management Accounting, 14/e, Sultan & Chand New Delhi.
2. Khan and Jain (2013) Management Accounting: Text, Problems and Cases 6/e, McGraw Hill Education (India) Pvt. Ltd., New Delhi.
3. Sekhar R.C. and Rajagopalan A.V. (2013) Management Accounting, 1/e, Oxford University Press, New Delhi.
4. MadhuVij (2013) Management Accounting, Excel Books Pvt. Ltd., New Delhi.
5. Garrison Ray, Noreen Eric and Brewer Peter (2012) Cost and Management Accounting, 13/e, Tata McGraw Hill, New Delhi.
6. Hilton Ronald W (2012) Managerial Accounting, 9/e, McGraw Hill Education (India) Pvt. Ltd., New Delhi.
7. Drury Colin (2012) Management and Cost Accounting, 8/e, Cengage Learning.

II SEMESTER MBA
PH 306.2 ENTREPRENEURSHIP MANAGEMENT

Instruction hours: 50

Credits 04

Total Marks: 100

COURSE OBJECTIVES:

- To comprehend the concept of entrepreneurship, and gain an in-depth understanding on the traits and qualities of successful entrepreneurs and their contribution to Economic Development
- To get an understanding on how to identify problems or opportunities, develop creative solutions and build a viable business model
- To help acquire necessary knowledge related to the legal formalities and the entrepreneur's capital to start up a business
- To study the elements of a Business Plan and learn how to conduct feasibility analysis to prepare business plan for new ventures.
- To develop knowledge about key challenges facing the entrepreneur at different stages of the entrepreneurial voyage

COURSE OUTCOMES:

- To develop the spirit of entrepreneurship among the young management graduates and contribute towards the Economic Development
- To develop next generation innovators, intrapreneurs, entrepreneurs and change-makers
- To direct the budding entrepreneurs to start up their own venture following the legal formalities and be equipped with the required capital.
- To formulate and present the business plans in a professional manner to all the stakeholders.
- To be able to effectively manage the various stages of growth of an entrepreneurial firm

PEDAGOGY

The sessions will include theory, practical exercises, assignments, case discussions, seminars and group discussions in the class.

UNIT I: INTRODUCTION TO ENTREPRENEURSHIP DEVELOPMENT 10 hrs.

Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs; Traits/Qualities of an Entrepreneurs; Factors Affecting Entrepreneurial Growth – Economic, Non-Economic Factors, EDP Programmes, Entrepreneurial Training, Manager Vs. Entrepreneur, Family run Business. Role of Women Entrepreneurship, Rural Entrepreneurship, Social Entrepreneurship.

UNIT II: CREATIVITY, INNOVATION AND METHODS TO INITIATE VENTURES 12 hrs.

Entrepreneurial imagination and creativity, Creative Process, Developing Creativity, Impediments to creativity. Sources of Innovative ideas, types of Innovation, Principles of Innovation, **and Using Design thinking for need based product or services.**

Creating New Ventures: New-New approach, new old approach. Examination of the financial picture, Checklist for estimating startup expenses. Acquiring an established entrepreneurial venture; Franchising.

UNIT III: LEGAL CHALLENGES FOR THE ENTREPRENEURIAL VENTURE AND ENTREPRENEUR'S CAPITAL 8 hrs

Intellectual Property Protection-Patents, Copyrights, Trademarks .Legal structures for Entrepreneurial Ventures, Bank funding, Government Policy packages, Venture Capitalists, Angel Investors. Institutions that facilitate Entrepreneurship and Entrepreneurship Development.

UNIT IV: FORMULATION OF ENTREPRENEURIAL PLAN 15 hrs

The Challenges of New-Venture Start -ups, Start -ups in India, Pitfalls in selecting new venture, Critical factors for New-Venture Development, Reasons for new Ventures failure. Feasibility analysis-Technical feasibility, marketability, Organizational feasibility, Competitive analysis, **Lean Canvas as tool for developing innovative business, Investor pitch deck**, Business Plan preparation for new ventures, Elements of a Business Plan.

UNIT V: MANAGING AND GROWING AN ENTREPRENEURIAL FIRM 5 hrs

Creating a Sales Script for Business, Business Storytelling, Unique Marketing Issues: Selecting a Market and Establishing a Position, Segmenting the market, selecting a Target

Market, Establishing Unique Position, Key Marketing Issues for new Ventures, Selling Benefits Rather than Features, Establishing a Brand

Preparing for Business Growth, Reasons for growth, Managing growth, Knowing and Managing the Stages of Growth, Challenges of Growth, Day-to-Day Challenges of Growing a Firm, Ethical Decisions in Business, Controlling Costs in business, adapting the business in the Midst of Change,

LEARNING RESOURCES

1. Kuratko, D. F. (2016). *Entrepreneurship: Theory, process, and practice*. Cengage Learning.
2. Barringer R. Bruce, Ireland R. Duane (2019) *Entrepreneurship*, 6/e Pearson, South Asia.
3. Burns, P., & Dewhurst, J. (2016). *Small business and entrepreneurship*. Macmillan International Higher Education.
4. La Counte Scott(2019).The Keynote Pitch Deck: Creating a Pitch Deck That Wows Investors and Raises the Money You Need to Soar. SL Editions
5. Muhammad Mashhood Alam(2019)Transforming an Idea Into a Business with Design Thinking: The Structured Approach from Silicon Valley for Entrepreneurs and Leaders ,Routledge/productivity press(Taylor &Francis Group)

II SEMESTER MBA
PS 307.2 CORPORATE FINANCIAL MANAGEMENT

Instruction hours: 50

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To provide a theoretical framework for considering corporate finance problems, issues and to apply these concepts in practice.
- To sensitize the impact of allocation, management and funding of financial resources.
- To demonstrate how risk is assessed
- To Critically evaluate the financial objectives of various types of organizations and the respective requirements of stakeholders
- To understand the functioning of capital markets

COURSE OUTCOMES

- To apply theoretical framework for considering corporate finance problems, and issues.
- To review the impact of allocation, management and funding of financial resources.
- To assess risk and return based on the given scenario.
- To evaluate the financial objectives of various types of organizations and the requirements of all the stakeholders
- To assess the sources of corporate finance which lead to optimal capital structure decisions

PEDAGOGY

The sessions will include theory, practical exercises, assignments, case discussions, seminars and group discussions in the class.

UNIT I: CORPORATE FINANCE**(8 Hours)**

Conceptual and Basic Scope of finance, Objectives of financial management- profit maximization and wealth maximization; Agency problem; changing role of finance managers; Organization of finance function. Time value of money - Rationale and techniques- practical applications of compounding and discounting.

UNIT II: CAPITAL BUDGETING DECISIONS**(12 Hours)**

Cost of capital- Methods of computing cost of debt, preference capital, equity capital and retained earnings, CAPM model, Determination of weighted average cost of capital (WACC).

Investment decisions- Identifying Relevant Cash Flows - Investment evaluation techniques - Payback period, Average rate of return, Discounted payback period, Net present value (NPV), Internal rate of return (IRR), Profitability index (PI).

UNIT III: RISK ANALYSIS IN CAPITAL BUDGETING**(12 Hours)**

Description and Measurement of Risk – Risk Evaluation Approaches, Conventional ways of handling risks: Adjusted Discount Rate (ADR), Certainty Equivalent; Behavioural approach for dealing with risk -Sensitivity Analysis, Scenario analysis, Simulation.

UNIT IV: FINANCING AND DIVIDEND DECISION**(12 Hours)**

Financing choices; Leverage- Operating and Financial leverage - problems on leverage; Capital structure- Theories of capital structure - NI approach, NOI approach, Modigliani and Miller approach, Planning of optimum capital structure. Dividend policy- Factors affecting dividend policies; Walters Model, Gordon's Model and M-M Hypothesis.

UNIT V: SOURCES OF FINANCE**(6 Hours)**

Pattern of Corporate Financing in India: Shares, Debentures and term loans. International sources of finance: ECB, FCCB, ADR, GDR.

LEARNING RESOURCES

1. Chandra Prasanna (2019) Financial Management, Theory and Practice, 10/e, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
2. Pandey I M (2017) Financial Management 11/e, Vikas Publishing House Pvt. Ltd. New Delhi.
3. Khan and Jain (2018) Financial Management Text, Problems and Cases, 8/e, Tata McGraw Hill.
4. Reddy Sudarshan (2018) Financial Management, 2/e, Himalaya Publishing House, Mumbai.
5. Bhalla V.K. (2014) financial Management, S. Chand & Company Pvt.Ltd, New Delhi.
6. Brealey Richard, Myers Stewart, Allen Franklin, Mohanty Pitabas(2014) Principles of Corporate Finance, 11/e, Tata McGraw Hill Publishing Co. Ltd, New Delhi.
7. Srivastava Rajiv and Misra Anil (2012) Financial Management, 2/e, Oxford University Press, New Delhi.
8. Brigham, E. and Houston, J. (2011) Fundamentals of Financial Management, 5/e, Thomson South Western.

II SEMESTER MBA
PS 308.2 LEADERSHIP IN BUSINESS ORGANISATIONS

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To mould the future managers to acquire the theoretical knowledge of leadership.
- To analyze the traits and characteristics crucial for leadership development.
- To recognize the impact of charismatic and transformational leadership in the current dynamic business environment.
- To assess the various contingency theories of leadership to make leaders effective in varying business conditions.
- To examine the need for ethical leadership in contemporary business organizations.

COURSE OUTCOMES:

- To synthesize leadership development through application of theoretical knowledge.
- To Identify and develop traits and characteristics essential for leadership development.
- To appraise the application of charismatic and transformational leadership styles in the contemporary business organizations.
- To measure implementation of contingency theories of leadership in varying business conditions.
- To justify ethical leadership in contemporary business organizations.

PEDAGOGY

The course will be delivered through lectures, videos, case studies, role plays, group assignments and seminars

Unit I: LEADERSHIP AND MANAGEMENT**(10 hrs)**

Concept of leadership, Leadership v/s Management, Impact of Leadership on Performance, Leadership styles, Leadership theories, A framework of understanding Leadership, Leadership and Interaction between Leader, Follower and Situation, The changing role of a follower.

Unit II: TRAITS, MOTIVES, AND CHARACTERISTICS OF A LEADER (8 hrs)

Traits, Motives, And Characteristics of a Leader, Personality traits of effective leaders, General personality traits, Task related personality trait, Task v/s Relationship orientation, Leadership motives, Cognitive factor and leadership.

Unit III: CHARISMATIC AND TRANSFORMATIONAL LEADERSHIP (8 hrs)

The meaning and types of charismatic leader, The vision component of charismatic leader, Development of charismatic and Transformational leadership, Attributes of transformational leader. Transactional Leadership, Leadership Continuum from Transformational to Laissez-Faire Leadership, Leadership Grid styles, Gender differences in leadership, Women leadership

Unit IV: CONTINGENCY AND SITUATIONAL APPROACH (6 hours)

Fiedler's Contingency theory of leadership, The Path-Goal Theory of leadership, The Hersey –Blanchard situational leadership, The LMX Theory, Leadership during crisis.

Unit V: LEADERSHIP ETHICS, SOCIAL RESPONSIBILITY AND SERVANT LEADERSHIP (8 hours)

Different ethical leadership behavior, principles of ethical leadership and social responsibility, Guidelines for evaluating ethical behavior, Heifetz's perspective on ethical leadership, Burn's perspective on ethical leadership, Green leaf's leadership - Greenleaf approach to servant leadership, Leaders from Indian Industries.

LEARNING RESOURCES

1. Peter G Northouse (2018) Leadership Theory and Practice, 8/e, Sage Publications.
2. Richard L Hughes, Robert C Ginnet, Gordon J Curphy (2019) Leadership: Enhancing the Lesson of Experience, 9/e, Tata McGraw Hill education.
3. Recharad L Daft (2017), The Leadership Experience, 6/e, Cengage India Private Limited
4. Ken Blanchard (2018) Leading At A Higher Level, 3/e, Pearson Education, New Delhi.
5. Andrew J DuBrin, Houghton Mifflin (2015) Leadership Research, Findings, Practice and Skills, 8/e, Cengage Learning.
6. Andrew J (2017) Principles of Leadership, 7/e, Cengage India Private Limited.
7. Robert N. Lussier, Christopher F. Achua (2015) Leadership Theory Application Skill Development, 6/e, Cengage Learning

II SEMESTER MBA
PS 309.2 SERVICES MARKETING

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To introduce students to the challenges of services marketing and explain the need for separate services strategy and tactics that traditional marketing does not fully reflect
- To inculcate in the students an understanding of the necessity of developing strong customer relationships through service quality.
- To instil knowledge of frameworks for customer focussed management needed to implement services strategies across industries
- To develop knowledge needed to implement services strategies for competitive advantage across industries
- To generate the capacity to measure and manage service quality, satisfaction and retention

COURSE OUTCOMES

- Successfully navigate the challenges of services marketing and develop distinct strategies and tactics more attuned to services
- To develop strong customer relationships through service quality to organizations whose core product is service and to organizations that depend on service excellence for competitive advantage
- To apply frameworks for customer focussed management and increase customer satisfaction and retention through service quality
- To successfully implement service strategies for competitive advantage across industries
- To generate the service advantage by measuring and managing service quality enabling cocreation and cross functional treatment of issues through integration of marketing with other domains in the organization

PEDAGOGY

This course includes Class lectures, Tutorials and Practical sessions as well as a project, maintaining an advertising journal with assignments and cases, group discussions and presentations.

UNIT I: SERVICES MARKETING FOUNDATIONS (8 hours)

Understanding service products consumers and markets: New perspectives on marketing in the services economy-Characteristics of services- Classification of services- The Extended Services Marketing Mix -Consumer Behaviour in a Services Context-The Three-Stage Model of Service Consumption- Positioning Services in Competitive Markets: Developing Service Products-Core and Supplementary Elements-The Flower of Service

UNIT II: THE GAPS MODEL OF SERVICE QUALITY- A CONCEPTUAL FRAMEWORK (8 hours)

The Gaps Model of Service Quality- Customer gap-Provider gaps-Customer expectation of service-Zone of tolerance- Factors that influence customer expectation of service- Customer Perceptions of service- Customer Perceptions of Quality and Customer Satisfaction-Outcomes of satisfaction; Satisfaction v/s service quality-service quality dimensions; outcome, interaction and physical environment quality; Service encounters-Service encounter themes

UNIT III: UNDERSTANDING CUSTOMER REQUIREMENTS (8hours)

Listening to Customers through Research-Stages in the (Marketing) Research Process: Elements in an Effective Customer Research Program for Services-SERVQUAL -Building Customer Relationships-Bucket theory of marketing; Customer profitability segments-Profitability tiers- The Customer Pyramid- Relationship development strategies: Core Service position; Switching barriers; Relationship bonds-Service Recovery- The impact of service failure and service recovery- Service Recovery Strategies: Fixing the Customer; -Fixing the Problem-Service Guarantees: Characteristics of effective Service Guarantees;

UNIT IV: ALIGNING DESIGN AND STANDARDS (8 hours)

Service innovation and design - Service design: five principles of service design-Types of service innovations; New service development process-Service Blueprint: Blue print components and Steps - Customer Designed Service Standards-Standardization of Service

Behaviours and Actions- Customer not company defined standards; Types of Customer Designed Service Standards: Hard Customer- Defined Standard; Soft Customer- Defined Standard; one time fixes.-Developing Service Performance Index- Physical evidence and the servicescape-Framework for understanding servicescape effect on human behaviour-Guidelines for physical evidence strategy.

UNIT V: DELIVERING, PERFORMING AND MANAGING THE SERVICE

PROMISE

(8 hours)

Employees' Role in Service Delivery: Service culture- Exhibiting service leadership- Strategies for delivering service quality through people- Customers Role in Service Delivery- Strategies for enhancing customer participation; Managing demand and capacity: the underlying issues-strategies for managing demand and capacity; yield management- waiting line strategies- Integrated Services Marketing Communication: Key services communication challenges; Five categories of strategies to match service promise and delivery- Pricing of services-Three key ways that service prices are different for customers; The Financial and Economic impact of service- Service and profitability

LEARNING RESOURCES:

1. Valarie A. Zeithaml, Mary Jo Bitner and Dwayne Gremler (2017)" Services Marketing- Integrating Customer Focus across the firm", 7/e, McGraw Hill Education
2. Christopher Lovelock & Jochen Wirtz (2016) "Services Marketing- People, Technology and strategies", 8/e, Pearson Publications.
3. Vinnie Jauhari and Kirti Data (2017) "Services- Marketing, Operations and Management", 2/e, Oxford Publications.
4. Ramneek Kapoor, Justin Paul and B. Halder (2011) "Services Marketing- Concepts and Practices", Tata McGraw Hill.
5. James. Fitzsimmons, Mona Fitzsimmons (2017) "Services Management- Operation, Strategy, Information Technology", 7/e, McGraw Hill Education.

II SEMESTER MBA
PS 310.2 ECONOMETRIC ANALYSIS

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To introduce the core concepts and techniques in econometrics, with a special focus on the classical linear regression model
- To understand the assumptions upon which different econometric methods are based and their implications
- To understand necessary hypothesis tests of the linear regression model
- To study the validation and the interpretation of linear regression model
- To provide hands on experience using STATA, E-Views, and R

COURSE OUTCOMES

- To translate business problems into formal testable hypothesis within regression model
- To construct linear regression equations to model business decision making problems
- To draw inference from estimated regression results
- To identify and develop solutions to the problems that results from violating the assumptions of classical regression model
- To estimate and validate linear regression models using E-Views, STATA and R

PEDAGOGY

The methodology includes class lectures and practical sessions using E-Views, STATA, and R.

UNIT I: THE NATURE ECONOMETRIC ANALYSIS

(6 Hours)

Econometrics- Specification of the Econometric Model, population regression function and sample regression function- Simple Regression- multiple regression, interpretation of regression coefficients, correlation and causation. Nature of variables and implication for measurement. Types of regressions.

UNIT II: SINGLE EQUATION SIMPLE REGRESSION MODELS (10 Hours)

Two variable regression analysis-The problem of estimation-The method of Ordinary Least Square (OLS); Assumptions underlying OLS- BLUE properties of OLS.

Measure of goodness of fit - r^2 , measure of precision- variance and standard errors of OLS estimators.

Problem of inference-Hypothesis testing.-Null and alternative hypotheses in regression; t statistic and test of significance, and confidence interval approach.

Trend regression

UNIT III: SINGLE EQUATION MULTIPLE REGRESSION MODELS (10 HOURS)

Extension of two variable regression- Multiple regression analysis- Estimation- OLS estimators of partial regression coefficients. Multiple coefficient of determination R^2 and Adjusted R^2 . Variance and standard error of the estimators.

Hypothesis testing- Hypothesis testing about individual regression coefficients - t statistic.

Testing the overall significance of the sample regression- F test.

UNIT IV: VIOLATION OF THE ASSUMPTIONS OF LEAST SQUARE METHOD- DETECTION AND REMEDIAL MEASURES (7 HOURS)

BLUE property of OLS

Multicollinearity – Nature of multicollinearity; Detection of multicollinearity, remedial measures.

Heteroscedasticity – Nature of heteroscedasticity; Detection of heteroscedasticity, remedial measures.

Autocorrelation – Nature of the problem of autocorrelation; detecting autocorrelation, remedial measures.

UNIT V: ESTIMATION AND VALIDATION OF REGRESSION MODEL USING E-VIEWS AND STATA AND R (PRACTICAL) (7 Hours)

Running simple and multiples regression. Hypothesis testing, validating the model and detecting and correcting the violation of OLS assumptions.

LEARNING REFERENCES

1. Gujarati, D.N., Porter D.C., & Pal, M. (2019). *Basic Econometrics* (6 ed.), New Delhi: McGraw Hill Publications.
2. Studenmund, A. H. (2017). *A Practical Guide to Using Econometrics* (7 ed.), England: Pearson Education Ltd.
3. Brooks, C. (2019). *Introductory Econometrics for Finance*, (4 ed.). Cambridge University Press.
4. Bhaumik, S. K. (2015). *Principles of Econometrics: A Modern Approach Using E-Views*. Oxford Publications.
5. Wooldridge, J. (2018). *Introductory Economics: A Modern Approach* (7 ed.). Cengage Learning.

II SEMESTER MBA
PS 311.2 SYSTEMS THINKING FOR MANAGERS

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To provide a better understanding of the significance of Systems Thinking in the current business context.
- To analyse the basic systems laws of Systems Thinking.
- To provide detailed information on the basic archetypes or templates of Systems Thinking and its applications in solving managerial problems.

PEDAGOGY

This course includes Class Lectures, Group Discussions, Case Analysis and Mini Projects.

UNIT I: INTRODUCTION TO SYSTEMS THINKING AND BASIC SYSTEMS LAWS OF SYSTEMS THINKING

Essential definitions of systems concepts, systems environment, Systems Thinking, major features of Systems Thinking, Feedback, Reinforcing and Balancing Feedback Processes, systems leverage ,major types of systems such as linear versus circular systems, simple versus complex systems.

Systems Laws: Law 1: “Today’s Problems come from yesterday’s Solutions.” Law 2: “Harder you push, harder the system pushes back.” Law 3: “Behavior grows better before it grows worse.” Law 4: “The Easy Way Out usually leads back in.” Law 5: “The cure can be worse than the disease.” Law 6: “Faster is Slower.” Law 7: “Cause and Effect are not closely related in Time or Space.” Law 8: “Small Changes can produce big Results.” Law 9: “You can have your cake and eat it too – but not at once.” Law 10: “Dividing an Elephant in half does not produce two Elephants,” and Law 11: “There is no blame.”

UNIT II: IDENTIFICATION OF BASIC ARCHETYPES OR TEMPLATES OF SYSTEMS THINKING THAT SEEM TO CONTROL HUMAN EVENTS, WITH THEIR CORRESPONDING MANAGEMENT PRINCIPLE (MP)

Archetypes1-10, Archetype family tree, enriching the archetype, Seven steps for breaking through organisational grid lock, Moving into computer modeling, Systems thinking with process mapping: a natural combination.

UNIT III: APPLICATIONS OF RULES AND ARCHETYPES OF SYSTEMS THINKING FOR IDENTIFYING AND DEFINING SIMPLE PROBLEMS.

Personal mastery, Strategies for developing personal mastery, Loyalty to the truth and the power of choice, Innovations in infrastructure for encouraging personal mastery, Intrapersonal mastery, mental models, Strategies for working with mental models, The ladder of interference, Balancing inquiry and advocacy, Reflection and inquiry skills.

UNIT IV: APPLICATIONS OF RULES AND ARCHETYPES OF SYSTEMS THINKING FOR IDENTIFYING AND DEFINING SIMPLE, COMPLEX, UNSTRUCTURED AND WICKED PROBLEMS

Strategies for building shared vision, Designing an organization's governing ideas, Strategic priorities, Strategies for team learning, Skilful dialogue and discussion, popular post-mortems, silence, Reframing team relationships, Tools for discovering learning styles, Designing a company wise strategy for team learning, Executive team leadership

UNIT V: APPLICATIONS OF RULES AND ARCHETYPES OF SYSTEMS THINKING FOR IDENTIFYING AND DEFINING SIMPLE AND COMPLEX PROBLEMS IN A GIVEN INDUSTRY SUCH AS HEALTHCARE OR EDUCATION.

Corporate environmentalism, Training as learning, Workplace design, Healthcare education, Organisations as communities, Merging the best of two worlds, Free agency employment stability and community boundaries, Learning laboratories.

LEARNING RESOURCES

1. Neumeier, Marty (2009) *The Designful Company: How to build a Culture of Nonstop Innovation*, Berkeley, CA: New Riders.
2. Kao, John (2007) *Innovation Nation: How America is Losing Its Innovation Edge, Why it Matters, and what we can do to get it Back*, The Free Press.
3. Senge, Peter M. (2006) *The Fifth Discipline: The Art and Practice of the Learning Organization*, Revised edition, New York, Currency: Doubleday.
4. Senge, Peter M., Nelda Cambron-McCabe, Timothy Lucas, Bryan Smith, Janis Dutton, and Art Kleiner (2000) *Schools that learn: A Fifth Discipline Fieldbook for Educators, Parents, and Everyone who cares about Education*. A Currency Book: Doubleday.
5. Senge, Peter M., Art Kleiner, Charlotte Roberts, Richard Ross, George Roth, and Bryan Smith (1999) *The Dance of Change: The Challenge of Sustaining Momentum in Learning Organizations*. A Currency Book: Doubleday.
6. Senge, Peter M., Art Kleiner, Charlotte Roberts, Richard Ross and Bryan Smith (1994) *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization*. A Currency Book: Doubleday.
7. Senge, Peter M. (1990) *The Fifth Discipline: The Art and Practice of the Learning Organization*, New York, Currency: Doubleday.

III SEMESTER MBA
PH 301.3 BUSINESS ETHICS

Instruction hours: 60

Credits: 05

Total Marks: 100

COURSE OBJECTIVES:

- To inculcate a sense of ethical values and ethical behaviour at personal, professional and corporate governance level.
- To Understand Human Person as a foundation for any ethical issues.
- Identify the ethical and unethical issues and practices in the marketing management and Human Resource Management of a firm.
- To examine the implications of issues and unethical practices in the area of finance and accounts.
- To examine the implications of issues and unethical practices in the area of Environment and Technological Development.

COURSE OUTCOMES:

- To inculcate a sense of ethical values and ethical behaviour at personal, professional and corporate governance level.
- To Understand Human Person as unique and a foundation for any ethical issues.
- Distinguish the ethical and unethical issues and practices in the marketing management and Human Resource Management of a firm.
- Examine the implications of issues and unethical practices in the area of finance and accounts.
- To examine the implications of issues and unethical practices in the area of Environment and Technological Development.

PEDAGOGY:

This course includes class lectures, assignments, mall interviews, viva, cases, group discussions, mini Projects and Presentations.

UNIT 1: Ethics in Business and Ethical Theories**(14 Hrs.)**

Nature, Sources of Ethics: Religion, Philosophical System. Types and codes of ethics. importance of ethics in Business. Managerial values and attitudes, Various Theories of Ethics.

UNIT 2: Human Person: Foundation of Human Ethics**(12 Hrs.)**

The Human Person - Executive Freedom and Human Acts - The Ethics of Corporate Human Act - Theory of Action - The Ethics of Corporate Judgment - The Nature of Moral Deliberation; The Social Factor of Moral Reasoning; Ethical Decision-Making Model.

UNIT 3: Ethics in Marketing and Human Resources Management**(12 Hrs.)**

Ethics in Marketing: Ethical dilemmas in marketing- unethical marketing practices- ethical and social issues in advertising- common deceptive marketing practices-role of consumerism. Product Safety - Due Care theory -Contractual theory – Strict Liability Theory.

Ethics in HRM: Human resource system- psychological expectancy model- Human resource management practices and ethical implications: Ethical hiring, equality of opportunity, Ethics and Remuneration; Ethics in Retrenchment. Individualism versus collectivism in human resource management practices.

UNIT 4 Ethics in Finance and Accounting**(12 Hrs.)**

Unethical financial practices creative accounting- hostile takeovers- tax evasion- corporate crimes. Ethical issues in Mergers and Acquisition, Insider trading, Money Laundering. Banking Ombudsman Scheme

UNIT 5 Environmental Ethics and Ethical issues in Technological Developments**(10 Hrs.)**

Industry and environmental pollution, ethics of ecological protection, rights, duties and care in environmental protection, Computer and information ethics, genetically modified products, intellectual property rights.

LEARNING RESOURCES

1. Ghosh, B N (2017). *Business ethics and corporate governance*, McGraw Hill Book Company
2. Mellalli, Praveenkumar (2015), *Constitution of India professional ethics and human rights*, Sage Publications.
3. Kamatchi, P (2019). *Business ethics- foundation for corporate social responsibility and governance*, Wiley Publications Pvt. Ltd.
4. Rao, K Viyyanna., Raju, G Naga, (2019). *Business ethics and corporate governance*, Wiley Publications Pvt. Ltd.
5. Crane, Andrew., Matten, Dirk (2015). *Business ethics- managing corporate citizenship and sustainability in the age of globalization*, (3rd ed.). Oxford University Press.
6. Mandal, SK (2012). *Ethics in Business and Corporate Governance*, (2nd ed.). McGraw Hill Education (India) Pvt. Ltd.

III SEMESTER MBA

PH 302(a).3 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Instruction hours: 60

Credits 05

Total Marks: 100

COURSE OBJECTIVES

- To understand the basic concepts, processes, scope and key elements of a supply chain.
- To provide insights into role, functions, strategies and decision making in Warehousing function
- To develop the understanding of classification, role, policies and costs in Inventory management
- To evaluate and apply the structure, logistical program and make decisions in designing of distribution channel
- To explore the developments taking place in the field of logistics and supply chain

COURSE OUTCOMES

- Acquainting with the basic concepts, processes, and scope and key elements of a supply chain.
- Apprising role, functions, strategies and decision making in Warehousing function
- To develop the understanding of classification, role, policies and costs in Inventory management
- Analyzing and applying the structure, logistical program and make decisions in designing of distribution channel
- Exploring the developments taking place in the field of logistics and supply chain

PEDAGOGY

This course includes lectures and Video presentation of the various processes, Assignments, Case studies, and Seminars.

UNIT 1 INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT

12 Hrs

Logistics: A system concept, Customer value delivery chain, Logistics functions, Logistics for business excellence, Objectives of Logistics management, Customer service phases in Logistics management, Logistical integration objectives

Supply chain management, Supply chain management process, Role of logistics in supply chain, Mapping the supply chain, E-business solutions for supply chain, Customer relationship management in supply chain.

UNIT 2 WAREHOUSING

12 Hrs

Warehousing-A logistical challenge, Warehousing functions, Warehouse options, Warehouse site selection, Quantitative techniques for warehouse site selection, Warehouse layout design, Warehouse decision model, Warehouse costing.

UNIT 3 INVENTORY MANAGEMENT

12 Hrs

Material Handling systems: Role of material handling in logistics, Material handling guidelines, Material handling equipment and systems, Material storage systems: Unit load storage, Storage principles, Storage design, Storage methods, Inventory management: Inventory related costs, Inventory control techniques, Materials Requirements planning and Manufacturing resource planning, Distribution Requirement Planning, Square root law of inventory. Risk pooling.

UNIT 4 LOGISTICS DESIGN FOR DISTRIBUTION CHANNELS

12 Hrs

Distribution channel structure: Common channel structures, Channel structure in practice, Channel members, Channel strategy, Logistics support to the distribution channel, Modes of transportation: Air, Surface transportation, Water transportation, Factors affecting Transportation decisions: Carriers and Customers, Routing and scheduling in transportation, international shipping- characteristics and structure, containerisation, international conventions and Indian law; Maritime frauds and unethical practices –causes and protection, Role and types of cargo intermediaries. International set up for air transport, Export-import procedures.

UNIT 5 RECENT TRENDS IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

12 Hrs

Logistics outsourcing: Benefits, Third-party logistics, Fourth party logistics, Selection of service provider, Logistics service contract, Critical issues in Logistics outsourcing, E-Commerce logistics, E-Logistics structure and operation, E-Commerce logistics software application, Impact of technology on Logistics and supply chain management, ERP and Decision support systems for Supply chain management, Reverse logistics, Global logistics, Strategic logistics.

LEARNING RESOURCES

1. Sople, V. V. (2012). *Logistics Management*, 3/e, Pearson India.
2. Chopra, S., & Meindl, P. (2016) *Supply chain management: Strategy, planning, and operation*, 6/e, Upper Saddle River, NJ: Pearson Prentice Hall.
3. Bowersox, Donald., Closs, David., Cooper, Bixby., Bowersox, John., (2018). *Supply chain Logistics Management*. 4/e, McGraw Hill India
4. Ganapathi, S. L. & Nandi, S. K (2015) *Logistics Management*, Oxford University Press.
5. Wisner, J. D., Leong, G. K., & Tan, K. C. (2004). *Principles of supply chain management: A balanced approach*. Mason, OH: South-Western.
6. Sahay, B. S. (2012). *Supply chain management in the twenty-first century*. Delhi: Macmillan India.
7. Raghuram, G., & Angara, N. (2010). *Logistics and Supply Chain Management*. New Delhi: MacMiller Publishers.

III SEMESTER MBA

PH 302(b).3 CREATIVITY AND INNOVATION MANAGEMENT

Instruction hours: 60

Credits 05

Total Marks: 100

COURSE OBJECTIVES

- To examine the role of innovation in Sustainable Development and to learn the role of creative destruction
- To understand the role of creativity, innovation and imagination in this era of disruptive technology to create value to the customer.
- To understand the various factors affecting creativity and the different categories of innovations
- To learn the various concepts, theories, strategies, models and paradigms of creativity and Innovation management from a CEO`s perspective.
- To comprehend the phenomenon of innovation in the context of New Product Development and to introduce the role of tools such as Design Thinking in New Product Development.

COURSE OUTCOMES

- Identifying the role of Industrial Revolution 4.0 and Innovation in designing Sustainable Development practices.
- Apprising the role of Creativity, Innovation and Imagination in Experience engineering.
- Understand the role of different types of innovations to respond to the agile business environment.
- Interpreting and practicing the pattern of Innovation with the help of various models of innovation.
- Designing the right customer solutions and to create customer value propositions using design thinking and to generate innovative ideas for social change

PEDAGOGY

This course includes class lectures, group discussions and case analysis

UNIT 1: SIGNIFICANCE OF CREATIVITY AND INNOVATION

10 hrs

Creative Destruction, Industrial Revolution 4.0 and Innovation, Role of Innovation in Sustainable Development, Circular Economy and Sustainable Development, Creating a Culture of Creativity and Innovation, Definitions of Creativity, Imagination and Innovation, Sustainable Competitive Advantage and Innovation. Total Customer Experience and Innovation. Role of agility in innovation

UNIT 2: THE CONCEPTUAL, THEORETICAL AND STRATEGIC FOUNDATIONS OF CREATIVITY AND INNOVATION MANAGEMENT

10hrs

Creativity Management

Importance of Creative Innovations as Business Growth Opportunities; Creativity and Innovation in a Fast-Changing World; A Terminology for Distinguishing Layers of Creativity; A Systems Model to Understand Creativity; Personality Trait Extremes that Characterize Creative People; Creativity and Beauty, Thinking and Creativity; Application of Creativity Principles.

Innovation Management:

What Is Innovation? The Six-Component Wheel of Innovating Consumer Products/ Services; The Dynamic of Creativity and Innovation; Creation, Invention, Discovery, Innovation and Venture. Innovation and Inclusive Growth; Hurdles to Corporate Innovation, Different layers of Imagination: Imaginal, Imaginative, Imaginary.

UNIT 3: THE SOCIAL AND BUSINESS CONTEXT OF CREATIVITY AND INNOVATION:

8hrs

Individual Factors Affecting Creativity; Situational Factors Affecting Creativity; Design and Innovation; Types of Innovations: 1. Disruptive Innovation, 2. Incremental Innovation, 3. Breakthrough Innovation, 4. Architectural Innovation 5. Application Innovation, 6. Process Innovation.

UNIT 4: CONCEPTUAL AND THEORETICAL FOUNDATIONS OF CORPORATE-WIDE STRATEGIC DIFFUSION OF CREATIVITY AND INNOVATION MANAGEMENT

10 hrs

Why do some firms engage in ongoing transformation?

1.The Henderson-Clark Model of Innovation; 2. Abernathy-Clark Model of Innovation;3. The Afuah-Bahram's (1995) - Value-Added Chain Model of Innovation; 4.Gatignon and

Xuereb's model of determinants of Radical Product Innovation (1997)5. Chandy and Tellis' (1998) Model of Determinants of Radical Innovations. Willingness to Cannibalize and Radical Product Innovation. Open Innovation and Crowd Sourcing.

UNIT 5: EXECUTIVE CIM LAB: EXERCISES ON INNOVATION VALUE CHAIN MANAGEMENT AND THINKING FOR AN ORGANIZATION **12 hrs**

The Innovation Value Chain; Mapping Types of Innovation with Technology Adoption Life Cycle Stages; Innovation Management and New-Product Development Value Chains; The organization's business models of innovation value chain; Thinking and Creativity: Design Thinking for Corporate wide innovation, Critical Thinking, Divergent thinking, Vertical Thinking, Lateral Thinking, Parallel Thinking; Catalytic Innovation and the significance of Catalytic Innovation for the poor and for social change, Frugal Innovation, Jugaad Innovation; Social Entrepreneurship and Innovation.

LEARNING RESOURCES

1. Brown, T. (2019). *Change by design, revised and updated: How design thinking transforms organizations and inspires innovation*. HarperBusiness.
2. Christensen, C. (2013). *The innovator's dilemma: When new technologies cause great firms to fail*. Harvard Business Review Press.
3. Dodgson, M., & Gann, D. (2018). *Innovation: A very short introduction*. Oxford University Press.
4. Elton, J., & O'Riordan, A. (2016). *Healthcare disrupted: Next generation business models and strategies*. John Wiley & Sons.
5. Lury, G. (2019). *Inspiring innovation: 75 marketing tales to help you find the next big thing*. LID Publishing.
6. M.D. Hwang, J., Christensen, C., & Grossman, J. H. (2016). *The innovator's prescription: A disruptive solution for health care*. McGraw-Hill Education.
7. Mascarenhas, O. A. (2011). *Business transformation strategies: The strategic leader as innovation manager*. SAGE Publications India.
8. Radjou, N., & Prabhu, J. (2019). *Do better with less: Frugal innovation for sustainable growth*. Penguin Random House India Private.

**III SEMESTER MBA
(FINANCE SPECIALIZATION)**

PS 303(a).3 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To familiarize with the available investment opportunities in India and abroad.
- To provide conceptual insights and practical application of valuation of securities.
- To learn and practice numerous economic, industry and technical analysis methods.
- To understand the portfolio risk exposures, risk-return implications and application of various portfolio theories.
- To get acquainted with various measures of portfolio evaluation and their application.

COURSE OUTCOMES

- Become informed, independent and ethical investors in various financial instruments.
- Find attractive career as advocates of capital markets, investment advisers and portfolio managers.
- Grow as campaigners of investor's awareness programs and make more and more knowledgeable investing community.
- Fashion as crusaders against the financial market fraudsters and safeguard the investors' interest.
- Become champions in new financial products development.

PEDAGOGY

This course includes class lectures, assignments, practical exercises, group discussions and seminars.

UNIT 1: INVESTMENT AVENUES**9 Hours**

Avenues of Investment - Risk return trade-off - Capital Markets- Primary and Secondary Market - Major Players and Instruments in Secondary Market - Functioning of Stock Exchanges, Trading and Settlement Procedures at NSE, BSE, OTCEI and ISEs - SEBI Guidelines on Primary and Secondary Markets.

UNIT 2: VALUATION OF INVESTMENTS**9 Hours**

Valuation of fixed income securities; Bond Fundamentals: Different techniques for valuation of equities - Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and un-systematic risk.

UNIT 3: FUNDAMENTAL AND TECHNICAL ANALYSIS OF EQUITIES**8 Hours**

Concept of intrinsic value; Objectives and benefits of fundamental analysis: Economy - Industry-Company framework, Economic analysis and forecasting. Theory of Technical analysis, points and figures chart, bar chart, Contrary Opinions theory, Confidence Index, RSI, Moving average analysis, MACD, Williams % R, Japanese candlesticks, Efficient Market Hypothesis.

UNIT 4: MODERN PORTFOLIO THEORY**8 Hours**

Asset Allocation Decision: Dominant and Efficient Portfolio - Simple Diversification, Markowitz Diversification Model, Selecting an Optimal Portfolio - Sharpe Single Index Model, Determination of Corner Portfolio - CAPM, Process of Portfolio Management.

UNIT 5: PORTFOLIO PERFORMANCE EVALUATION**6 Hours**

Sharpe, Treynor and Jensen's measures, M^2 , Fama's Net Selectivity Measures, Portfolio revision - Active and passive strategies and formulating plans to revise portfolio.

LEARNING RESOURCES

1. Kevin S.(2015). Security Analysis and Portfolio Management (2nd ed.). PHI Learning Pvt. Ltd, New Delhi.
2. Prasanna Chandra. (2017). Investment Analysis and Portfolio Management. (5th ed.). Tata McGraw Hill Publishing Co. Pvt. Ltd., New Delhi.
3. Fisher and Jordan. (2012). Security Analysis and Portfolio Management. (7th ed.). Pearson Education.
4. Pandian Punithavathy. (2012). Security Analysis and Portfolio Management. (2nd ed.). Vikas Publications, New Delhi.
5. M. Ranganathan, R. Madhumathi. (2012). Security Analysis and Portfolio Management. (2nd ed.). Pearson Education.
6. Thomas Samuel. (2014). Security Analysis and Portfolio Management, PHI Learning Pvt. Ltd.
7. Linton David E. (2020). Foundations of Investment Management: Mastering Financial Markets, Asset Classes, and Investment Strategies, J. Ross Publishing
8. Dempsey Michael (2020). Investment Analysis: An Introduction to Portfolio theory and Management, Routledge (Taylor and Francis).

III SEMESTER MBA
(FINANCE SPECIALIZATION)
PS 303(b).3 SHORT TERM DECISION MAKING IN FINANCE

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To emphasize the management of current assets and current liabilities.
- To analyze the ability of a firm to continue its operations
- To understand the capacity of a firm to meet its maturing short-term debt and upcoming operational expenses.
- To review the various components of working capital
- To demonstrate factors that affect firm's liquidity, risk and shareholder wealth.

COURSE OUTCOMES

- Underling the management of current assets and current liabilities
- Evaluating the ability of a firm to continue its operations
- Comprehending the capacity of a firm to meet its maturing short-term debt and upcoming operational expenses.
- Assessing the various components of working capital
- Determining factors that affect firm's liquidity, risk and shareholder wealth.

PEDAGOGY

This course includes Class lectures, Tutorials and Practical sessions as well as, assignments on excel cases, presentations and discussions.

UNIT 1 WORKING CAPITAL MANAGEMENT

(8 Hours)

Concept of Working Capital - Determination of Working Capital Requirements; Determination of Level of Current Assets- Sources of Financing Working Capital; Policies related to Current Assets investment - Determining Financing Mix. Role of Working Capital in Public and Private Sector Enterprises; Working Capital Life Cycle - Optimum Level of Working Capital.

UNIT 2 CASH AND MARKETABLE SECURITIES**(10 Hours)**

Cash Management Objectives- Cash Cycle - Collections and Disbursements - Cost-Benefit Analysis - Cash Budget; Optimum Cash Balances - Baumol Model- Miller and Orr Model, Strategies for Managing Surplus Fund in Marketable Securities.

UNIT 3 RECEIVABLES AND INVENTORY MANAGEMENT**(12 Hours)**

Credit management- Objectives - Credit analysis- collection policies- Ageing schedules - techniques- Factoring; Inventory Management –Objectives, Benefits of holding inventory- costs of handling inventory - Inventory levels - uncertainty and safety stock- EOQ Model - ABC analysis.

UNIT 4 WORKING CAPITAL FINANCE**(6 Hours)**

Sources: Short-term sources- Bank finance, trade credit, cash credit; commercial papers; working capital financing: short-term financing -spontaneous financing, negotiated financing, composition of short-term financing; long-term financing-equity, debentures and preference share capital, long-term loans.

UNIT 5 REGULATIONS, POLICIES AND STRATEGIES**(4 Hours)**

Committee Reports: Nayak's Committee on SSIs and other recent amendments; Tandon Committee on Working Capital Gap and Bank Credit; Recent Amendments on working capital financing- MUDRA Scheme, MSME & SME Working capital financing.

LEARNING RESOURCES

1. Chandra Prasanna (2019) Financial Management, Theory and Practice, 10/e, Tata McGraw-Hill Publishing Co. Ltd.
2. Rustagi R.P (2019) Fundamentals of Financial Management, 14/e, Taxman Publications Pvt. Ltd.
3. Khan M Y and Jain P K (2018) Financial Management: Text, Problems and cases, 8/e, Tata McGraw-Hill Publishing Co. Ltd.
4. Pandey I M (2017) Financial Management, 11/e, Vikas Publishing House Pvt. Ltd.
5. Gupta Shashi and Sharma (2017) Financial Management Theory and Practice, 14/e(revised), Kalyani Publishers.
6. Tulisian P C and Bharat (2014) Financial Management, 4/e, S. Chand Publishers.
7. Brealey Richard A. and Myers Stewart (2013) Principles of Corporate Finance, 10/e, Tata McGraw Hill Publishing Co. Ltd..
8. Brigham, Eugene, Houston, Joel (2015) Fundamentals of Financial Management, 13/e, Cengage Learning India Pvt. Ltd.

III SEMESTER MBA
(FINANCE SPECIALIZATION)
PS 303(c).3 INTERNATIONAL FINANCIAL MANAGEMENT

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To introduce the various types of international monetary systems under which the world economy can function and has functioned at various times.
- To understand the key components of the Balance of Payments and explain how international capital flows are influenced by country characteristics.
- To describe the background and corporate use of the various international financial markets.
- To determine the factors influencing exchange rate and managing the foreign exchange risk.
- To explain how the risk of international projects can be assessed.

COURSE OUTCOMES

- To demonstrate basic understanding of the global business environment and the international monetary system
- To compute the Balance of Payments and evaluate various aspects of capital account liberalization.
- To demonstrate the significance of various market participants and components of the international financial markets.
- To forecast exchange rates based on the parity conditions that should apply between spot rates, forward rates, inflation rates, and interest rates.
- To demonstrate how international capital budgeting can be applied to determine whether an international project should be implemented.

PEDAGOGY

Lectures, Group Discussion, Paper Presentation, assignments, Quiz.

UNIT I: GLOBAL FINANCIAL ENVIRONMENT**6 hours**

Introduction of International Financial Management – International Business and its Modes; International Finance Management Vs Domestic Finance Management – Emerging Challenges –International Monetary System– Gold Standards, Bretton Woods Agreement, Exchange Rate Regime – International Liquidity – IMF, IBRD, ADB.

UNIT II: BALANCE OF PAYMENTS**8 hours**

Introduction to Accounting principles, Components: Current A/C, Capital A/C, Official Reserve A/C, Computation of Balance of Payments – Equilibrium, Disequilibrium and Adjustment (various approaches) – Reasons for Disequilibrium and Methods for correcting Disequilibrium – Current and Capital A/C Convertibility.

UNIT III: INTERNATIONAL FINANCIAL MARKETS**8 hours**

Forex Market, International Money Market, International Credit Market, International Bond Market, International Stock Market - Market Participants - Foreign Exchange Transactions, Financial Instruments – Short term and Medium-term instruments, Foreign Currency Convertible Bonds, External Commercial Borrowings (ECB'S), Foreign Commercial Papers, FCD'S, Euro bonds, ADR, GDR.

UNIT IV: EXCHANGE RATE AND FOREIGN EXCHANGE MANAGEMENT**10 hours**

Exchange rate mechanism; Determinants and Factors influencing Exchange rate– Spot and Forward Market – Exchange rate quotation –Arbitrage Process – Forecasting foreign exchange rates; Exchange rate theories – Purchasing Power Parity (PPP), Interest Rate Parity (IRP).

Foreign Exchange Exposure and Management –Concept of Exposure – types of exposure Foreign exchange risk-Managing Foreign Exchange Risk – Internal Techniques, External Techniques: Forward Exchange Contract, Short Term Foreign Currency Borrowing, Discounting, Factoring, Classification and Techniques to manage Foreign Exchange Risk.

UNIT V: MULTINATIONAL CAPITAL BUDGETING**8 hours**

Problems and issues in foreign investment analysis; project v/s parent cash flows; factors to consider in multinational capital budgeting; methods of capital budgeting – Discounted cash flow analysis-Adjusted present value model; Adjusting project assessment for risk- risk adjusted discount rate- sensitivity analysis-simulation.

LEARNING RESOURCES

1. Shapiro Alan C. & Moles Peter (2014). *International financial management*. John Wiley and Sons Publications.
2. Eun C. & Resnick B. (2017). *International financial management* (7th ed.). McGraw Hill Education.
3. Verma Anuj (2012). *International financial management* (1st ed.). Dream Tech Press.
4. Vyuptakesh Sharan (2012). *International financial management* (6th ed.). PHI Learning Pvt. Ltd.
5. Apte P. G. (2017). *International financial management* (7th ed.). Tata McGraw Hill.
6. Srivastava Rajiv & Misra Anil (2011). *Financial management* (2nd ed.). Oxford University Press.
7. Jain P. K, Josette Peyrard & Yadav Surendra (2010). *International financial management*. Macmillan India Ltd.
8. Jeff Madura (2015). *International financial management* (12th ed.). Cengage Learning India Pvt. Ltd.

**III SEMESTER MBA
(FINANCE SPECIALIZATION)**

PS 303(d).3 MERCHANT BANKING AND FINANCIAL SERVICES

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To Assess the significant role of Financial Services sector in the realm of Economic Development of a Country
- To understand the prominent components of the financial sector providing specialized services
- To develop specialized knowledge in existing and emerging areas of the Financial Services.
- To Acquire the Technical knowhow of the Banking and financial market.
- To enabling an understanding of credit rating and it's regulatory framework.

COURSE OUTCOMES

- Articulating the significant role played by Financial Services sector in the realm of Economic Development of a Country.
- Deliberate on the prominent components of the financial sector providing specialized services
- Illustrate specialized knowledge in existing and emerging areas of the Financial Services.
- Enhance the technical knowhow of the Banking and Financial market.
- Understanding of how credit rating and its regulatory framework functions.

PEDAGOGY

This course includes Lectures, assignments, practical exercises, discussions, group discussions and presentations.

UNIT 1 MERCHANT BANKING AND FINANCIAL SERVICES (5 hours)

Structure of Financial system in India; Various financial intermediaries and their role; Concept of merchant banking; SEBI guidelines for merchant bankers, Development of Merchant banks in India.

UNIT 2 SCOPE OF MERCHANT BANKING (8 hours)

Registration of Merchant Bankers with SEBI - Merchant Banking and Investment Banking – Comparative Study – Qualities of merchant banker. Activities and services rendered by Merchant Bankers - Obligations and Responsibilities of Merchant Bankers as Lead Managers - SEBI guidelines for public issues; Role of merchant banker in a primary market issue management.

UNIT 3 PRE ISSUE AND POST ISSUE MANAGEMENT (10 Hours)

Types of issues- Public issue through prospectus- Norms of public issue, book building Difference between book building and fixed price process of issue of shares ; Green shoe option. Private placement, E.I.P.O; Role of registrars, bankers, underwriters and brokers to the issue; Listing of Securities and Listing Requirements for Stock Exchange; Multi-Commodity Exchange of India Ltd (MCX) - Structure and functions.

UNIT 4 FINANCIAL MARKETS (10 Hours)

India on the path of Financial Liberalization- classification of financial markets, Types of financial assets- developments in financial market in India, legislative framework governing financial market-Depository system, credit rating, processes, scope of credit rating agencies in India.

Stock brokerage Online and OTCEI-Evolution of Stock market, types stock market in India, Mutual funds-Types.

UNIT 5 SECURITIZATION - MERGERS AND ACQUISITIONS (7 Hours)

Introduction of securitization, features, advantages and the steps involved in the securitization process, guidelines laid down by Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002,

Mergers and Acquisitions: types, Motives behind mergers and acquisitions – steps in M & A Process- Legal aspects related to M & A in India.

LEARNING RESOURCES

1. Khan M.Y (2019) Financial Services, 10/e, Tata McGraw Hill.
2. H. R Machiraju (2019) Merchant Banking, 4/e, New Age International.
3. Bharathi Pathak (2018) Indian Financial System, 5/e, Pearson.
4. Bhole L. M (2017) Financial Institutions and Markets, 6/e, Tata McGraw Hill.
5. C. Ramagopal (2014) Management of Financial Services, 1/e, Vikas Publication.
6. Madhu & Dhawan (2017) Merchant Banking and Financial Services, 2/e, Tata McGraw Hill
7. Meir Kohn (2013) Financial Institutions and Market, 2/e, Oxford University Press.

**III SEMESTER MBA
(HR SPECIALIZATION)
PS 304(a).3 INDUSTRIAL RELATIONS**

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To introduce students to the concept of and need for industrial relations through managerial application
- To inculcate in the students an understanding of the changing profile of the major stakeholders in industrial relations in India
- To develop the capacity to absorb and apply the interface between human resource management and industrial relations
- To inculcate the spirit of managing conflict amicably through arbitration, mediation and conciliation
- To foster the spirit of developing sound industrial relations via collective bargaining and other such collaborative mechanisms

COURSE OUTCOMES

- Successfully navigate the challenges of managing all aspects of work and employment between the parties to an employment contract
- To develop strong skills in resolving issues relating to people as groups/collectives vis a vis management in unionized and in non-unionized situations
- To apply frameworks for managing conflict in the industry including techniques like arbitration, mediation and conciliation
- To successfully implement human resource management strategies for successfully managing industrial relations which in turn will influence and affect the performance of organizations
- To generate the human capital advantage by being mature business personnel who recognize and understand the need for labour to collectivise in India even in the era of the fourth industrial revolution

PEDAGOGY

This course includes Class lectures, Tutorials and Practical sessions as well as a project, maintaining a case book with assignments and cases, group discussions and presentations.

UNIT 1 APPROACHES TO INDUSTRIAL RELATIONS

Meaning and scope of Industrial Relations-the systems framework- substance of a sound industrial relations system- Factors affecting IR- Components of IR-Approaches to Industrial Relations-Role of employers' organizations in IR- Role of State in IR- industrialization strategy and industrial relations- Impact of globalization, regulations and technological change on Industrial Relations.

UNIT 2 TRADE UNIONS –THEORETICAL FOUNDATION AND LEGAL FRAMEWORK

Changing profile of Major Stakeholders of IR in India- Theories of Trade Union Movement- Growth of Trade Unionism in India-Trade Union structure and management- Role and functions- trade Union constitution- Internal and External Challenges- Approaches to Trade Unionism- Problems of Trade Unions-Multiple Unionism- Registration and recognition of Trade unions.

UNIT 3 ARBITRATION, MEDIATION, CONCILIATION: MANAGEMENT OF CONFLICT IN THE INDUSTRY

Nature of Conflict and its manifestations- Strategies for conflict resolution- Concept, tactics and process of Negotiation- Negotiation for Win-Win resolution Management of Discipline- Code of Discipline-Domestic/ departmental inquiry starting from charge sheet, process and implementation of decision- Grievance handling machinery in India-Industrial Disputes- Causes and consequences of Industrial Disputes -Machinery for prevention and settlement of Industrial Disputes-Conciliation, Arbitration and Adjudication.

UNIT 4 COLLECTIVE BARGAINING

Mutual determination of the terms and conditions of employment- Adversarial Model, Cooperative Models, Dunlop Model - Factors influencing Collective Bargaining in India- Impact of Collective Bargaining on Industrial Relations-Collective Bargaining in Public and Private Sector enterprises- Joint Labor Management Committees- Third Party Intervention

UNIT 5 LABOUR WELFARE AND SOCIAL SECURITY

Principles of Labor Welfare- Labor Welfare in India-Social Security in the organized sector- Medical care- Safety, Occupational health and welfare funds- Social security Reform.

LEARNING RESOURCES

1. Piyali Ghosh & Shefali Nandan (2015) Industrial Relations and Labour Laws, 1/e, McGraw Hill Education; ND.
2. P.K. Padhi (2012) Labour and Industrial Laws, 2/e, PHI Learning (P) Ltd. New Delhi.
3. Srivastava, S. C (2012) Industrial Relations and Labour Laws, 6/e, S Chand GL & Co New Delhi.
4. Venkatesh Ratnam C. S (2011) Industrial Relations, 3/e, Oxford University Press, New Delhi.
5. Singh B. D (2010) Industrial Relations: Emerging Paradigms. Excel Books, New Delhi.
6. ArunMonappa, Ranjeeth Nambuthiri & Patturaja Selvaraj (2010) Industrial Relations, Trade Unions and Labour Legislation.

**III SEMESTER MBA
(HR SPECIALIZATION)**

PS 304(b).3 ORGANISATIONAL CHANGE AND DEVELOPMENT

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To understand the significance of change and its ramification.
- To familiarize with the concept of organizational renewal and its relevance in an agile organization.
- To acquaint with the process of Organization Development and various Organization development intervention strategies.
- To examine the role of organization culture and structure on organization change and development.
- To learn the impact of Information Technology on organizational design

COURSE OUTCOMES

- To implement change successfully in an organization
- To apply the concept of organizational renewal in the workplace in order to create an agile organization.
- To act as an Organization Development practitioner and design various Organization development interventions.
- To align organization culture and structure with the change and development strategy of the organization.
- To use Information Technology effectively in organizational design

PEDAGOGY

Lecturing, Case Studies, Seminars, Role Plays

UNIT 1 ORGANISATIONAL CHANGE**8 hours**

Meaning, forces of change, the nature of change process, Planned and unplanned change. Response to change, resistance to change reason for resistance; Types of resistance, implementing change successfully, building a support for change, Models of Change.

UNIT 2 ORGANISATIONAL RENEWAL**8 hours**

Organizational renewal; adapting to change, Approaches to change; A model of adaptive orientation; The system approach; finding new ways to work together. Organisation as system; Open system; Sociotechnical system, The high performance work system, The contingency approach; The future shock and change.

UNIT 3 ORGANISATIONAL DEVELOPMENT**8 hours**

Meaning Characteristic of OD, the evolution of OD, A model for OD- Diagnosing Organisations, The need for diagnostic models, Open system models, Collecting and analyzing diagnostic information, Different OD intervention strategy, Human process interventions; Interpersonal and group interventions, Team development intervention, Survey research and feedback, Modern approach to OD.

UNIT 4 ORGANISATION CULTURE AND STRUCTURE**8 hours**

Concept of Organisational culture, Basic nature of organizational culture creating and transmitting organizational culture Organisation transformation and strategic change; Quality circles; Quality of work life.

Organisational design alternatives, Matrix structure, Horizontal structure, functional and divisional structure, application of structural design

UNIT 5 INFORMATION TECHNOLOGY AND CONTROL**8 hours**

Information technology evolution, Information decision making and control, adding strategic value, Strengthening internal coordination, External relationship, IT impact on organizational design

LEARNING RESOURCES

1. Gareth, R. J., & Mathew, M. (2017). Organizational Theory, Design and Change ,7/e, Pearson.
2. Donald R Brown, Donald Harvy (2011) an Experiential Approach Organisation Development, Pearson Education, 7/e New Delhi.
3. Cummings, T. G., & Worley, C. G. (2015). Organization development and change ,10/e, Cengage Learning.
4. Stephen P. Robbins (2018) Organizational Behavior, Pearson Education, New Delhi.
5. Richard L. Daft (2019) Organizational Theory, Change and design- Cengage Learning, New Delhi.
6. Fred Luthans (2014) Organizational Behavior – Fred Luthans, Tata McGraw Hill Education, 11/e New Delhi.

**III SEMESTER MBA
(HR SPECIALIZATION)
PS 304(c).3 TALENT MANAGEMENT**

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To examine effective Talent Management as a competitive advantage for the company
- To understand the role of Talent Management in managerial decision making
- To understand the role of careful Talent acquisition in creating an effective Talent pool
- To learn to ensure best performance with effective Talent development initiatives
- To comprehend effective means to ensure the retention of employees and to learn the best Talent Management practices in global companies

COURSE OUTCOMES

- To assess the role of Talent management in achieving organizational objectives and to design a Talent Management system
- To evaluate the role of Talent management in the current volatile environment using various Talent management models
- To build an effective employer brand with the help of employee value proposition and to attract the best talent with the employer brand
- To develop suitable Talent development strategies using potential identification, executive development programs and Talent pipeline management strategies
- To design the right Talent retention strategy with the help of employee engagement initiatives and to align Talent strategy to business strategy

PEDAGOGY

This course includes Class Lectures, Assignments, Group Discussions, Case Studies, Seminars and Review of Articles.

UNIT 1: TALENT MANAGEMENT - AN INTRODUCTION**6hrs**

Basics of Talent management, Need for talent Management, Talent management process, Talent War, Talent Management as a competitive advantage -Key drivers of Talent Management-Workforce dynamics and managing generation-Talent Management System.

UNIT 2: TALENT MANAGEMENT AND DECISION SCIENCE**10hrs**

Talent management Planning model-Talent segmentation -Develop-Deploy-Connect model-Talent on demand model of Peter Cappelli or Four principles for matching Talent supply and demand: Make and Buy decision, the problem of uncertainty in Talent Demand, The return on Talent Management investments, managing an internal market to match Talent to jobs.-Talent Management Metrics, Talent acquisition metrics.

UNIT 3: TALENT ACQUISITION**10 hrs**

Person-Organization Fit, Person-Job Fit, Effective hiring strategy in the Global context-Attracting critical talents and employee value proposition (EVP)-Sources of acquisition-Employer Branding: The Significance, Phases involved in Employer Branding, Steps involved-Online recruiting and the role of technology- Measuring quality of Hire.

UNIT 4: TALENT DEVELOPMENT**8hrs**

Link between performance management and Talent management-High potentials and High learners-Potential identification and development-Executive development programmes-Leadership development issues-Talent pipeline-Talent Scorecard-Performance linked compensation-Executive compensation.

UNIT 5: TALENT RETENTION**6hrs**

Employee engagement-Categories of employee engagement-Employee engagement model, Factors leading to employee engagement-Measuring Employee engagement, Employee engagement as a retention strategy, Determining strategies for coaching employees belonging to different generations and cultures, Succession planning and mobility programmes -Aligning Talent strategy with business strategy- Talent management practices in global context.

LEARNING RESOURCES

1. Cappelli, P. (2008). *Talent on demand: Managing talent in an age of uncertainty*. Harvard Business School Press.
2. Chowdhury, S. (2014). *The talent era*. Pearson Education India.
3. Collings, D. G., Mellahi, K., & Cascio, W. F. (2017). *The Oxford handbook of talent management*. Oxford University Press.
4. Davis, T., Cutt, M., Flynn, N., & Mowl, P. (2016). *Talent assessment: A new strategy for talent management*. CRC Press.
5. Elegbe, J. A. (2016). *Talent management in the developing world: Adopting a global perspective*. Routledge.
6. Frost, S., & Kalman, D. (2016). *Inclusive talent management: How business can thrive in an age of diversity*. Kogan Page Publishers.
7. Goldberg, E., & Steven-Waiss, K. (2020). *The inside gig: How sharing untapped talent across boundaries unleashes organizational capacity*. LifeTree Media.

**III SEMESTER MBA
(HR SPECIALIZATION)
PS 304(d).3 INTERNATIONAL AND STRATEGIC HUMAN RESOURCE
MANAGEMENT**

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To generate awareness regarding the concepts and practices related to Global HRM
- To enhance the understanding on recruiting, selecting and training staff for international assignments
- To gain in-depth knowledge on international performance management & compensation system
- To study the link between organizational strategy and HR strategy
- To learn the key areas of Strategic Human Resource Management.
- To gain an expertise on various HR strategies being implemented in the organization

COURSE OUTCOME

- Develop understanding to manage human resources in the global context.
- Involving in recruiting, selection and training the staff for international assignments
- Actively participating in designing and developing of international performance management & compensation system
- Becoming instrumental in aligning HR Strategy to the Organizational Strategy
- Involve in strategizing the HR process

PEDAGOGY

Lectures, discussions, case studies, exercises, assignments, seminars etc.

UNIT 1 GLOBAL HRM

8 hrs

Stages of internationalization of business- Globalization and HRM - Trends and challenges of International HRM (IHRM). International perspective of HRM: Differences between domestic and international HRM; The role and competencies of HR Managers in global context. National and corporate culture approaches - their impact on HRM. Comparative HR practices in Asia, USA and Europe. Harvard model – Brewster - Bournois Model;

Convergence, divergence and hybridization theories, Hofstede model.

UNIT 2 INTERNATIONAL STAFFING & TRAINING AND DEVELOPMENT 8 hrs.

Policies and practices of international staffing - Ethnocentric; polycentric; geocentric; Regio centric; Techniques and sources of global recruitment; Global labour market differences- Selection process; MNE requirements: language; use of selection tests; Equal Employment Opportunity issues; Harris and Brewsters selection typology;

Induction process. Types of international assignments; Roles of expatriates and non-expatriates, Expatriation and repatriation-comparative study.

Pre-departure training programmes - Cultural awareness programmes - Preliminary visits; Mendenhall, Dunbar and Oddou cross-cultural training model - cultural integrator Cultural assimilator Language training; TCN and HCN expatriate training. Re - entry (repatriation) issues; re-adjustment - Designing a repatriation programme. Developing staff and international teams through assignments Motivation and retention of executives in global context.

UNIT 3 PERFORMANCE MANAGEMENT & COMPENSATION 8hrs

Performance Management in Multinational, Global and Transnational Companies - Key components of an international compensation programme - Approaches to international compensation: Going Rate approach - Balance Sheet approach - Factors affecting compensation and benefits of employees and executives in global context. Social and cultural factors related to compensation and benefits. Differentiating between PCNs and TCNs in pay structure.

UNIT 4 STRATEGIC HRM 8hrs

Strategic HR vs Traditional HR, Barriers to Strategic HR, Ethical Behaviour, Work force demographic change and diversity, The Process of Strategic Management, Formulating Strategy: Aligning HR Strategy to the Organizational Strategy, Models of Strategic HRM.

HRM-an investment perspective, adopting investment perspective, Understanding and measuring human Capital, HR value chain, HR Metrics, Factors influencing investment-oriented organization, Producing competitive advantage through the effective management of people.

UNIT 5 STRATEGIZING THE HR PROCESS 8hrs

Human Resource Planning Strategies, Recruitment and Retention Strategies, Global Staffing Strategies, Reward and Compensation Strategies, Training and Development Strategies,

Performance Management Strategies, Retrenchment Strategies, Strategic work redesign in action – Outsourcing and offshoring, Human side of Mergers and Acquisition, Impact of Technology, HR Issues and Challenges Related to Technology, e-HR, Equity – Internal, External and Individual, Strategic Alliance: Role of HR

LEARNING RESOURCES

1. Jeffrey A Mello (2019) Strategic Human Resource Management, 4/e, Cengage learning, New Delhi.
2. Ekta Sharma (2019) Strategic Human Resource Management and Development. Pearson Education
3. Rajib Lochan Dhar (2013) Strategic Human Resource Management, 2/e, Excel Books, New Delhi.
4. Fred K. Faulkes (2010) Strategic Human Resource Management. Prentice Hall of India, New Delhi.
5. Dennis R. Briscoe and Randall S. Schuler (2015) International Human Resource Management, 5/e, Routledge, New Delhi.
6. HaytonJames (2012) Global Human Resource Management Casebook (Global HRM), 1/e, Routledge, New York.
7. Pradip Kumar Sinha and SanchariSinha (2008) International Business Management, Excel Books, New Delhi.
8. Hilary Harris, Chris Brewester, and Paul Sparrow (2007) International Human Resources, CIPD, London.
9. Zweifel (2007) Culture Clash: Managing The Global High Performance Team, Wiley, New Delhi.
10. Peter J Dowling and Welch D (2005) International Human Resources Management, Thomson/ Southwestern.

III SEMESTER MBA
(MARKETING SPECIALIZATION)
PS 305(a).3 SALES AND DISTRIBUTION MANAGEMENT

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To outline the role of sales management in contemporary business organizations.
- To assess personal selling strategies for successful salesmanship activities.
- To point out the activities involved in selecting and retaining efficient salesmen
- To examine the role of distribution management in creating place and time utility.
- To compare the functions of intermediaries in delivering value for customers.

COURSE OUTCOMES

- To propose emerging functions of sales management in modern business organizations.
- To plan personal selling strategies for successful salesmanship activities.
- To design the functions for selecting and retaining efficient salesmen for the sales organization.
- To defend the role of distribution management in creating place and time utility.
- To revise the activities of intermediaries in delivering value for customers in the modern business scenario.

PEDAGOGY

Lectures, Videos, Assignments, Roleplays, Presentations and Case study discussions.

Unit 1 SALES MANAGEMENT (10hrs)

Evolution of Selling Concept - sales management - nature and importance - relationship selling, varying sales responsibilities/ sales position, roles and skills of sales manager, types of sales manager, changing role of sales force, emerging trends in sales management, Sales planning – Sales planning process, Personal selling process.

Unit 2 SALES ORGANIZATION (8hrs)

Sales organization- organization structure, span of control, centralization and decentralization,

delegation of authority, organizational design based on territory, Sales forecasting- Methods, Sales Budget – Budgetary procedure, methods of budgeting, factors affecting sales budget, Managing sales territories and quota .

Unit 3 SALES FORCE MANAGEMENT (8hrs)

Recruiting and selection of the sales force, training of Salesforce, Motivating Salesforce, Compensation of salesforce, Sales force control, Evaluating the sales force performance.

Unit 4 DISTRIBUTION MANAGEMENT (8hrs)

Introduction, distribution channels- need and objectives, types, activities performed by distribution channels, Channel functions performed by intermediaries, factors influencing channel choice, designing customer-oriented marketing channels, channel conflicts - causes and effects, conflict management methods, channel information system,

Unit 5 MANAGEMENT OF INTERMEDIARIES (6hrs)

Channel Institutions- retailing – role and importance, retail formats, wholesaling – functions, types of wholesalers, supply chain management – components, emerging trends in logistics and SCM.

LEARNING RESOURCES

1. Johnston, Marshall (2016) Sales Force Management. 12/e, Routledge.
2. Tapan K. Panda, Sunil Sahadev (2019) Sales and Distribution Management, 3/e, Oxford University Press, New Delhi.
3. Havaladar K. Cavale (2018) Sales and Distribution Management- Text & cases, 3/e, Tata McGraw Hill.
4. Gupta. S. L (2018) Sales and Distribution Management- Text and Cases; an Indian Perspective, 3/e, Excel Books.
5. Still Richard, Cundiff Edward, Sandeep Puri, Norman A.P. Govoni (2017) Sales and Distribution Management, 6/e, Pearson.

**III SEMESTER MBA
(MARKETING SPECIALIZATION)
PS 305(b).3 RURAL MARKETING**

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To sensitize students about Indian rural market
- To make aware of the consumer behavior and decision making process in rural markets
- To understand the marketing mix practiced in the rural market
- To sensitize the need of innovative distribution system required in the rural market
- To create awareness about the need of innovative research techniques to understand the rural market better

COURSE OUTCOMES

- Awareness creation about Indian rural market
- Understanding the consumer behavior and decision making process in rural markets
- Understanding and application of the marketing mix practiced in the rural market
- Sensitizing the need of innovative distribution system required in the rural market
- Apprising the need of innovative research techniques to understand the rural market better

PEDAGOGY

The pedagogy would be a mix of lectures, case discussions and rural market visits. The participants are expected to be actively involved in the learning process.

UNIT 1 RURAL MARKET- AN INDIAN PERSPECTIVE

8 Hrs

Defining rural markets- rural myths, rapid urbanization, rural India as an agrarian economy, rural marketing mix challenges, evolving rural consumer, exploding middle class, The rural marketing environment- evolution of rural marketing, the rural environment, the rural economic environment.

UNIT 2 RURAL CONSUMER BEHAVIOR

8 Hrs

Rural Consumer behavior: Consumer buying behavior models, Factors affecting Consumer Behavior, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, The buyer decision process, the product adoption process, diffusion of innovation,

UNIT 3 RURAL MARKETING STRATEGIES & MARKETING MIX

10 Hrs

Segmenting, Targeting and Positioning Segmentation - Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation- Geographic Segment, Demographic Segmentation, Psychographic Segmentation, Behaviour Segmentation, **Targeting-** Evaluation and Selection of Segments, Coverage of Segments, **Positioning-** Identifying the positioning Concept, Selecting the positioning Concept

Product Strategy: Introduction, Marketing Mix Challenges, Rural Product Categories –Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services,

Branding in Rural India- Brand building in Rural India, Brand Spectrum in Rural, Brand Loyalty Vs Stickiness

Fake Brands- The Fakes Market, Strategy to counter fakes, Structure of competition in Rural India, Product warranty and After-sales-service,

Pricing strategies: Pricing in Rural India, consumer psychology and pricing, factors affecting the pricing

UNIT 4 DISTRIBUTION CHANNEL MANAGEMENT

7 Hrs

Accessing Rural Markets, Coverage Status in Rural Markets, Evolution of Rural Distribution Systems- Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel, Nature of BOP markets- The market development imperatives- BOP a global opportunity- Engaging the BOP-BOP solutions for developed markets

UNIT 5 RURAL MARKETING RESEARCH

7 Hrs

The rural marketing research process- defining the objectives, determining the research budget, designing the research, sampling, designing the research instrument, organizing the

field and collecting the data, collating and analyzing the data, reporting the results, Special tools used in rural marketing research- participatory rural appraisals, scaling tools for rural marketing research, field procedures and realities, Do's and don't's in rural marketing research, the rural research business

LEARNING RESOURCES

1. Pradeep Kashyap (2016) Rural Marketing, 3/e Pearson Education.
2. C. S. G. Krishnamacharyulu and Lalitha Ramakrishnan (2011) Rural Marketing, 2/e Pearson Education.
3. C. S. G. Krishnamacharyulu (2011) Rural Marketing: Text and Cases, Pearson Education
4. Gopal Swamy T. P, Rural Marketing, 3/e, Vikas Publishing House.
5. Balram Dogra (2010) Rural Marketing, 1/e, Tata McGraw Hill Education.
6. Pradeep Kashyap, Siddhartha Raut (2008) the Rural Marketing Book (Text & Practice), Dreamtech Press.
7. Mathur U. C (2008) Rural Marketing, 1/e, Excel books.

III SEMESTER MBA
(MARKETING SPECIALIZATION)
PS 305(c).3 STRATEGIC BRAND MANAGEMENT

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To introduce students to the role of brands the concept of brand equity and the advantages of creating strong brands
- To provide a comprehensive understanding of the three main ways to build brand equity by properly choosing brand elements, designing marketing programs and activities and leveraging secondary associations.
- To familiarize the students with different approaches to measuring equity, and how to implement a brand equity measurement system
- To develop the capacity to evolve alternate brand strategies and understand brand architecture, portfolios and hierarchy.
- To foster the spirit of critical thinking to comprehend how branding strategies must be adjusted over time and geographic boundaries to maximise brand equity

COURSE OUTCOMES

Students and practitioners will be able to:

- To gain valuable perspectives on the challenges in creating and nurturing strong brands.
- To provide managers with concepts and techniques to improve the long term profitability of their brand strategies
- To combine a comprehensive theoretical foundation with enough practical insights to assist them in their day to day and long term brand decisions
- To create profitable brand strategies by building, measuring and managing brand equity.
- To recognise the effects of their day to day marketing decisions on brand performance

PEDAGOGY

This course includes Class lectures, Tutorials and Practical sessions as well as a project, maintaining a brand book with assignments and cases, group discussions and presentations.

BRANDS AND BRAND MANAGEMENT

Concept and significance of branding-Branding challenges and opportunities; The four steps in the Strategic Brand Management process-Brand Equity concept- sources and outcomes of - Keller's Customer Based Brand Equity Pyramid- Brand Positioning- Identifying and establishing brand positioning- Brand Mantras- Kapferer's Brand Identity prism and brand positioning- Aaker's Brand Personality dimensions

DESIGNING AND IMPLEMENTING BRAND MARKETING PROGRAMS

Choosing elements to build brand equity- -Designing marketing programs to build brand equity- New Perspectives on Marketing - Integrating Marketing Communications to Build Brand Equity- Brand Amplifiers -Public Relations and Publicity -Word-of-Mouth; Developing Integrated Marketing Communication Programs- Criteria for IMC Programs

BRANDING IN THE DIGITAL ERA

Leveraging secondary brand associations to build brand equity- The Brand Value Chain:-Key Issues for Branding in the Digital Era: Changes in the Consumer Decision Journey- Growth of Online Retailing- Brand Engagement- Digital Communications-Overview of Social Media Paid Channels, Influencer Marketing and Social Media Celebrities; Measuring Sources of Brand Equity: Capturing Customer Mind-Set: Capturing the customer mind set - Qualitative Research Techniques-Free association- projective techniques- ZMET

MEASURING AND INTERPRETING BRAND PERFORMANCE

Developing a Brand Equity Measurement and Management System- Brand Audits- Brand Inventory, Brand Exploratory - Designing Brand Tracking Studies -- Establishing a Brand Equity Management System- Brand Equity Charter- Brand Equity Report- Brand Equity Responsibilities- Measuring Outcomes of Brand Equity: Capturing Market Performance: Comparative Methods-Holistic Methods

GROWING AND SUSTAINING BRAND EQUITY

Brand Architecture-- The Brand Product Matrix- Brand Hierarchy- Developing a brand architecture- Using Cause marketing to build Brand Equity- Introducing and naming new products and Brand Extensions--Brand or line extensions-- Managing Brands over Time- Reinforcing Brands- Revitalizing Brands- Adjustments to the Brand Portfolio- Managing

Brands over Geographic Boundaries and Market Segments: Global Branding- Strategies for Creating & Managing Global Brands- Ten Commandments to Building Global Customer-Based Brand Equity.

LEARNING RESOURCES

1. Kevin Lane Keller, Vanitha Swaminathan (2019) “Strategic Brand Management, Building Measuring and Managing Brand Equity”, 5/e, Pearson Education.
2. Tapan K Panda (2016) “Product and Brand Management”, 1/e. Oxford University Press.
3. J N Kapferer’s, (2012). The New Strategic Brand Management, 5/e, Kogan Page Ltd.
4. David A Aaker, (2010) Building Strong Brands,1/e, Simon
5. Kirti Dutta (2013) “Brand Management- principles and practice”, 3/e, Oxford University Press.

III SEMESTER MBA
(MARKETING SPECIALIZATION)
PS 305(d).3 CONSUMER BEHAVIOUR

Credits: 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES:

- To understand the behaviour of consumers in order to segment markets and subsequently develop marketing strategies.
- To identify how personality and the dynamics of perception reflects consumers' inner differences.
- To examine how experience leads to formation of consumption-related attitudes and identify ways in which consumer attitudes may be changed.
- To recognize the dimensions of consumer behaviour and understand how these factors affect the behaviour of individuals in global markets.
- To comprehend the role of consumer behaviour in advancing marketers' social responsibility and ethics.

COURSE OUTCOMES:

- To develop appropriate marketing strategies by applying the knowledge of consumer behavior in segmenting markets.
- To apply personality traits and consumer perceptions in positioning products and predicting buyer behavior.
- To strategize entry into new market segments and devise strategies for customer retention based on formation of customer attitudes and to apply attitude changing models to attract/ woo competitor's loyals to switch.
- To attract global markets by penetrating the products based on social, economic and cultural dimensions.
- To prepare plans/policies relating to corporate social responsibility and pave the way for ethical conduct of business.

PEDAGOGY:

This course includes class lectures, assignments, mall interviews, viva, cases, group discussions, mini Projects and Presentations.

UNIT 1 CONSUMER BEHAVIOUR: CHANGES AND CHALLENGES (8 Hrs.)

Consumer Behaviour and the Marketing Concept - Scope of Consumer Behavior - Importance of Consumer Behavior in developing marketing strategy - Consumer Decision Making Process- Consumer Behavior in the Indian Context.

Research Process- Methods of Research- Qualitative vs. Quantitative Research- Market segmentation and effective targeting of market segments - Impact of new technologies on Marketing Strategies.

UNIT 2 THE CONSUMER AS AN INDIVIDUAL (8 Hrs.)

Consumer Motivation - Theories and Dynamics of motivation - The System of Needs - Motivation and Consumer Behaviour.

Theories of personality - Personality and understanding Consumer behaviour- Brand personality.

Perception- Sensory dynamics - elements of perception - Consumer Imagery.

Elements of Consumer Learning- Behavioural Information processing and Cognitive Learning.

UNIT 3 CONSUMER ATTITUDE FORMATION AND SATISFACTION (8 Hrs.)

Structural models of Attitudes - Attitude Formation – Strategies of Attitude Change – Behavior that precedes or follows attitude - Consumer satisfaction – Models of satisfaction.

UNIT 4 CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS (8Hrs.)

Socialization and different roles of the family – Family decision making and consumption related roles – Family life cycle: Traditional and non-traditional family life cycle.

Social class and measurement of social class - Selected consumer behaviour applications of social class – Developing Multinational strategies – Cross cultural Consumer analysis – Global Vs Local Alternative multinational strategies – Cross cultural Psychographic segmentation.

UNIT 5 CONSUMER DECISION MAKING & DIFFUSION OF INNOVATION (8 Hrs.)

Diffusion and adoption of innovations – Diffusion Process - Adoption process – Profile of consumer innovator - Levels of Consumer Decision Making – Models of Consumers: Economic View, Passive view, Cognitive view, Emotional view.

Marketing Ethics and Social Responsibility: Exploitive targeting - Manipulating consumers & Social Responsibility.

LEARNING RESOURCES

1. Schiffman, L.G., Kanuk, L.L. & Kumar, R. (2018). *Consumer behaviour* (12th ed.). Pearson Education.
2. Solomon, R. M. (2020). *Consumer behaviour, buying, having and being* (13th ed.). PHI Learning Pvt. Ltd.
3. Hoyer, W. D., MacInnis, D.J. & Pieters, R. (2018). *Consumer behaviour* (7th ed.). Cengage Learning.
4. Kumar, R. S. (2017). *Consumer behaviour & branding concepts, readings and cases - The Indian context* (2nd ed.). Prentice Hall.
5. Sharma, D. & Sheth, J. N. (2015). *Consumer behaviour – A managerial perspective*. Cengage Learning.
6. Hawkins, D. L. & David, L. (2019). *Consumer behaviour and building marketing strategy* (13th ed.). Tata Mc Graw Hill.

III SEMESTER MBA
(OPERATIONS MANAGEMENT SPECIALIZATION)
PS 306(a).3 FACILITY LOCATION AND PROCESS DESIGN

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVE

- To enhance the understanding of facility location and layout decisions.
- To comprehend factors affecting facility location and layout decisions
- To strategize on best possible process to implement based upon type of product profile produced by the Organization.
- To develop and analyze process flow based on product attribute and process competencies.
- To gain an insight into the operations process design-selection of equipment and technology.

COURSE OUTCOMES

- Enhanced understanding of facility location and layout decisions
- Comprehensive knowledge of factors affecting facility location and layout decisions
- Strategize on best possible process to implement based upon product profile of the Organization.
- Implement and evaluate process flow based on product attribute and process competencies.
- Insight of operations process design-selection of equipment and technology.

PEDAGOGY

The course includes Class lectures, Assignments, Practical exercises, Group Discussions, case studies and Seminars.

FACILITY LAYOUT**8 hours**

Facilities requirements, need for layout study – types of layout, Model Classification, Criterion Selection, Model Validation, Design Process. Layout problems - Plant layout procedures- various approaches - Flow and activity analysis - Designing the layout.

FACILITY LOCATION**8 hours**

Plant location analysis – factors, costs, location decisions – simple problems in single facility location problems - multi-facility location problems - network location problems. Selection of sites by hotel chains.

PROCESS STRATEGY**8 hours**

Four process strategies-process focus-repetitive focus-product focus-mass customization focus; comparison of process choices; process analysis-flow diagrams-time-function mapping-value stream mapping-process charts-service blue printing; design-service process design-selection of equipment and technology-process redesign.

PROCESS VIEW OF ORGANIZATION**8 hours**

Performance Measures; Product Attribute and Process Competencies - Process Design - Planning and Control - Strategic Positioning and Operational Effectiveness - Strategic Fit, Matching Products and Processes - Operations Frontier and Trade-offs.

PROCESS FLOW**8 hours**

Key Measures - Flow Time - Flow Rate - Inventory Analysis -Process Flow Chart - Flow Time Measurement - Flow-Rate and Capacity Analysis - Managing Flow-Variability - Process Integration- Lean operations – Process Synchronization and Improvement.

LEARNING RESOURCES

1. Heizer and Render (2018) Operations Management, 12/e, Dorling Kindersley (India) Pvt. Ltd, Noida, India.
2. Ashwathappa and Bhat Shridhara (2019) Production and Operation Management, 13/e, Himalaya Publishing House, New Delhi.
3. Richard Francis, L. Leon McGinnis, F. Jr., John White, A. (2015). “Facility Layout and Location- an Analytical Approach”, 2/e, Prentice Hall of India.
4. Halevi G. and R. D. Weill (2012). “Principles of Process Planning” Chappman and Hall, Madras.
5. Raví Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and Eitan Zemel (2006). “Managing Business Process Flows: Principles of Operations Management” Pearson Education.

III SEMESTER MBA
(OPERATIONS MANAGEMENT SPECIALIZATION)
PS 306(b).3 INVENTORY AND WAREHOUSE MANAGEMENT

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To acquaint knowledge of inventory systems, valuation of inventories, inventory decisions and other inventory control techniques.
- To design and manage warehouse operations, increase accuracy, traceability & reduce parts variety.
- To comprehend the relationships between warehousing, inventories and supply chain planning
- To understand how Managers, take decisions – strategic, tactical and operations - and implement in Warehouse Management functional area.
- To evaluate the implementation of best possible ways for managing warehouse in retail setup

COURSE OUTCOMES

- Articulate knowledge of inventory systems its valuations, decision and control techniques used in inventory management.
- Develop and manage effective and efficient warehouse management system.
- Understanding of relationship between warehousing, inventories and supply chain planning.
- Effect of managerial decisions in functional area of Warehouse management.
- Implement feasible, effective and efficient warehousing system in retail setup.

PEDAGOGY

This course includes Class lectures, Assignments, Practical exercises, Group Discussions, case studies and Seminars.

UNIT 1: OVERVIEW OF INVENTORY**6 Hours**

Concept of Inventory, Objectives, Need for holding stock, Planning and controlling stock levels, Effects of excess inventory on business, classification of inventory, inventory costs-balancing inventory carrying cost against ordering cost.

UNIT 2: INVENTORY CONTROL MODELS AND TECHNIQUES**8 Hours**

Inventory Management and Control (IMC)-objectives-significance-sequential process of IMC, Inventory models. Inventory Control Techniques-Economic Order Quantity (EOQ)-ABC Analysis- Other techniques of analysis.

UNIT 3: WAREHOUSE MANAGEMENT**9 Hours**

Need for warehousing management, Evolution of warehousing, Role of a warehouse manager, Functions-Types of Warehouses, Benefits of warehousing, and Characteristics of an ideal warehouse, Warehousing Cost, Receipt and inspection of materials-Issue of materials-Stock taking-Control of scrap materials

UNIT 4: WAREHOUSE FACILITY PLANNING AND MAINTENANCE**9 Hours**

Warehouse designing-number and size of stores-location of stores-layout planning-physical facilities planning. Warehouse Security, Safety and Maintenance- Entry to warehouse-Management of warehouse keys-closing of warehouse-issue to authorized persons-safety in operations-safety from fire-safe working area-review of shelf life.

UNIT 5: WAREHOUSING IN RETAIL MANAGEMENT**8 Hours**

Retailing and Warehousing, Challenges in retail warehousing, Warehousing in fashion retail, Setting up a warehouse, Retail product tracking in warehouse using Radio Frequency Identification (RFID), Role of government in warehousing, Storing products in a warehouse, Warehousing - the way forward, Warehousing and Supply Chain.

REFERENCES

1. Price & Harrison (2015). Warehouse Management and Inventory Control, 2/e. Access Education Press.
2. Garg Ajay (2017). Production and Operations Management, 1/e, Tata McGraw Hill Education Pvt. Ltd. New Delhi.
3. B. Mahadevan (2015). Operations Management: Theory and Pract,3/e, Pearson
4. Richards Gwynne (2017). Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse, 3/e, Kogan Page Ltd.USA
5. Saxena J.P. (2003). Warehouse Management and Inventory Control, Vikas Publishing House Pvt. Ltd, New Delhi.

III SEMESTER MBA
(OPERATIONS MANAGEMENT SPECIALIZATION)
PS 306(c).3 MATERIALS AND PROCUREMENT MANAGEMENT

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To introduce the concept, functions, objectives and importance of material management function in an organization.
- To give a broad frame-work for the management of the operations functions of organizations, and how this is used in planning, coordinating, and executing all the necessary activities that create goods and services.
- To equip candidates with the latest skills for managing supply chain, logistics, delivery, storage, etc of raw materials and impart training for improving output.

COURSE OUTCOMES

- Understand elementary idea of material management linkages with other areas of management, supply chain management and production processes.
- Critique successful supply chain management practices.
- Integrate a biblical worldview within the context of material management.
- Deliberate the role of materials management in other areas of management functions.

PEDAGOGY

Lectures, Assignments, Projects & Presentations, Usage of Spread sheets, Guest Lectures

UNIT I - INTRODUCTION TO MATERIALS MANAGEMENT

5 hours

Scope and functions of Materials Management, Objectives and Relevance of Materials Management- Interfaces of Materials Management: Internal and external interfaces. Supply Chain Management: Concept, objectives of supply – production and distribution system, Role and Management of flow of material in supply chain management.

UNIT II - MATERIALS AND PRODUCTION**8 hours**

Material Management Linkages: Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, HRM, IT, TQM. Elements of Production Processes: Familiarity with broad categories of production processes used in industries. Commonly used machines and tools in industries.

UNIT III - MATERIALS MANAGEMENT**8 hours**

Cost Involved in material management: General discussion on concept of costs and cost classification, specific costs associated with Material Management. Just in time and lean thinking, total flexibility (agility), Variations, complexity, improved responsiveness and reduced risk. Organization for Material Management.

UNIT IV - PROCUREMENT MANAGEMENT**9 hours**

Purchasing, Procedure and Pricing Issues – Receipt – Storage - Issue Logistics and supply chains; definitions, concepts, structure, the opportunities of competition; the customer perspective, adapted logistics strategy, Internationalization and its logistical consequences, risk management within the supply chain, Managing lead times, tempo, bottlenecks; measures for more efficient flows, improved responsiveness and reduced risk.

UNIT V - INTEGRATION**10 hours**

Collaboration and integration within the supply chain, ECR, IT tools, partnership, Driving forces for change work, Renewal and change problems in logistics chains, Global transport, Incoterms, Risk management for logistics chains, Basic knowledge of purchasing work, Sourcing, Total cost analyses, Legal aspects of purchasing, Supply partnership and purchasing power, Negotiation & Purchasing work in other industries.

REFERENCE BOOKS

1. Harrison, A., and van Hoek, R. (2011). Logistics management and strategy. Harlow, Prentice Hall.
2. Dutta A.K. (2008). Materials management: Procedures, text and cases. Prentice Hall of India Pvt. Ltd.
3. Gopalakrishnan, P. and Sundareson M., (2007). Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd.
4. Sharma S.C. (2007). Material Management and Materials Handling, Khanna Publishers.
5. Arnold, Champman and Ramakrishnan (2009). Introduction to Materials Management 6/e, Pearson Education, Inc.
6. P. Gopalakrishnan and Abid Haleem (2015) Handbook of Materials Management 2/e, PHI Learning Pvt. Ltd.
7. Jacobs, F.R. & R.B. Chase. (2010). Operations and Supply Chain Management (13th edition). Boston: McGraw-Hill Irwin. • G. Cachon and C. Terwiesch. Matching Supply with Demand: An Introduction to Operations Management (3rd Ed). McGraw-Hill. 2013
8. Meredith, J. R., & Shafer, S. M. (2020). *Operations and supply chain management for MBAs* (7th ed.). Hoboken, NJ: John Wiley & Sons, Inc. ISBN: 9781117563235.

III SEMESTER MBA
(OPERATIONS MANAGEMENT SPECIALIZATION)
PS 306(d).3 SERVICE OPERATIONS MANAGEMENT

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To understand the nature, classification, framework and delivery systems of services
- To evaluate criteria for site selection for service industry
- To understand the concept of yield management and its importance and application to the service industry
- Inventory management in service industry
- To understand the digital application in service sector

COURSE OUTCOMES

- Getting acquainted to the nature, classification, framework and delivery systems of services
- Evaluating criteria for site selection for service industry
- Understanding the concept of yield management and its importance and application to the service industry
- Analyzing and applying Inventory management in service industry
- Apprising digital application in service sector

PEDAGOGY

Lectures, Assignments, Projects & Presentations, Usage of Spread sheets, Guest Lectures

UNIT 1 INTRODUCTION TO SERVICE OPERATIONS

8 Hrs

Characteristics of Services, Importance of Service Sector- Classification of services
Classification framework, Service Delivery System – Process Flow Diagrams, blue printing
Process Simulation- International Service Operations Management-Service operations in a
changing world

UNIT 2 SITE SELECTION FOR SERVICES**8 Hrs**

Types of Service Firms – Demand Sensitive Services, Delivered services, Quasi-manufacturing Services, Site Selection for Services: Site Selection for Demand Sensitive Services – Factor Rating, Regression, Geographic Information System (GIS), and Gravity Model of Demand- Site Selection for Quasi- Manufacturing Services – Mixed Linear / Integer Programming for Location Selection. Site Selection for Delivered Services

UNIT 3 YIELD MANAGEMENT**9 Hrs**

Capacity Strategies for Yield Management, Overbooking, Yield Management: Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods.

Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time.

UNIT 4 INVENTORY MANAGEMENT IN SERVICES**9 Hrs**

Services versus Manufacturing Inventory, Set Up and Ordering Costs, Number of Products, Limited Shelf Space, Lost Sales versus Back Orders, Product Substitution, Demand Variance, Information Accuracy, The Newsvendor Model, Multiple Products and Shelf Space Limitations, Inventory Inaccuracy Phantom Stock outs, Shrinkage Revenue Sharing, Markdown Money

UNIT 5 DIGITAL SERVICE OPERATIONS MANAGEMENT**6 Hrs**

E-service integration-Computer Telephone Integration- E-Service Challenges and Environment- E- Relationship Management- Customer Interaction with E-Services- International Dimensions of Services

REFERENCE BOOKS

1. David W. Parker (2018) Service Operations Management-The Total Experience, 2/e, Edward Elgar Publishing House.
2. Fritzsimmmons (2014). Service Operations Management, Pearson Education Limited.
3. Robert Johnston, Graham Clark and Michael Shulver (2012). Service Operations Management – Improving Service Delivery, Pearson Education Limited.
4. Metters, King-Metters, Pulliman and Walton (2012). Successful Service Operations Management, Cengage Learning.

**III SEMESTER MBA
(BUSINESS ANALYTICS SPECIALIZATION)
PS 307(a).3 FINANCIAL MODELING**

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To learn and apply the concept of time value of money and its implications in day to life.
- To study and develop personal financial models like EMI calculation, preparation of loan repayment schedule, etc.
- To study various sources of corporate financing and estimating their costs.
- To study and employ models used in typical finance and investments practice.
- To model the impact of corporate events on the share prices.

COURSE OUTCOMES

- To perform accurate financial calculations with the help of packages like MS Excel and R.
- To create interactive financial models which help in quick decision making.
- To scrutinize the dividend payment pattern of the corporations and their implications.
- To construct the financial statements and to predict the future financial positions of the companies.
- To analyze the implications of corporate events on the share prices and to take informed investment decisions.

PEDAGOGY

This course includes class Lectures, Group Discussions, Seminars and Projects.

UNIT 1: CORPORATE FINANCE MODELS

8 hours

Basic Financial Analytics- Overview- Present value and net present value, Internal Rate of Return and Loan tables, Multiple Internal Rate of Return, flat payment schedules, future values and applications, continuous compounding, discounting using dated cash flows

UNIT 2: COST OF CAPITAL**6 hours**

Calculating Cost of Capital- Overview; Cost of Debt and WACC, Computing cost of debt and WACC, using CAPM to determine the cost of equity

UNIT 3: DIVIDEND MODEL ANALYSIS**6 hours**

The Gordon Dividend Model, Adjusting the Gordon Model to account for all cash flows to equity, Supernormal growth and the Gordon Model

UNIT 4: FINANCIAL STATEMENT MODELLING**10 Hours**

Introduction, free cash flow- Measuring the cash flows, using the free cash flow to value the firm and its equity- Sensitivity Analysis; Project Finance- Debt repayment Schedules

UNIT 5: EVENT STUDIES**10 hours**

Background of an event study, A fuller Event Study- Impact of announcements on stock prices, using Two- Factor Model of Returns for an Event Study

LEARNING RESOURCES

1. Shamsuddin Aasha (2015) Financial Modelling Manual: A comprehensive but succinct step-by-step guide to building a financial forecast model in Excel, BG Consulting.
2. Pandey I M (2015) Financial Management, 11/e, Vikas Publishing House.
3. Fairhurst Danielle Stein (2015) Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals, John Wiley & Sons (India) Ltd. New Delhi.
4. Benninga Simon (2014) Financial Modelling, 4/e, Massachusetts Institute of Technology, USA.
5. Murugappan Palani (2014) Financial Modelling and Analysis using Microsoft Excel for non -finance personnel, Blue Micro Solutions.
6. Day Alastair (2012) Mastering Financial Modelling in Microsoft Excel, A Practitioner's Guide to Applied Corporate Finance, 3/e, Pearson Education.

III SEMESTER MBA
(BUSINESS ANALYTICS SPECIALIZATION)
PS 307(b).3 PEOPLE ANALYTICS

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To give an understanding on the concept of people analytics
- To analyze the challenges involved in implementing analytics in an organisation
- To learn the key components of Workforce Planning Analytics, as well as gain insight on future workforce planning
- To understand the significance of talent sourcing analytics, talent acquisition analytics and predictive analytics in the era of Big Data
- To study onboarding analytics & analytical performance management.

COURSE OUTCOMES

- To enable to make data-driven decisions to attract, manage, and retain employees
- To effectively manage the challenges involved in implementing analytics
- To develop data driven, proactive workforce planning and take appropriate workforce-related decisions.
- To use the talent sourcing analytics, talent acquisition analytics and predictive analytics for making HR decisions.
- To apply analytics in onboarding and performance management system.

PEDAGOGY

This course includes Class Lectures, Assignments, Case Studies, Seminars and Review of Articles.

UNIT 1 PEOPLE ANALYTICS

8 hours

HR Analytics or People Analytics? The Evolution, The People Analytics Age, Advantages of People Analytics, Migration from Business Analytics to Talent Analytics, Big data and people analytics, Analytics and Actionable Insights Bridge, Bersin's HR Analytical Maturity

Model, The seven pillars of People Analytics. The IMPACT cycle- Creating High Impact Analytics

UNIT 2 IMPLEMENTING ANALYTICS

8 hours

Selling the Analytics Concept, The Challenges, The Strategic Value in Surveys, Assessing the Hiring Process, Assessing an HR Program, Engagement and Turnover, Finding the Money in Analytics, Linking HR Data to Operational Performance, Worker Hours and the Impact to Profitability, HR Data and Stock Performance, Building the Linkage Map

UNIT 3 WORKFORCE PLANNING ANALYTICS

8 hours

Need for workforce planning analytics, Key components of Workforce Planning Analytics, The Five Steps of Workforce Planning, Making an IMPACT with Workforce Planning Analytics, Workforce Planning Analytics Best practices, Metrics, Dashboards, Regression Analysis

UNIT 4 SOURCING AND ACQUISITION ANALYTICS

8 hours

Need for Sourcing analytics, Talent sourcing analytics in the era of Big Data and Advanced Technology, The MOBILE Impact on Talent Sourcing, Putting the IMPACT cycle into action, Talent Acquisition Analytics meaning, Pre-interview Assessment Analytics, Predictive Analytics for Selection

UNIT 5 ONBOARDING ANALYTICS & ANALYTICAL PERFORMANCE MANAGEMENT

8 hours

OPEN Analytical framework for Effective Onboarding, Benefits of Analytical Performance Management, Predictive Analytics and Graph Theory to Optimize Career Pathways and Employee Promotion.

LEARNING RESOURCES

1. Jean Paul & Jesse S. Harriott (2016) *People Analytics in the Era of Big Data*, Wiley.
2. Global Human Capital Trends (2015) *Leading in the New world of Work*, Westlake, TX: Deloitte University Press.
3. Josh Bersin (2015) *HR Facebook Study U.S.* Deloitte Consulting
4. Tracey Smith (2013) *HR Analytics The What, Why and How*, Createspace Independent Publications.
5. Jac Fitz-enz, (2010) *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*, Amacom.

**III SEMESTER MBA
(BUSINESS ANALYTICS SPECIALIZATION)
PS 307(c).3 DATA DRIVEN MARKETING**

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVE

- To acquaint with the descriptive analysis in marketing using excel
- To understand price fluctuations based on market dynamics
- To familiarize with statistical forecasting tools for forecasting sales
- To understand the components of customer lifetime value and using the same for allocation for different CRM activities
- To understand segmentation and predict future sales

COURSE OUTCOMES

- To conduct descriptive marketing analysis using excel
- To predict market swings based on price fluctuations
- To forecast sales adopting various statistical forecasting tools
- To estimate life time customer value and allocation of resources for customer acquisition and retention
- To segment markets and predict duration of future sales

PEDAGOGY

The course is designed to give hands-on learning for the learner with spread sheets and statistical tools. The course involves practical learning through live cases, industry interaction and live projects to facilitate a doing-learning pedagogy.

INTRODUCTION TO DATA DRIVEN MARKETING

Significance of Data Driven Marketing (DDM), Overcoming obstacles to DDM, Infrastructure for DDM, Excel to Summarize Marketing Data: Slicing and Dicing Marketing Data with Pivot Tables, Using Excel Charts to Summarize Marketing Data, Using Excel Functions to Summarize Marketing Data.

PRICING ANALYTICS

Estimating Demand Curves and Using Solver to Optimize Price, Price Bundling, Nonlinear Pricing, Price Skimming and Sales, Revenue Management.

FORECASTING ANALYTICS

Simple linear Regression and Correlation, Using Multiple Regression to Forecast Sales, Modeling Trend and Seasonality, Ratio to Moving Average Forecasting Method, Winter's Method, Using Neural Networks to Forecast Sales.

CUSTOMER ANALYTICS

What Do Customers Want? - Conjoint Analysis, Logistic Regression, Discrete Choice Analysis, Customer Value – Calculating Lifetime Customer Value, Using Customer Value to Value Business, Customer value-Monte Carlo Simulation and Marketing Decision Making, Allocating Marketing Resources between Customer Acquisition and Retention.

MARKET SEGMENTATION

Cluster Analysis, Collaborative Filtering, Using Classification Trees Forecasting New Product Sales: Using S Curves to Forecast Sales of a New Product, The Bass Diffusion Model, Using the Copernican Principle to Predict Duration of Future Sales

LEARNING RESOURCES:

1. Jackson, S. (2016) Cult of analytics: Data analytics for marketing, London: Routledge.
2. Charan, Ashok. (2015) Marketing Analytics: A Practitioner's Guide to Marketing Analytics and Research Methods, New Jersey: World Scientific.
3. Winston, Wayne L. (2014) Marketing Analytics: Data-Driven Techniques with Microsoft Excel, New Delhi: Wiley India Pvt. Ltd.
4. Krypel, M. (2014) Refining design for business: Using analytics, marketing, and technology to inform customer-centric design. San Francisco, Calif.: Peachpit.
5. Jeffery, Mark (2010) Data – Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, Times Business Series, New Delhi: Wiley India Pvt. Ltd.

III SEMESTER MBA
(BUSINESS ANALYTICS SPECIALIZATION)
PS 307(d).3 FORECASTING ANALYTICS

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE DESCRIPTION:

The course aims at understanding the nature of time series data, identifying appropriate time series model for a given data, and estimate time series model and produce forecast from them using E-Views and R.

COURSE OBJECTIVES:

- To understand the nature and the components of time series data
- To learn data driven forecasting techniques
- To describe the issues related to fitting AR, MA and ARMA models
- To study multivariate and volatility time series models
- To gain hands-on experience on modelling time series techniques using E-views/R

COURSE OUTCOMES

- To disentangle the components of time series data
- To construct data driven models of forecasting, such as naïve models, moving average models and exponential smoothing models
- To build and validate stationary time series models
- To apply multivariate and volatility models for forecasting, such as VAR, Granger Causality, ARCH and GARCH Models
- To construct and evaluate time series models using E-Views/R

PEDAGOGY:

The methodology includes Class lectures and practical on a variety of datasets using E-Views and R software.

UNIT 1: INTRODUCTION TO TIME SERIES ECONOMETRICS (6 Hours)

Time series data- Nature of time series data, components of time series data- trend, seasonality, cyclical movements and Irregular fluctuation. Time series decomposition- Additive and multiplicative models

Approaches to Forecasting- Qualitative and Quantitative methods

UNIT 2: TIME SERIES FORECASTING- DATA DRIVEN MODELS (9 hours)

Time series forecasting- Deterministic models – Naïve model, Simple average method, moving average method, exponential smoothing method, Exponential Smoothing Adjusted for Trend: Holt's Method, Exponential Smoothing Adjusted for Trend and seasonal Variation: Holt-Winter Method. Forecasting evaluation- Mean Absolute Deviation (MAD), Mean Absolute Percentage Deviation (MAPE), and Mean Squared Error (MSE).

UNIT 3: MODEL BASED FORECASTING TECHNIQUES (9 Hours)

Trend regression and Trend regression with seasonality

Stationary and non-stationary series. Tests of stationarity and transforming non-stationary time series data.

Univariate time series models- Autoregressive, and Moving Average (ARMA) modelling of time series. The Box-Jenkins Methodology- Identification, estimation, diagnostic checking and Forecasting

UNIT 4: MULTIVARIATE AND VOLATILITY TIME SERIES MODELS (9 Hrs)

Vector Auto Regression (VAR) and Granger Causality models

Volatility models – Nature of volatility in financial time series.

Modelling volatility- Autoregressive Conditional Heteroscedasticity Models (ARCH) and Generalized Autoregressive Conditional Heteroscedasticity Models (GARCH). Symmetric and asymmetric GARCH Models.

UNIT 5: TIME SERIES ANALYSIS WITH E-VIEWS & R (PRACTICAL) (7 Hours)

Running deterministic, stochastic, multivariate and volatility models in E-views and R

LEARNING RESOURCES

1. Brooks, C. (2019) *Introductory Econometrics for Finance*, 4e, Cambridge University Press.
2. John. E. Hanke & Dean W. Wichern (2015) *Business Forecasting* 9e. PHI Learning Private Ltd.
3. Gujarati, D.N., Porter D.C., & Pal, M. (2019) *Basic Econometrics*, 6e, McGraw Hill Education Pvt. Ltd: New Delhi.
4. Studenmund, A. H. (2017). *A Practical Guide to Using Econometrics*, 7e, Pearson Education Ltd: England.
5. Enders, W. (2018). *Applied Econometrics Time Series* (4 ed.). Wiley Publications

IV SEMESTER MBA
PH 301.4 CORPORATE GOVERNANCE

Instruction hours: 60

Credits 05

Total Marks: 100

COURSE OBJECTIVES

- To discuss the fundamental concepts of corporate governance in the Indian context.
- To analyse the theories and models of corporate governance applied in business across the world.
- To compare the various committee reports pertaining to corporate governance across the world.
- To measure the role of boards and committees in the healthy governance of business organizations.
- To assess the future of corporate governance in contrast with best practices for the future.

COURSE OUTCOMES

- To interpret the fundamental concepts and issues in corporate governance in conjunction with the current Indian business scenario.
- To appraise the theories and models of corporate governance applied in business organizations across the world.
- To review the application of committee recommendations in business organizations in India.
- To Justify the role of boards and committees in the healthy governance of business organizations.
- To predict the future of corporate governance and plan best practices for the future.

PEDAGOGY

This paper includes Class lectures, Videos, Assignments, Case studies, Group Discussions and Seminars.

Unit 1 CORPORATE GOVERNANCE FRAMEWORK IN INDIA (10 hours)

Corporate Governance, Need for Corporate Governance, Importance of good Corporate Governance. Parties to Corporate Governance; Four pillars of corporate governance
Corporate Governance in Public Enterprises – a new frame work, Historical perspective, ethics and Corporate Governance.

Unit 2 CORPORATE GOVERNANCE THEORIES AND MODELS (10 hours)

Introduction to theories-Agency theory, Stewardship theory, Stakeholder Theory, Sociological theory, Factors that differentiate between Agency and Stewardship Theories, Stakeholders theory; Corporate Governance Mechanism – Anglo American Model, German Model, Japanese Model , Indian Model, OECD principles.

Unit 3 COMMITTEES AND REPOTS ON CORPORATE GOVERNANCE (USA, UK AND INDIA) (15 hours)

Cadbury Report 1992, Greenbury Report 1995, Hampel Report 1998, Turnbull Report 1999, Higgs Report 2003, Smith Report 2003, Redraft of Combined Code 2003, Sarbanes Oxley Act 2002, CII code on corporate governance 1998, SEBI Committee (K.M. Birla) Report 2001, Gangully Committee Report 2002, Naresh Chandra Committee Report 2002, Narayana Murthy Committee Report 2003, Kotak committee report 2017.

Unit 4 BOARDS, COMMITTES AND GOVERNANCE (15 hours)

Board of Governance, Board Organization, Types of Directors, Need for Independence to Directors, improving administration of Governance through Committees, Board structure, Professional Vs Family firms – Making Board a formidable force, Directors Development and Succession planning, Compensation of CEO and other Directors, Role of Compensation Committee and Audit Committee, Institutionalization of Whistle- Blowing Policy.

Unit 5 THE FUTURE OF CORPORATE GOVERNANCE (10 hours)

Corporate Governance so far – Governance Practices for Twenty First Century – Innovative Practices for future, Conformance Vs Performance, Changing role of the Board, Can Political Approach be better? Journey to the Governed Corporation.

At the beginning and end of each module real life cases are to be discussed as opening case and closing case.

LEARNING RESOURCES

1. Satheesh Kumar (2015), Corporate governance, 1/e, Oxford, New Delhi
2. Dr. Parthasarathy (2015) Corporate Governance, 2/e, Biztantra Publication, Delhi.
3. S. K. Mandal (2016) Ethics in Business and Corporate Governance, 2/e, McGraw Hill Higher Education, New Delhi.
4. Bob Tricker (2018) Corporate Governance – Policies and Practices, 3/e, Oxford.
5. Christine Mallin (2018) Corporate Governance, 6/e, Oxford, New Delhi.
6. Monks, Robert AG (2016) Corporate Governance, Wiley India Publication.

IV SEMESTER

PH 302(a).4 DECISION MAKING MODELS

Instruction hours: 60

Credits 05

Total Marks: 100

COURSE OBJECTIVES

- To introduce the need of using Linear Programming and Transportation Problems for effective decision making.
- To gain knowledge on Decision Theory concepts to identify alternatives under three environments of certainty, risk and uncertainty.
- To understand the theory of Replacement Models when items fail suddenly and gradually keeping cost considerations.
- To understand Network models to plan, monitor and control the projects involving more activities by minimizing projects time and cost.
- To foster active learning of Simulation Modelling Techniques to access the potential benefits, costs and risks of alternative processes and strategies for real world business problems.

COURSE OUTCOMES

- To apply Linear Programming Models and Transportation Problems for tackling business environment challenges quantitatively to allocate limited resources.
- To employ the Decision Theory techniques to analyze current business problems under risk certainty and uncertainty.
- To apply the Replacement Models techniques in planning of replacing of items keeping cost considerations.
- To apply Network Modelling of activities to ensure optimum utilization of human and other resources like time and cost.
- To employ simulation tools for real world business problems where mathematical modeling may not be applied and make strategic decisions

PEDAGOGY

This course includes Class Lectures, Assignments, Practical Exercises, Case Study Discussions, Review of Journal Articles.

UNIT-IV NETWORK ANALYSIS**14 Hours**

Phases of Project Management; Critical Path method (CPM); Project Evaluation and Review Technique (PERT); Time Estimates in PERT/CPM Networks.

UNIT-V SIMULATION MODELS**10 Hours**

Introduction to Simulation; Simulation process; Monte Carlo Simulation; Random number generation; Business application of simulation models- Simulation of Demand forecasting, Simulation of Investment decisions, Simulation of Queuing System.

LEARNING RESOURCES

1. Sharma. J. K (2017) “Operations Research –Theory & Applications”, 6/e, Macmillan Publishers India Ltd.
2. Vohra N. D (2017) “Quantitative Techniques in Management”, 5/e, Tata McGraw Hill Publishing Company Ltd.
3. Sharma. J.K (2010) “Operations Research –Problems & Solutions”, 10/e, Macmillan Publishers India Ltd.
4. Kapoor V. K (2014) “Operation Research - Quantitative Techniques for Management”, 9/e, Sultan Chand & Sons.
5. Frederick S. Hillier Gerald J. Lieberman (2010), Introduction to operations research, 9/e, Tata McGraw Hill Publishing Company Ltd.

IV SEMESTER MBA
PH 302(b).4 KNOWLEDGE MANAGEMENT

Instruction hours: 60

Credits 05

Total Marks: 100

COURSE OBJECTIVES

- To understand the significance of knowledge in today's economy
- To understand the key theories, concepts, and models of Knowledge Management (KM)
- To learn about required skills and competences of knowledge managers and knowledge workers
- To identify the effective tools for knowledge transfer and sharing.
- To study the importance of organizational culture in knowledge application.
- To learn various KM strategies and metrics.
- To examine the managerial, ethical and legal issues pertaining to knowledge management.

COURSE OUTCOMES

- To be able to relate the concepts of knowledge management to the real world.
- To apply complex theories of knowledge management to a wide range of scenarios;
- To exhibit the skills and competences to work as an effective knowledge managers and knowledge workers in a knowledge-based organization.
- To use the effective tools for knowledge transfer and sharing.
- To be able align organizational culture in knowledge application.
- To implement various KM strategies and metrics for the success of knowledge management.
- To lead knowledge knowledge-based organization from ethical, and legal perspective

PEDAGOGY

This course includes Class lectures, Assignments, Cases, Group Discussions, Mini Project and Presentations.

UNIT 1. KNOWLEDGE MANAGEMENT-GENESIS

10hrs

History of Knowledge Management, Multidisciplinary Nature of KM, Drivers of KM, Types of Knowledge, Expert Knowledge, Human Thinking & Learning, Concept Analysis Technique, From Physical Assets to Knowledge Assets, Organizational Perspectives on Knowledge Management, Why Is KM Important Today? KM for Individuals, Communities and Organizations, Challenges for KM.

UNIT 2.THE KNOWLEDGE MANAGEMENT SYSTEM LIFE CYCLE

10hrs

Challenges to Building KM Systems, Knowledge Management System Life Cycle (MKSLC): Major Approaches - The Meyer and Zack KM Cycle, The Bukowitz and Williams KM Cycle, The Wig KM Cycle, An Integrated KM Cycle.

UNIT 3. KNOWLEDGE CREATION, CAPTURE AND CODIFICATION

8hrs

Knowledge Creation, Nonaka's Model of Knowledge Creation and Transformation, Knowledge Architecture.

Knowledge Capture: Capturing Tacit Knowledge, Evaluating the Expert, Interview as a Tool, Other Knowledge Capture Techniques (In Brief): On-Site Observation, Brainstorming, The Delphi Method, Black boarding

Knowledge Codification: Meaning, Reasons, Codification Tools & Procedures: Cognitive Maps, Decision Tables, Decision Trees

Knowledge Developer's Skill Set.

UNIT 4. KNOWLEDGE TRANSFER AND SHARING

8hrs

Knowledge Transfer: The Knowing-Doing Gap, Prerequisites for Transfer, Transfer Methods, Role of Internet in Knowledge Transfer, Knowledge Transfer in the E-World and E-Business.

Knowledge Sharing: The Social Nature of Knowledge, Knowledge Sharing Communities, Types of Communities, Roles and responsibilities in a Cops, Knowledge Sharing in Virtual CoPs, Knowledge Management Tools: Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools, Obstacles to Knowledge Sharing

UNIT 5 KNOWLEDGE APPLICATION AND THE ROLE OF ORGANIZATIONAL CULTURE

8hrs

Knowledge Application at the Individual, Group & Organizational Levels, Characteristics of Individual Knowledge Workers, Bloom's Taxonomy of Learning Objectives, Task Analysis and Modeling, EPSS, Knowledge Reuse, Knowledge Repositories, Strategic & Practical Implications of Knowledge Application.

Culture at the Foundation of KM, KM Maturity Model, CoP Maturity Model, Transformation to a Knowledge-Sharing Culture.

UNIT 6 KM STRATEGY AND METRICS

8hrs

Knowledge Management Strategy, Knowledge Audit, Gap Analysis, KM Return on Investment (ROI) and Metrics, The Benchmarking method, The Balanced Scorecard Method, The House of Quality Method, Result Based Assessment Framework

UNIT 7 MANAGERIAL, ETHICAL AND LEGAL ISSUES

8hrs

Managing Knowledge Workers: KM Profession, Attributes, Roles and Responsibilities of Knowledge Worker, Technology and Knowledge Worker, Managerial Considerations, Managing KM Projects; Ethical and Legal Issues: Knowledge Owners, Legal Issues, Ethical Issues

LEARNING RESOURCES:

1. Dalkir, Kimiz (2017) Knowledge Management in Theory and Practice, 3/e, New Delhi: PHI Learning Pvt. Ltd.
2. Awad, Elias M. & Ghaziri, Hassan M (2013) Knowledge Management, 2/e, New Delhi: Dorling Kindersley (India) Pvt. Ltd.
3. Liebowitz, J. (2016). *Successes and failures of knowledge management*. Morgan Kaufmann.
4. Massingham, P. (2019). *Knowledge management: Theory in practice*. SAGE.
5. North, K., & Kumta, G. (2018). *Knowledge management: Value creation through organizational learning*. Springer.
6. Rhem, A. J. (2016). *Knowledge management in practice*. CRC Press.

IV SEMESTER MBA (PROJECT)
PH 303.4 SUMMER INTERNSHIP PROJECT

Instruction hours: 50

Credits 04

Total Marks: 100

Business management in general and the MBA degree in particular, are professional practitioner subjects, just like medicine, law, engineering, and architecture. Hence, MBA learning is professional practitioner learning that needs the practice of summer internship projects (SIP) and business consultancy projects (BCP), both of which pave the way to permanent placement (PP). Ideally, one must so choose the SIP that it naturally leads to BCP, and both of which deservedly terminate in PP preferably in the same industry or company. This note is premised on this hope and assumption, and seeks to maintain this ideal transitional focus of **SIP => BCP => PP**.

The Summer Internship Project is of 8 weeks duration and adopts the Problem identification and problem solving route:

1. Step One: Problem description, identification and definition characterize P. The problem P occurs whenever $Y > X$; that is, when uncontrollable variables dominate controllable variables.
2. Step Two: Problem Formulation identifies each variable in X and Y.
3. Step Three: Problem Specification specifies the relation of each variable in X to each variable in Y, and relations within X, and relations within Y.
4. Step Four: Problem Resolution Alternatives Investigation: We investigate various alternatives that are efficient in reducing uncontrollable variables Y in relation to controllable variables X, or which increases the control ratio X/Y.
5. Step Five: Selection of the best among Problem Resolution-Alternatives evaluated under Step Four. That is, the best resolution is that which maximizes $\{X/Y\}$ over all X and Y.

Typically in SIP Steps 1-5 are carried out predominantly with the help of primary data backed by secondary data, it ensures that the research method and methodology are valid, that the questionnaire design was based on sound theory and hypotheses formulation-verification procedures, that data collection was valid, reliable, and objective, that the data analysis was technically thorough and valid, and hence, that finally ensures that conclusions are reliable,

valid, dependable and objective, profitable and socially responsible. When SIP and BCP are done professionally well and technically perfect, PP should follow.

The Structure of Business Problems

Technically, any problem situation must deal with a certain level of knowledge and a certain level of certainty-uncertainty regarding that level of knowledge. That is, any problem situation must confront four states of affairs as follows:

- **Relevant knowledge high and knowledge certainty high:** here the best decision-making approach is rational, logical and deterministic. There is just one solution to the problem.
- **Relevant knowledge is high but knowledge certainty is low:** here the best decision-making approach is fine-tuning, artistic and nondeterministic. Business data and knowledge are rarely unequivocal. There is one problem but with many possible solutions.
- **Relevant knowledge is low but knowledge certainty is high:** we know very little about the causes of cancer, but what we know we are quite certain about under present conditions. In other words, there could be many connected problems even though in practice we treat them with some known solutions. Here you follow a diagnostic or focused trial-and-error approach. This is what doctors do when they cannot pinpoint the patient's problem: they try various medical regimes and converge on the one that works best.
- **Relevant knowledge is low and knowledge certainty is low:** for instance, we have very little knowledge about global climate change, global pandemic diseases, global terrorism, and the like, and what we know is hardly certain and mostly conjectural. Here we proceed by a pure trial-and-error approach of experimentation and trial balloons. This approach often assumes no knowledge at all.

Problem Centered Research

In general, problem-centered research involves the following major steps:

1. **Problem Identification and Definition:** That is, describe, frame, classify or categorize the problem given various taxonomies or typologies. To which industry or cross-industry does the problem belong? In this connection do some **industry scanning** in order better to identify and define the problem. Identifying and defining wrong problems are Type Three errors that we must avoid. [Weeks one and two]
2. **Problem Formulation:** that is, identify the major controllable and uncontrollable variables that constitute the problem. Controllable variables are those the company can

handle and control given its current resources (of manpower, capital, cash, infrastructure, technology and regulation-compliance). Uncontrollable variables are related to the competitors, markets, legal environments and global factors. Hence, do some **competitor scanning, market scanning, legal environment scanning and global scanning** in order to formulate your problem better. A problem well formulated is half solved. Often, the process of problem formulation indicates the path of solution. [Week three]

3. **Problem Specification:** that is, explore, examine and understand the relationships (actual and potential) between your controllable variables, between your uncontrollable variables, and between your controllable and uncontrollable variables. One of the fundamental laws in systems thinking is that everything is connected with everything else in a global web or network of relationships. Hence, all your variables, controllable and uncontrollable, are connected, related, and they influence each other. Identify the major connections and influences. Note the relationships could be complex. Complexity in systems thinking is twofold: a) **variables complexity:** the more the number of variables involved, the more complex is the problem; b) **dynamic complexity:** the more the relationships between these variables, and more the relationships change constantly, as often the case is, the more is dynamic complexity. Hence, at this juncture, you may need **variables scanning such as product scanning and customer scanning** to specify your problem better. [Week four]

4. **Problem-resolution Alternatives Investigation:** Given problem identification, formulation and specification, we now investigate various problem-resolution alternatives that might have occurred to us during the previous three steps. In systems thinking, we do not “solve” problems, but only “resolve” them; problem solutions are permanent, and there relate to “simple” problems where problem formulations and solutions are known. But when problems are “complex” (that is, problems may be formulated but solutions are not obvious), or “unstructured” (that is, problems cannot be formulated, but we can guesstimate their possible resolutions) or “wicked” (i.e., problems have neither known formulations nor resolutions), then we can only try to tame them with resolutions.

Problem resolution alternatives relate primarily to uncontrollable variables that involve aggressive competition, uncertain or turbulent markets, economic chaos, new consumer lifestyles, new consumer needs and demands, new regulatory challenges, new market opportunities, new product development opportunities, new brand equity drives, new financial crises, new corporate frauds, political corruption and bribery, and the like.

Solution-Hypotheses Formulation: In this connection, when resolution alternatives are not clear, we may, based on good theory, need to speculate and frame various hypotheses regarding what would work and what would not work in seeking better control over our uncontrollable variables. Do we need to redesign the product? Do we need to re-bundle the product in terms of complementary accessories with attractive prices? Will a new pricing strategy work? Will a new product promotion strategy be effective? Will a new retailing strategy be needed? Will we need to explore new markets or new customer segments hitherto underserved by us? Do we need to focus only on big lifetime-loyal accounts? And so on.

Solutions-hypotheses-verification: Each solution alternative needs to be tested either by pre-test marketing or test marketing experimental designs. Or, using survey designs we may investigate target customer perceptions, feelings, emotions and attitudes about our resolution-alternatives, about our products, product policies, retailing policies, pricing policies, promotion policies, consumer credit policies, and so on. In which case, we need suitable survey questionnaires to be designed, constructed, and pretested for reliability (using Cronbach's α) and validity (face validity, content validity, discriminant validity, convergent validity, nomological validity, and so on). [Weeks five and six]

5. **Best Resolution Selection:** Based on observation-experimentation or solution-hypothesis verification results from the previous step, we should be able to select or “elect” the best resolution alternative to the original problem we started with. Thus, if we were testing different product price designs using pretest marketing or test city marketing, then results should indicate which price or product mix design is most effective in generating highest sales revenues. On the other hand, if we investigated target customer perceptions or attitudes, then we should single which product or price design evoked the most positive perceptions and attitudes. Either method would converge toward an optimal resolution selection. At this stage we need to consider the cost and benefits of each resolution alternative and choose the best. In case, your research based on Steps One through Five did not yield an optimal solution, then perhaps you need to re-formulate the problem. That means, we go through steps 1-5 again. Good research is recursive, repetitive, and replicated. [Weeks Seven and Eight]

A Suggested Structure for the SIP Report

Chapter #	Title	Major Contents	Remarks
	Executive Summary	Draw a bullet-point summary of major findings from your SIP that will be useful to the firm	Summarize only your findings based on your questionnaire design, primary and secondary data collection, data analysis and objective inferencing. What are your major recommendations to the organization.
One	Introduction	The Importance of the Problem Researched	Describe and investigate the genesis, urgency, uniqueness, critical benefits, intended purpose of the research problem, and the desired outcomes
Two	Problem Identification	Describe, identify, classify and define the Problem	<p>Is the problem market related? Product related? Legality related? Environment related?</p> <p>Is it upstream, or midstream or downstream value-chain innovation related, either at the corporate level (Set A) or at the divisional/functional level (Set B)?</p> <p>Which industry or cross industry does it belong and why? Do some industry scanning to define the problem better.</p>
Three	Problem Formulation	Identify the controllable and uncontrollable variables that constitute the problem	<p>Identify and define controllable versus uncontrollable variables from the company's perspective, and from the target customer's perspective.</p> <p>Do some competitor scanning, market scanning, legal environment scanning and global scanning in order to formulate your problem better.</p>
Four	Problem Specification	Describe, identify and specify relationships between variables that constitute the problem	<p>Explore, examine and understand the relationships (actual and potential) between your controllable variables, between your uncontrollable variables, and between your controllable and uncontrollable variables..</p> <p>Hence, do some variables scanning in the form of product scanning and customer scanning to specify your problem better.</p>
Five	Problem-Resolution	Given problem identification,	Problem resolution alternatives relate primarily to uncontrollable variables that

Chapter #	Title	Major Contents	Remarks
	Alternatives Investigation	formulation and specification, now investigate various problem-resolution alternatives that might have occurred during the previous three steps.	involve competition, uncertainty or turbulent markets, economic chaos, new regulatory challenges, new market and new product development opportunities, etc..
Six	Survey Questionnaire Designing and Data Analysis	Certain hypotheses are made, in this regard, and verified, and accordingly, problem-resolution alternatives assessed.	Frame proper solution-hypotheses regarding their relative merits and based on theory design a concise, precise and unequivocal questionnaire to verify the hypotheses. Collect and analyze data using statistical software.
Seven	Best Problem-Resolution Selection	Based on feasibility, viability, economic desirability, legality, ethicality and morality, the best problem-resolution among all alternatives resolutions is selected.	Based on observation-experimentation or solution-hypothesis verification results from the previous step, we should be able to select or “elect” the best resolution alternative to the original problem we started with. We also assess the consequences of the best solution selected, especially in relation to the externalities on all stakeholders of the firm.
Eight	Limitations & Concluding Remarks	Indicate SIP limitations and research Directions for the future	Objectively analyze strengths and weaknesses of your SIP. Suggest directions for further research to minimize weaknesses or strengthen the results. Highlight major findings and their consequences in your concluding remarks.
References	Append complete references used in your SIP by alphabetically listed authors, year of publication, titles of books or articles, publisher details; dates in case of newspaper or news magazines.		
Tables	Include here properly numbered and referenced Figures, Charts, Tables, Exhibits, Appendices, Timelines, and other out materials that support and supplement your SIP text.		

EVALUATION CRITERIA:

I. INTERNAL CRITERIA

- Frequency of meeting the faculty (Time Management)-5 marks (A)
- Follow Up & Correction- 5 marks (B)
- Report Content- 10 marks (C)
(Problem identification & definition, Formulation, specification, alternative resolutions and best resolution selection)
- Submission of drafts on time (Draft-1 and Draft-2 – 5 marks each)- 10 marks(D)

The above total of 30 marks (A+B+C+D) will be reduced to 15 marks. (H)

II. INTERNAL VIVA

- Draft-1 Report -10 marks (E)
Presentation-10 marks (F)
Question & Answer-10 marks (G)

The above total of 30 marks is graded by two internal faculty (E+F+G) will be reduced to 15 marks. (I)

Internal Marks = H + I = 30 marks (J)

III. EXTERNAL CRITERIA

- Presentation (15)
- Problem Definition, Formulation & Specification (15)
- Research Methodology & Data Analysis (15)
- Findings & Suggestions (10)
- Q & A (15)

Total of 70 marks (K)

The above total of 70 marks is graded by two faculty members. One internal (not the guide) and one external member. The average of the same is considered.

Total Marks = J + K = 100

Cover Page

**FINANCIAL STATEMENT ANALYSIS: A CASE STUDY WITH REFERENCE TO
SHERATON LTD. BANGALORE**

Summer Internship Project submitted in partial fulfillment of the requirement for the

**MASTERS DEGREE IN
BUSINESS ADMINISTRATION (MBA)**

SUBMITTED BY

XXXXXX

REGISTER NUMBER:

UNDER THE GUIDANCE OF

Prof./Mr./Ms./Mrs. _____

Designation



**ST ALOYSIUS COLLEGE (AUTONOMOUS)
ALOYSIUS INSTITUTE OF MANAGEMENT AND INFORMATION
TECHNOLOGY (AIMIT)**

MADOOR, MANGALORE-575022

2015-2017

Title Page

**FINANCIAL STATEMENT ANALYSIS: A CASE STUDY WITH REFERENCE TO
SHETRON LTD. BANGALORE**

Summer Internship Project submitted in partial fulfillment of the requirement for the

**MASTERS DEGREE IN
BUSINESS ADMINISTRATION (MBA)**

SUBMITTED BY

XXXXXX

REGISTER NUMBER:

UNDER THE GUIDANCE OF

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Designation



**ST ALOYSIUS COLLEGE (AUTONOMOUS)
ALOYSIUS INSTITUTE OF MANAGEMENT AND INFORMATION
TECHNOLOGY (AIMIT)**

MADOOR, MANGALORE-575022

2015-2017



ST ALOYSIUS COLLEGE (AUTONOMOUS)
ALOYSIUS INSTITUTE OF MANAGEMENT AND INFORMATION
TECHNOLOGY (AIMT)
MADOOR, MANGALORE-575022

CERTIFICATE

This is to certify that **Ms. / Mr.....** bearing Register Number.....is a bonafide student of Master of Business Administration (MBA) course of this institute (2014-2016 batch). The Summer Internship Project titled “.....” is prepared by her/him under the guidance of in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

Professor & Dean

Place: Mangalore

Date:

Report Format Instructions

1. Paper

- A4 Size(Executive Bond Paper)

2. Report

- Hardbound
- The cover page should be in **sky blue color with black print**.

3. Font

- Times New Roman

4. Font Size

- Font size should be 12

5. Margin

- Right, top, bottom=1 inch
- Left=1.5 inch(For Binding)

6. Line Spacing

- 1.5 inch throughout the document

7. No of Copies

- 2 copies (University, College) Personal copy should be taken separate if needed.
- Guide copy based on guide's decision

8. Tables and Charts

- Each table should have a number and title in the document and each should appear in the list of tables and charts.

9. Page Number

- Upper right hand corner inside margins
- Page number begins on list of table, ends with bibliography
- From list of tables to Executive summary page number should be i, ii, iii,
- From chapter 1 to Bibliography 1,2,3

10. Bibliography

- References and bibliography is a must; in case of website references the date of viewing the website should be mentioned.
- Page numbers appear on these pages.
- In case of Books
Malhotra, NareshK(2007) “Marketing Research”, Fourth Edition, Pearsons Education Private Limited, New Delhi, pp 586-598.
- In case of Magazines and Journal
Roy Sahadip (April 2007) “ Marketing Strategies in Indian Rural Markets”, Marketing Mastermind , Vol II, Issue 4, ICFAI University Press, Hyderabad, pp 23-43.
- In case of Websites
http://en.wikipedia.org/wiki/Colour_scheme
Last accessed on 18/04/2010

11. Header and Footer

- No Header
- Footer- St. Aloysius Institute of Management and Information Technology (AIMIT)
(Centrally Placed)(Starts from Page number 1)

IV SEMESTER MBA
(FINANCE SPECIALIZATION)
PS 304(a).4 FINANCIAL REPORTING AND ANALYSIS

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To familiarize the students with financial statement analysis and interpretation of financial disclosures.
- To acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- To lay a foundation for developing their skills in interpreting & reporting Financial Statements.
- To explicate the reasoning behind the rules underpinning corporate financial reporting.
- To use financial reporting theory and practices to analyze the performance of a company.

COURSE OUTCOMES

On successful completion of this course, the learner will be able to;

- Evaluate different types of performance measurement systems in accounting and commonly used financial control systems.
- Interpret financial statement based on different techniques of analysis.
- Design appropriate business policies and strategies to meet stakeholder and shareholder needs in the light of the recent changes in financial reporting.
- Create, evaluate financial statement and access a range of different outcomes and the ability to justify the chosen outcome.
- Estimate the future financial outcomes for a company based on forecaster's own assumptions and beliefs.

PEDAGOGY

This course includes Class lectures, Assignments, Practical exercises, Group Discussions and Seminars.

Unit 1- ESSENTIALS OF FINANCIAL STATEMENTS**6 hours**

Articulation of financial statements - Assumptions of Accounting Model – Introduction to Financial Statements – Income Statement – Statement of Retained Earnings– Balance Sheet - Statement of Cash flows - Auditors Report – Notes to Financial Statements - Management’s Discussion and Analysis - IND AS 1: Presentation of Financial Statements.

Unit 2 –FUNDAMENTALS OF ANALYSIS**10 hours**

Basic Analytical Methods -Horizontal Analysis – Vertical Analysis – Trend Analysis; Other Analytical Measures - Liquidity Ratios – Solvency Ratios – Profitability Ratios – Efficiency Ratios; Du Pont Analysis – Analysis and Interpretation; Value added concepts –EVA and MVA.

Unit 3 - MANAGEMENT REPORTING SYSTEM**6 hours**

Characteristics of Useful Information – Objectives – Forms – Requisites of a Good Report- Methods of Reporting- Assumptions and principles in Financial Reporting – Different Management Levels of Reporting.

Unit 4 - STATEMENT OF CASH FLOWS AND FUND FLOW**10 hours**

Cash and Cash Equivalents –Business Activity – Operating Activity – Investing Activity – Financing Activity – Preparation of Cash flow statement as per Accounting Standard AS-3; Reporting of Cash Flows; Fund Flow Statement – Preparation of Fund Flow Statement; Usefulness of Cash Flow and Fund Flow Statement .

Unit 5 - FINANCIAL FORECASTING**8 hours**

Pro forma Statements – Constructing Pro forma Income Statement – Sales Forecast – Pro forma Balance Sheet – Projected Financial Statements – Per cent of Sales Method- Judgmental Approach - Reporting Financial Performance and Corporate Governance.

LEARNING RESOURCES:

1. Mohana, R. P. (2011). Financial Statement Analysis and Reporting. PHI Learning Pvt. New Delhi.
2. Sinha, G. (2012). Financial statement analysis. PHI Learning Pvt. New Delhi.
3. Subramanyam, K. R. (2013). Financial statement analysis (11th ed.). McGraw-Hill Education.
4. Penman, S. H. (2012). Financial statement analysis and security valuation (5th ed.). McGraw Hill Education.
5. Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. (2018). Financial accounting: Tools for business decision making (9th ed.). John Wiley & Sons.
6. Gibson, C. H. (2012). Financial reporting and analysis using Financial Accounting Information (13th ed.). Cengage Learning.
7. Soffer, L., Revsine, L., Mittelstaedt, F., Collins, D., & Johnson, B. (2014). Financial reporting and analysis(4th ed.). McGraw-Hill Education.

IV SEMESTER MBA
(FINANCE SPECIALIZATION)
PS 304(b).4 TAXATION FOR MANAGERS

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To acquaint the students with basic principles underlying the provisions of direct tax laws.
- To introduce practical aspects of tax planning and operation of GST as an important managerial decision-making process.
- To acquire expert knowledge of practical and procedural aspects relating to GST and Input tax credit.
- To update and equip the students on current topics and techniques involving utilization of input tax credit.
- To develop a broad understanding of the assessment and valuation for customs and Customs Law in India.

COURSE OUTCOMES

On successful completion of this course, the learner will be able to

- Expose students to real life situations involving taxation and to equip them with techniques for taking tax-sensitive decisions.
- Assess the value of goods and services for payment of GST.
- Exhibit a clear understanding of various provisions of GST system and utilisation of input tax credit.
- Demonstrate the ability to draw meaningful conclusions about tax compliance of individuals, business firms and companies.
- Advise on valuation of goods for payment of customs duty.

PEDAGOGY

The sessions will include theory, practical exercises, assignments; tax based case decisions, seminars, and budget analysis in the class.

Unit 1- DIRECT TAX**10 hours**

Basic definitions under Income Tax Act and determination of residential status, Income from salary, Income from house property, Profit from Business or Profession, Capital gains, Income from other sources. Tax planning objectives and significance; Tax Evasion; Tax Avoidance; Tax Management; Tax Deduction at Source: Tax Collection at source.

Unit 2 - GOODS AND SERVICES TAX**10 hours**

Objectives and basic scheme of GST; Implications of GST – Constitutional Amendments: GST Council – Structure, Powers and Functions and Provisions for Amendments. Structure of GST - Dual Model; GST – Central GST (CGST), State GST (STGST) / Union Territory (UT GST) and Integrated GST (IGST).

Definition of goods, place of supply, Aggregate turnover, services, Taxable turnover under CGST, SGST and IGST, Capital Goods, Casual taxable person, E-Commerce, Input, Input Tax credit, Job work, Reverse charge, Nature of supply – Composite, Mixed, Exempt, Outward, Inward, Recipient of goods and Services, Supplier of Goods and Services - Rates of GST; GST Compliance Rating. Impact of GST on Manufacturers and FMCG Industry.

Unit 3- VALUATIONS UNDER GST**10 hours**

Valuation rules for supply of goods and services; Transaction value; Procedure relating to levy – CGST and SGST, Scope of supply, tax liability on mixed supply and composite supply; value of taxable supply; Computation of taxable value and tax liability including reverse charge; Procedure relating to levy - IGST - Inter-state supply, Intra State supply, zero rate supply, value of taxable supply – computation of taxable value and tax liability.

Unit 4- INPUT TAX CREDIT**10 hours**

Input Tax Credit under GST & Returns: Input tax credit process, Eligibility and conditions for claiming Input tax credit, apportionment of credit and blocked credits, availability of credits under special circumstances under section 18; Cases where ITC cannot be availed by the Dealer.

Input Tax Credit Utilization and Input Tax Credit Reversal; input tax credit on capital goods, distribution of credit by Input Service Distributor (ISD), transfer of Input Tax Credit. Problems on utilisation of Input Tax Credit.

Unit 5 - CUSTOMS ACT

10 hours

Customs Act, Customs Tariff Act : Definitions, Types of customs duties, Prohibition of importation and exportation of goods, Treatment of imports and exports under GST; Methods of valuation for customs – problems on computation of assessable value and customs duty.

LEARNING RESOURCES

1. Mehrotra, H. C and Goyal S P (2020) *Income Tax Law Including Tax Planning and Management* (41st ed.) Sahitya Bhavan Publications, Agra.
2. Datey, V. (2020). *Taxmann's GST ready reckoner-as amended by finance act 2020*. (4th ed.). Taxmann's Publications Private.
3. Sinha, Y., and Srivastava, V. K. (2020). *Indirect tax reform in India: 1947 to GST and beyond*. (1st ed.). SAGE Publishing India.
4. Mehrotra H C and Agarwal V P (2020) *Goods and Services Tax (GST) and Customs duty*, (6th ed.). Sahitya Bhavan Publications, New Delhi.
5. Manoharan T. N (2020) *Direct Taxes: Law and Practice*. (44th ed). Snow White Publications, New Delhi.
6. Kapil Singhania and Singhania V (2020) *Direct Taxes Law & Practice*. (64th ed.). Taxmann's Publications.

IV SEMESTER MBA
(FINANCE SPECIALIZATION)
PS 304 (c).4 PROJECT FINANCING AND APPRAISAL

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To familiarize the student with both, capital budgeting aspect and the contents of a feasibility report.
- To equip the students to be aware of the latest trends in the Project Financing.
- To make the student understand the feasibility analysis in project management for cost and time estimation.
- To make them capable to analyse, apply and appreciate contemporary project management tools and methodologies subject to national prospective.
- To encourage the students to become Project Managers in the future.

COURSE OUTCOMES

On the completion of this course student will be able to

- Comprehend the conceptual clarity about project organization and feasibility analyses -Market, Technical, Financial and Economic.
- Analyse and understand the techniques for Project planning, scheduling and Execution Control.
- Apply the risk management plan and analyse the role of stakeholders.
- Apprehend Project Procurement, generation and screening of project ideas to excel in the industry.
- Analyse the prerequisites for successful Project Implementation considering the human perspectives for the benefit of the society at large.

PEDAGOGY

This course includes Class lectures, Assignments, Practical exercises, Group Discussions, mini projects and Seminars.

Unit 1- PROJECT PLANNING**8 hours**

Capital Investment: Importance and Challenges – Phases of Capital Budgeting – Key Criteria's for allocation of Resource – Elementary Investment Options – Portfolio Planning Models –Monitoring the Environment, Capital Investment, Phases of capital Budgeting, Facets of Capital Budgeting, Common weaknesses in Capital Budgeting. Generation and Screening of Project Ideas, Tools for identifying investment opportunities.

Unit 2- PROJECT ANALYSIS**8 hours**

Project Feasibility Study – Market and demand analysis- information required for marketing and demand analysis, secondary sources of information, market survey, demand forecasting, uncertainties in demand forecasting, coping with uncertainties. Technical Analysis- Choice of Technology, Production Technology, Machinery and Equipment, Structures and Civil works, project charts and layouts, work schedule. Financial Analysis- Significance, utility of financial and accounting statements.

Unit 3- PROJECT EVALUATION**12 hours**

Project Cash Flows – Elements of the cash flow stream, Basic Principles of cash flow Estimation, Capital Budgeting, Capital Rationing.

Unit 4- PROJECT RISK ANALYSIS AND FINANCING**7 hours**

Techniques of risk analysis- Sources, Measures and Perspectives on Risk- Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Hillier Model, Simulation Analysis, Decision Tree Analysis, Managing Risk, Project Selection under risk. Typical Patterns of Long term Financing – Short term Financing.

Unit- 5 PROJECT IMPLEMENTATION AND CONTROL**5 hours**

Prerequisites for Successful Project Implementation- Human Aspects of Project Management – Network Techniques for Project Management – PERT and CPM, Post Completion Audits – Abandonment Analysis.

LEARNING RESOURCES

1. Nagarajan K, Lowenthal, Jeffrey (2017) Project Management, (5th ed). New Age International Pvt. Ltd, New Delhi.
2. Prasanna Chandra (2019) Project Planning, Analysis, Financing, Implementation and Review (9th ed). Tata McGraw Hill, Delhi.
3. Gray Clifford F, Larson Erik W and Desai Gautam V (2018) Project Management: The Managerial Process, (6th ed). McGraw Hill Companies, Inc.
4. Gupta, Ambrish (2017) Project Appraisal and Financing (1st ed). Prentice Hall India Learning Private Limited, New Delhi.
5. Harold Kerzner (2017) Project Management: A Systems Approach to Planning, Scheduling and Controlling, (12th ed). Wiley publisher.
6. Samuel J. Mantel, Jack R. Meredith and Scott Shafer (2020) Project Management in Practice, (8th ed). Wiley publisher.

IV SEMESTER MBA
(FINANCE SPECIALIZATION)
PS 304(d).4 DERIVATIVES AND RISK MANAGEMENT

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To gain knowledge of the evolution of financial derivatives and derivative markets in the world.
- To understand the role of financial risk management as well as the techniques available for its management.
- To review the set of financial instruments available in modern financial markets as well as the strategies.
- To build a framework that will help integrate financial risk management into an overall corporate strategy.
- To evaluate the challenges faced by the participants in the derivatives and market.

COURSE OUTCOME

- To enhance the investment basket by including the various financial derivative products.
- To become independent investor/trader in the derivatives market.
- To apply the derivative trading strategies to hedge the positions against risk.
- To face the practical challenges in the application of derivative instruments.
- To formulate alternative trading strategies to the conventional strategies.

PEDAGOGY

Lectures, problem solving, assignments, practical exercises, discussions and expertise interactions etc.

UNIT 1: DERIVATIVES BASICS**6 Hours**

Derivatives Types, Market Participants, Derivatives in India- Growth and developments, Factors contributing growth of derivatives, Types of Settlement, Risks in Derivatives, Criticisms of Derivatives.

UNIT 2: FORWARD CONTRACTS**8 Hours**

Introduction- Features & Classifications of forwards- Forward contract mechanism- forward as a zero-sum game, Merits and demerits of forward contracts. Valuations – Pricing of forwards- Hedging with forwards, pay-offs, offsetting the forward position. Speculation and arbitrage with forwards. Introduction to Currency forwards.

UNIT 3: FUTURES CONTRACTS**10 Hours**

Difference between futures and forwards-Specifications of Futures Contract - Margin Requirements– Types of Margins: Maintaining margin accounts, marking to market. Types of Futures Contracts, Trading and settlement, Pricing of futures, Relationship between Future Prices, Forward Prices and Spot Prices, Hedging with Futures: Types of hedging, Concept of hedge ratio, and methods of calculating hedge ratio.

UNIT 4: OPTIONS CONTRACTS**10 Hours**

Difference between futures and Options-Specifications of Options Contract. Types, Intrinsic Value and Time Value of Options - Option payoff, Options on Securities, Index, Currencies and Others- Options pricing models, Put-Call Parity. Option trading strategies, Basics of exotic options.

UNIT 5: SWAP CONTRACTS**6 Hours**

Introduction- Evolution of Swap Market- Features-SWAP types - Interest Rate SWAP - Currency SWAP - Role of Financial Intermediary - Warehousing - Valuation of Interest rate SWAPs and Currency SWAPs- Credit derivatives- Credit default swaps (basics only).

LEARNING RESOURCES

1. John C. Hull (2016) Fundamentals of Futures and Options Market, Pearson Education.
2. Rajiv Srivatsava (2014) Derivatives and Risk Management, 2/e, Oxford University Press.
3. Kolb Robert W and Overdahl James A (2014) Financial Derivative, 3/e, John Wiley and Sons.
4. Prabina Rajib (2014) Commodity Derivatives and Risk Management, PHI Learning Pvt. Ltd. New Delhi.
5. Khatri Dinesh Kumar (2016) Derivatives and Risk Management, 2/e, PHI Learning Pvt. Ltd. New Delhi.
8. Prakash Yaragol (2018), Financial Derivatives: Text and Cases 1/e, Vikas Publishing House Pvt. Ltd., New Delhi.

**IV SEMESTER MBA
(HR SPECIALIZATION)
PS 305(a).4 TRAINING AND DEVELOPMENT**

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To understand the basic concepts and the forces influencing the requirement of training and development
- To assimilate the training process model and to know transfer of training and its principles
- To ascertain mastery over evaluation model particularly Kirkpatrick's Model of Evaluation.
- To understand linking corporate strategy with training and HR strategy
- To familiarize with the latest trends in training and development

COURSE OUTCOMES

The students will be able to

- Attain basic concepts of training and development and its process
- Assimilate best of all the components of training and development and familiarize it.
- Gain a deeper understanding of the tools and techniques of the training process.
- Familiarize training strategy with corporate strategy.
- Learn new approaches to the training programme in a changed environment.

PEDAGOGY

Lecturing, Case Studies, Seminars and Experiential Approach.

UNIT I – THE CONTEXT OF TRAINING AND DEVELOPMENT

8 Hours

Need for Training- Importance of Training- Objectives of Training, Training and Development- Organizational characteristics that influence training: Role of employees and managers, Forces influencing working and learning, Top management support, Integration of Business units, Global presence, Business conditions- Overview of Training Functions- Types of Training

UNIT II - DESIGNING AND IMPLEMENTING A TRAINING PROGRAM 8 Hours

Training Process Model- Training need Assessment- Organizational analysis, task analysis and person analysis. Training design process- Defining the objectives of the training program, Preparing a lesson plan- Selecting training methods- Preparing the training materials- Scheduling the training program, Implementing the training program- Training Methods- Management Development Programs, Transfer of Training, a model of Transfer of Training, Transfer of Training theories, Work Environment characteristics that influence transfer, Organization Environment that encourage Transfer of Training.

UNIT III - EVALUATION OF THE TRAINING PROGRAM 8 Hours

Overview of Evaluation Process, Reason for Evaluating Training, Outcome used in Evaluating Programme, Kirkpatrick's Framework of Evaluation, Cost Benefit Analysis, Evaluating the training programs in monetary terms- Problems and Steps involved in Evaluation- Emerging Issues in Training and Development in India, Measuring Human Capital and Training Activity, Training outcomes–Types of Evaluation Techniques & Instruments– Costing Training Programmes–Measuring ROI of training programmes.

UNIT IV - STRATEGIZING TRAINING AND DEVELOPMENT 8 Hours

Management Development– Training vs. Development–Importance of Management Development –Management Development Implications– Approaches for Management Development–The Strategic training and development process- Identification of strategic training and development initiatives- Training needs in different strategies- Implications of Business strategy for training.

UNIT V - NEW TRENDS IN TRAINING AND DEVELOPMENT 8 Hours

The Future of Training and development- Models of organizing the training department Faculty model, Customer model, Matrix model, Corporate University Model, Business embedded model- Marketing the training function- Outsourcing training: Implications, E-Learning and use of Technology in Training.

LEARNING RESOURCES

1. Noe, R. A., & Kodwani, A. D. (2018). Employee training and development (7th ed.). McGraw Hill Publication.
2. Blanchard, P. N. (2015). Effective training: Systems, strategies and practices (5th ed.). Pearson Education India.
3. Lynton, R., & Pareek, U. (2011). Training to development (3rd ed.). New Delhi, Vistaar Bewnet.
4. Roger. (2010). Improving training effectiveness. Aldershot, Gower.
5. Truelove, S. (2009). Training & development: Theory & practice. Jaico Publishing.
6. Buckley, R., & Caple, J. (2009). The theory & practice of training (6th ed.). Kogan Page Publishers.

**IV SEMESTER MBA
(HR SPECIALIZATION)
PS 305(b).4 LABOUR LAW**

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To understand the pervasive impact of legal aspects of HR and our legal system on business activities and to learn the paradigm shift in the approach towards labour legislations in India
- To learn the Statutory requirements as prescribed by Trade Unions Act, 1926 and Industrial Disputes Act, 1947.
- To comprehend the various provisions of Factories Act, 1948
- To examine the statutory requirements as per the different wage legislations and to learn the three different categories of wages in the context of Minimum Wages Act, 1948
- To understand the rationale behind social security legislations and to learn the various provisions of social security legislations.

COURSE OUTCOMES

- To examine the constitutional provisions of Labour Legislations and to incorporate the newly introduced labour codes in the work place
- To assess the various challenges faced by trade unions and to evaluate the various provisions of Trade unions Act, 1926 and to examine the various statutory requirements of Industrial Disputes Act, 1947.
- To analyse and to incorporate the different provisions of Factories Act, 1948.
- To assess the various statutory requirements as specified by wage legislations and to critically analyse different wage legislations
- To evaluate social security as a human right and to apply the various provisions of Social Security legislations in the work place

PEDAGOGY

The course will be delivered through lectures, case studies, role plays, group assignments, article analysis and seminars

UNIT 1: BACKGROUND OF LABOR LEGISLATIONS

8 hrs

Introduction to Labor Legislations - The Indian constitution and Labor Legislations – Fundamental Rights, Directive Principles and Judicial wisdom of the court and Labor Legislation - Principles of Modern Labor Legislation. Introduction to Labour Codes: Code on wages, Code on industrial relations, Code on social security and safety, Code on health and working conditions.

UNIT 2: REGULATIVE LEGISLATIONS

8 hrs

The Trade Unions Act 1926 - Scope and coverage - Registration, cancellation and dissolution of Trade Unions - Rights, liabilities, obligations and immunities of registered trade unions - Problems of Trade Unions - Multiplicity, Registration and recognition of Trade unions.

The Industrial disputes Act 1947 - Definition of ‘industry’ and ‘industrial dispute’ as evolved by the courts over the years - Machinery/ Authorities for prevention of industrial disputes under the Act - Powers and awards of Labor Courts and tribunals; strikes and lock out, lay - off and retrenchment; closure and unfair labor practice.

UNIT 3 : PROTECTIVE LEGISLATIONS

6hrs

The Factories Act, 1948 - Scope and application - approving, licensing and registration - health - safety - provisions relating to hazardous process - Site Appraisal Committees - Workers participation in safety management - welfare of workers – Restrictions in the employment of young persons.

UNIT 4: WAGE LEGISLATIONS

8 hrs

Minimum Wages Act, 1948 - Payment of Wages Act, 1936 - Equal Remuneration Act, 1976- The payment of Bonus Act, 1965; (Only main provisions of all the acts, recent amendments and judgments all included)

UNIT 5: SOCIAL SECURITY LEGISLATIONS

10 hrs

Rationale behind Social Security Legislations- Problems and Prospects -Right to Social Security as a Human Right- The Employees Provident Fund and miscellaneous provisions Act, 1952 - The Employees State Insurance Act 1948 – Employee`s Compensation(Amendment Act 2017 - Maternity Benefit Act 1961 - Payment of Gratuity Act, 1972 -Miscellaneous legislation- Contract Labor (regulation and abolition) Act 1986 – Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013-Emerging trends in labor legislations.

LEARNING RESOURCES

1. Ghosh, P., & Nandan, S. (2015). Industrial relations and labour laws. McGraw-Hill Education.
2. Gupta, P. (2019). Industrial relations and labour laws for managers. SAGE Publications Pvt.
3. Kumar, H. (2016). Labour laws. Universal Law Publishing.
4. Monappa, A., Nambuthiri, R., & Selvaraj, P. (2012). Industrial relations and labour laws. McGraw Hill.
5. P.C. Tripathi; C.B. Gupta; N.D. Kapoor. (2020). Industrial relations & labour laws. Sultan Chand & Sons.
6. PADHI, P. K. (2017). Labour and industrial laws. Prentice Hall of India.
7. Ratnam, C. S., & Dhal, M. (2017). Industrial relations. Oxford University Press.

**IV SEMESTER MBA
(HR SPECIALIZATION)**

PS 305(c).4 STAFFING AND COMPENSATION MANAGEMENT

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To familiarize with staffing system, model and strategy
- To give insight upon staffing activities
- To provide conceptual understanding upon compensation and reward management
- To acquaint with wages and salary administration
- To study the relationship between reward and performance

COURSE OUTCOMES

- To implement effective staffing system and strategy in the organization
- To be able to manage staffing activities in the workplace.
- To apply the concept of compensation and reward management in firms
- To administer wage and salary system effectively.
- To practice performance-based reward system in the organization setting.

PEDAGOGY

This course includes Class Lectures, Assignments, Case Studies, Seminars and Review of Articles.

UNIT 1 STAFFING MODEL AND STRATEGY

8 hrs

Nature of Staffing, Staffing System, Staffing Model, Levels Person and Job match, Person and Organization Match, Staffing System Components, Staffing Organization, Staffing Strategies

UNIT 2 STAFFING ACTIVITIES-MEASUREMENT

8 hrs

Importance and use of Measurement, Measurement scores, Correlation between scores, Quality of measures, Reliability of measures, Validity of measures, Validation of measures in Staffing, Staffing Metrics and Benchmarks, Collection of assessment data, Testing Procedures, Acquisition of Test and Test Manuals, professional standards.

Staffing Activities: Employment-The choice of assessment method, Validity coefficient: Face validity, correlation with other predictors, determining assessment scores.

UNIT 3 FOUNDATIONS OF COMPENSATION MANAGEMENT

8 hrs

Conceptual aspects of compensation and reward management- Monetary and non-monetary components of compensation and rewards- - Economic and behavioral theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory- Employee's acceptance of wage level-wage and motivators- tournament theory.

UNIT 4 JOB EVALUATION, WAGES AND SALARY ADMINISTRATION

8 hrs

Process of Compensation Management, Factors influencing compensation factors, compensation strategies

Concept, meaning, and definition of Job evaluation, Techniques of Job evaluation, Compensable factors, Determinants of compensation, Compensation Planning: Legal, structure and systems decisions, different methods of making payments; Pay surveys; Legal framework of Compensation, Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes, Spot awards, Team incentives.

UNIT 5 REWARDING PERFORMANCE

8 hrs

Role of Appraisal in Rewarding performance, Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Taylor differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan., Stock based compensation, fringe benefits, types of fringe benefits: Statutory and Voluntary benefits

LEARNING RESOURCES

1. Herbert G Heneman III, Timothy A Judge (2011) Staffing Organisations, 7/e, Tata McGraw -Hill Publication
2. Anne Anastan& Susana (2016) Urbina Psychological Testing, Prentice Hall of India,11/e,New Delhi
3. Richard I. Henderson (2015) Compensation Management in a Knowledge Based World. Prentice-Hall.
4. Thomas P. Plannery, David A. Hofrichter& Paul E. Platten (2014) People, Performance & Pay: Dynamic Compensation for Changing Organizations. Free Press.
5. Michael Armstrong & Helen Murlis (2015) Reward Management: A Handbook of Remuneration Strategy and Practice. 5/e, Kogan Page, London.
6. Edward E. Lawler III (2013) Rewarding Excellence: Pay Strategies for the New Economy. Jossey -Bass, California.
7. Singh B.D. (2015) Compensation and Reward Management, Excel Books, New Delhi.
8. Tapomoy Deb (2014) Compensation Management: Text and Cases, Excel Books, New Delhi.

**IV SEMESTER MBA
(HR SPECIALIZATION)
PS 305(d).4 PUBLIC RELATIONS**

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To provide an understanding of the public relations practice
- To learn the theoretical basis for public relations
- To analyze the role of Media and Communication in Public Relations
- To know the linkage between Community Relations and Public Relations
- To examine the challenges of public relations in crisis management.

COURSE OUTCOMES

- To demonstrate an understanding of the public relations practice.
- To practice public relations based on the theoretical foundation.
- To use Media and Communication in Public Relations activities.
- To recognize the importance of community relations in building public relations.
- To manage crisis situation with effective public relations practice.

PEDAGOGY

This course includes class lectures, assignments, group discussions, case studies, role plays and review of articles

UNIT 1 PUBLIC RELATIONS FOUNDATION

8 Hours

Brief history of PR as profession, Proactive and Reactive Approaches to Public Relations– Public Relation Process – Behavioral Public Relations Model – Persuasion Model – Two-way symmetrical Communications Model, 20 great truths about Public Relations, PR skills and scope

UNIT 2 THEORETICAL BASIS FOR PUBLIC RELATIONS

8 Hours

Theories of Relationships –Systems Theory – situational Theory – Theories of Persuasion and Social Influence – Social Exchange Theory – Diffusion Theory – Social Learning Theory – Elaborated Likelihood Theory - Theories of Mass communication – Uses and Gratification Theory – Agenda Setting Theory

UNIT 3 EMPLOYEE COMMUNICATION AND MANAGING RELATIONS WITH MEDIA - 8 Hours

Strategic communication and the role of PR, Media of Employee communications – Objectives of Internal media – Starting internal media – controlling internal media - Occasional and Special media Rules of Effective Employee Relations. Frontline supervisors as the key communicators.

Media relations, —Role of Media in Public Relations – News media and online reputation, Social Media, Fake news phenomenon –Role of Technology in Public Relations.

UNIT 4 COMMUNITY AND PUBLIC RELATIONS

8 Hours

Community Relations – Importance of Public Relations – Community Relations Process – Guidelines for Effective Relations Programs -Specific Functions of Public Relations – Criteria for Community relations Activities – Corporate Social Responsibility & Philanthropy-Emerging Challenge of Community Activism

UNIT 5 ISSUES IN PUBLIC RELATIONS AND CRISIS MANAGEMENT 8 hours

Public relations challenges –Types of Issues - target audiences-Public Service as Preventive Public Relations – Special Interests – Importance of Compromise –Issue Anticipation – Scenario Technique. Crisis Management – Understanding how people typically react to issues – Human Nature – Role of communications – Types of crises – News media influence - Fundamental guidelines

LEARNING RESOURCES

1. Allen H. Center, Jackson, P., Smith, S., & Stansberry, F. R. (2014). *Public relations practices: Managerial case studies and problems*. Pearson Educacion.
2. Bhimani, R. (2018). *PR 2020: The trending practice of public relations*, 1/e, BEE Books.
3. Laurence J. O'Toole, J., & Meier, K. J. (2011). *Public management: Organizations, governance, and performance*. Cambridge University Press.
4. Baines, P., Egan, J., & Jefkins, F. (2007). *Public relations*, 3/ e, Routledge.
5. L'Etang, J. (2007). *Public relations: Concepts, practice and critique*. SAGE.
6. REDDI, C. (2019). *Effective public relations and media strategy*, 3/e PHI Learning Pvt.
7. Smith, R. D. (2017). *Strategic planning for public relations*. Taylor & Francis.

IV SEMESTER MBA
(MARKETING SPECIALIZATION)
PS 306(a).4 ADVERTISING MANAGEMENT

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To introduce students to the concept of Integrated Marketing Communication(IMC) and describe the marketing communication environment
- To expose students the major promotional tools and techniques of IMC with special focus on advertising.
- To provide a clear insight into the basic concepts of advertising strategy and ‘Big Idea’ and outline a medium by medium execution of the creative
- To provide a comprehensive understanding of media strategy and planning
- To demonstrate how a brand message gets integrated using current media channels to develop the capacity to put creative ideas to the test of fixed budgets and defined objectives through the process of evaluation

COURSE OUTCOMES

Students and practitioners will be able to:

- To gain valuable perspectives on the internal and external environmental challenges involved in managing and integrating a firms marketing communication
- To provide managers with concepts and techniques to conceptualise and execute creative advertising in various media
- To combine a comprehensive theoretical foundation with enough practical insights to assist them in practical communication management
- To expertly optimise the use of all major marketing communication tools like sales promotion, direct marketing, public relations and publicity.
- To create profitable marketing communication strategies by optimising media planning and putting creative ideas to the test of fixed budgets and defined objectives through the process of evaluation

PEDAGOGY

This course includes Class lectures, Tutorials and Practical sessions as well as a project, maintaining an advertising journal with assignments and cases, group discussions and presentations.

ADVERTISING FOUNDATIONS (8 Hours)

Key concepts of advertising- Roles and functions of advertising- The key players- Types of agencies- How agency work is organized- Advertising and society- Ethical issues in advertising- Regulation in advertising: purpose-ASCI- composition and objectives- Legal Scenario of advertising In India- Consumer Complaints Council

ADVERTISING PLANNING AND STRATEGY (8 Hours)

Models of effective advertising- FCB model and grid; Facets model of advertising effectiveness- How Consumer Behaviour Works- Consumer's Buying Decision Process- Social Cultural and Psychological Influence - Strategic research- Research methods used in ad planning- Strategic IMC Planning: -Situation analysis-Advertising objectives and strategies ;Segmenting and targeting-Positioning Strategy-Media strategy-Budgeting-evaluation.

EFFECTIVE ADVERTISING MEDIA (8 Hours)

Basic Media Concepts-Planning and Buying-Reach and Frequency-Impressions-Media Key Players- Print Media: Newspapers- Magazines- Out-of-Home Advertising - transit advertising-posters-on premise signs -Broadcast Media-Radio - Television-Changes and trends in radio and television advertising- Movie advertising and product placements- Interactive and Alternative Media-Guerrilla marketing -Media Planning and Buying Steps in Media Buying- The Aperture concept- Media plan- Exposure and GRPs- Media strategies-Media mix selection Strategies-Scheduling Strategies

EFFECTIVE ADVERTISING MESSAGES (8 Hours)

The Creative Side and Message Strategy- The Big Idea Head and Heart Strategies-facets of creative strategy - - Message Approaches; Copywriting-Copywriting: The Language of Advertising-Advertising Writing Styles-Copywriting for Print-How to Write Headlines-How

to Write Other Display Copy-How to Write Body Copy-Print Media Requirements-Copy for Radio, TV and Internet

ADVERTISING EXECUTION AND EVALUATION

(8 Hours)

Direct response-Direct Marketing Tools- Sales promotion, events and sponsorship- - Public Relations- The practice of PR- Retail advertising- B to B advertising-Cause marketing- Non-profit marketing; Evaluation of Effectiveness-Types of Evaluation-Stages of Evaluation-DAGMAR model -Concurrent Testing-Post testing- Advertising ROI and media efficiency

LEARNING RESOURCES

1. Moriarty, Mitchell & Wells (2017) “Advertising & IMC: Principles and Practice”, 10/e Pearson India Education.
2. Kruti Shah (2016) “Advertising- and Integrated Marketing Communication”, 1/e, McGraw Hill, New Delhi.
3. Belch G.E. Michael Belch and Keyoor Purani (2017) “Advertising and Promotion-An Integrated Marketing Communications Perspective”, 9/e, Tata McGraw-Hill, New Delhi.
4. Jaishri Jethwaney, Shruti Jain (2012) “Advertising Management”, 6/e, Oxford Higher Education, New Delhi.
5. Rajeev Batra, John Myers, David Aaker (2011), “Advertising Management”, 7/e, Prentice Hall, New Delhi.

IV SEMESTER MBA
(MARKETING SPECIALIZATION)
PS 306(b).4 NEW PRODUCT DEVELOPMENT

Instruction Hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To understand the strategic importance, classification and hierarchy of products
- To travel through the process if concept generation and evaluation in the new product development process
- To know the process of evaluation and selection of concepts in new product development process
- To apprise the process of product development, design and team management in the NPD process
- To recognize the importance of product testing and commercialization phase in the NPD process

COURSE OUTCOMES

- Understanding the strategic importance, classification and hierarchy of products
- Involving in the nuances of concept generation and evaluation in the new product development process
- Involving in the process of evaluation and selection of concepts in new product development process
- Acquainting with the process of product development, design and team management in the NPD process
- Recognizing the importance of product testing and commercialization phase in the NPD process

PEDAGOGY

The course shall be driven through lectures, cases, exercises and projects.

UNIT 1 INTRODUCTION TO NEW PRODUCTS

8 Hrs

What is a new product? – Motives for diversification: Stimulative, Synergistic, Strategic, reactive and Supportive - Classification of New Products – Hierarchy of New Products - Failure of New Products versus Success – Barriers To Entry: “– The Product Development Process – The Concept of Life cycle - The Effect of Environment on the Development Process – Strategic Planning for New Products: New Product Strategy Inputs, New Products Innovation Charter and New Products Strategic Fit.

UNIT 2 CONCEPT GENERATION

8 Hrs

Two Basic Approaches – External Sources: Ready-made New Product Ideas – Lead Users – Open Innovation – Internal Sources: Problem based Ideation – Gathering Problems – Analysis – Solving Problems: Group Creativity, Brainstorming, Computer Assisted Creativity Techniques and Creativity Stimulating Techniques.

UNIT 3 CONCEPT SELECTION, EVALUATION AND TESTING

8 Hrs

Concept selection: Steps in Concept Screening and Scoring –Evaluation: Planning the Evaluation System – A-T-A-R Model (Awareness – Trial – Availability – Repeat) – concept testing: Considerations in Testing Research and Analyzing Research Results.

UNIT 4 PRODUCT DEVELOPMENT, DESIGN AND TEAM MANAGEMENT 8 Hrs

Role of Design in Product Development Process – Prototype Development and Continuous Improvement in Design – team management: Structuring the Team, Building a Team and Managing the Team-Managing Globally Dispersed Teams.

UNIT 5 PRODUCT TESTING AND LAUNCHING A COMPANY

8 Hrs

Decisions in Product Use Testing – Strategic Product Launch: Revisiting Strategic Goals – Target Market Decisions: Branding and Brand Management – Implementation of the Strategic Plan: The Launch Cycle, Launch tactics, Alliances, Fulfilling A-T-A-R Requirements

LEARNING RESOURCES

1. Karl T. Ulrich and Steven D. Eppinger (2020) Product Design and Development, 6/e (7/e), McGraw-Hill Higher Education.
2. Merle Crawford and Anthony Di Benedetto (2021) New Products Management, 12/e, McGraw-Hill Higher Education.
3. Kenneth B Kahn (2009) New Product Planning, 10/e, Sage Publications.
4. Stefan H Thomke (2007) Managing Product and Service Development, McGraw-Hill Irwin.
5. Dale Brethauer (2002) New Product Development and Delivery, AMACOM.

IV SEMESTER MBA
(MARKETING SPECIALIZATION)
PS 306(c).4 RETAIL MANAGEMENT AND VISUAL MERCHANDISING

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To analyse the significance of core retail concepts in making retail organizations successful.
- To discuss the Indian retail consumer behaviour influencing retail decisions.
- To examine the elements of retail pricing that has an impact on successful retail operations.
- To justify the impact of customer servicing in developing customer loyalty in retail business.
- To appraise the significance of visual merchandising in delivering consumers a pleasant shopping experience.

COURSE OUTCOMES

- To plan retail operations most effectively and efficiently in contrast with the core retail concepts.
- To design effective retailing strategies based on consumer needs and market changes.
- To formulate most effective pricing strategies to drive customers to retail organizations.
- To recommend the best solution for effective customer servicing and enhance customer satisfaction for a retail organization.
- To design most appropriate visual merchandising for retail organization based on the nature of the store and type of product offered.

PEDAGOGY: This course includes Class lectures, Videos, Assignments, Mini projects, Seminars and Case study discussions.

Unit 1 RETAILING**6hrs**

Retail - Significance of retail industry in India, types of retailers, New role of retailers, Indian retail scenario and its future prospects, Retail Formats, Theories of retail development, Concept of retail life cycle, The role of franchising in retail.

Unit 2 UNDERSTANDING THE RETAIL CONSUMERS**10hrs**

The factors influencing retail shopper, Consumer decision making process, Categories of Shopping behavior, Changes in the Indian consumer: Orientation of Indian Shopper, Profile of Indian Shopper: Psychological, Value and Lifestyle, Mediagraphics, Behaviour Based, The use Of market research as a tool for understanding markets and consumers, Store Locations – The Importance of store locations, Factors influencing selection of retail location, Types of locations, Steps involving in choosing a location, how to evaluate a retail location, Trade areas and their evaluation .

Unit 3 RETAIL PRICING**5hrs**

Retail Pricing - The concept of retail pricing, Factors affecting price – elements of retail price, Types of retail pricing, developing a pricing strategy -adjustment to retail price. Measures of Financial Performance - The strategic profit model, Measures of retail performance.

Unit 4 RETAIL MERCHANDISING**5hrs**

Merchandising function in retail, Merchandising Buying -The process of merchandising buying, Procedure for selecting vendors and building partnerships, Concept of own brand and manufacturers' brand, Role of Pvt. Labels, Concept of category management,

Unit 5 CUSTOMER SERVICING IN RETAIL**6hrs**

Retail marketing mix – STP, Servicing the Retail Customer -The concept of customer service, Gaps in customer service, Methods and tools available for encouraging loyalty, Role of retail salesperson, selling process, Retail Store Operations.

Unit 6 RETAIL STORE DESIGN & VISUAL MERCHANDISING**8hrs**

Branding in retail – elements, Retail Positioning and Brand Image, The relationship between store image and store design, Components of exterior and interior, Store layout – types,

merchandising in retail - Tools used for effective visual merchandising, Store atmospherics, POP and POP stores, Digital Kiosks.

LEARNING RESOURCES

1. PiyushSinha, DwarkaUniyal (2018) Managing Retailing, 3/e, Oxford University Press.
2. Swati Bhalla, Anurag singhal (2017) Visual Merchandising, 2/e, Tata McGraw Hill.
3. Barry Berman, Joel R Evans (2017) Retail Management; A Strategic Approach, 13/e, Pearson
Prentice Hall.
4. SwapnaPradhan (2019) Retailing Management: Text and Cases -6/e, Tata McGraw-Hill
Education.
5. Micheal Levy, Ajay Pandit (2017) Retailing Management- 8/e, Tata McGraw-Hill
Education.

**IV SEMESTER MBA
(MARKETING SPECIALIZATION)
PS 306(d).4 DIGITAL MARKETING**

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To sensitize the impact of digital movement in the present marketing scenario
- To understand the social media impact in the present marketing scenario
- To introduce the drivers in the social marketing domain
- To enable students to adopt and experiment with the online tools for marketing function
- To apprise the developments in digital domain and impacts on the marketing domain

COURSE OUTCOMES

- Acknowledging the impact of digital movement in the present marketing scenario
- Understanding the social media impact in the present marketing scenario
- Acquainting with the drivers in the social marketing domain
- Enabling to adopt and experiment with the online tools for marketing function
- Apprising the developments in digital domain and impacts on the marketing domain

PEDAGOGY

This course includes Class lectures, Tutorials and Practical sessions as well as a project, maintaining an advertising journal with assignments and cases, group discussions and presentations.

UNIT 1 MARKETING IN THE DIGITAL ERA

8 Hrs

The virtual world- the changing marketing landscape- E-marketing-Strengths and Applications-E –marketing and CRM- E-marketing and online marketing- The Online Marketing Mix-Marketing and Consumer Segmentation and Traits- Targeting and Positioning- E-price-E-Promotion- The Online Consumer Behaviour- The Web and consumer

decision making process-database marketing-CRM in a Web world- CRM process and technology- electronic B2C CRM dimensions

UNIT 2 SOCIAL MEDIA MARKETING

8 Hrs

Social media – The Social Media Model by McKinsey-Social Media Analytics- Social Media Tools-The Social Web- B2B and B2C scenarios-Viral Marketing- Social Curation and Brands- Inbound Marketing and Co-creation- Social Media- The Road Ahead- Facebook Strategy and advertising- LinkedIn, Youtube and Twitter advertising- Social media KPI's

UNIT 3 SOCIAL DRIVERS IN THE VIRTUAL WORLD

8 Hrs

Online Branding- Cyberbranding- The Digital Brand Ecosystem-Brand Experience- Develop Consumer engagement-Brand Customer Centricity-Brand and Emotions-Traffic Building- Internet Traffic Plan- Internet Cookies-Traffic-building Goals-Search Engine Marketing- Site Optimization- Keyword Advertising – Customer Centric Web Business Models- Web Chain of Events and Analysis-Business Models – Revenue Benefits-The Indian Web market-E-Commerce-Online distribution and Procurement-The Spiral of prosperity model-E-procurement- Measuring E-Commerce Success- Monitoring E-commerce brands and Social Media in the Indian Market

UNIT 4 ONLINE TOOLS FOR MARKETING

8 Hrs

Engagement Marketing through Content Management- Consumer Engagement—Social Plugins – Finding Top Loyalty Drivers-Online campaign management-Measuring Campaign Effectiveness- Consumer Segmentation Targeting and Positioning using online Tools- Emerging Consumer Segments in India-Market Influence Analytics in a digital ecosystem

UNIT 5 THE CONTEMPORARY DIGITAL REVOLUTION

8 Hrs

Online communities and co-creation- Co-creation for brands-the anatomy of Facebook- Netiquette-Brands in India and their Facebook presence- Gamification and Game based marketing-Use of Games as marketing tools- Apps and the Indian Diaspora

LEARNING RESOURCES

1. Vandana Ahuja (2015) Digital Marketing, 1/e, Oxford University Press.
2. Ian Dodson (2017) The Art of Digital Marketing, Wiley.
3. Phillip Kotler (2017) Marketing 4.0 Moving from Traditional to Digital, 1/e, Wiley.
4. Shivani Karwal (2015) Digital Marketing Handbook, Wiley.
5. Guy Kawasaki (2010) The Art of Social Media: Power Tips, 1/e, Portfolio.

IV SEMESTER MBA
(OPERATIONS MANAGEMENT SPECIALIZATION)
PS 307(a).4 OPERATIONS ANALYTICS

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To understand basic aspects of analytics and evaluation in the area of operations
- To develop conceptual discrete event models of complex business systems.
- To describe common concepts and tools used to support operational decision making.
- To formulate, implement, and interpret practical operational analytics models in a computing environment.
- To explain the role of operational analytics in aiding sound decision-making.

COURSE OUTCOMES

- Development of analytical and problem solving skills, confidence to use tools, ability to visualize data and infer decisions.
- Develop a multi-dimensional approach to problem solving/decision making
- Exposure to practical analysis tools in decision making and problem solving in operations
- Model future demand uncertainties, to predict the outcomes of competing policy choices and to choose the best course of action in the face of risk.
- Find an attractive career in the area of operations analytics.

PEDAGOGY

Lectures, Assignments, Projects & Presentations, Usage of Spread sheets, Guest Lectures

UNIT 1: INTRODUCTION TO OPERATIONS ANALYTICS

Demand Analytics- Quantitative and Qualitative forecasting- Moving Average - exponential smoothing - trend, regression adjusted with – seasonality - double exponential smoothing- optimum - values of period of MA & smoothing constant. Measures of accuracy in forecasting in terms of MAD, MSE, MAPE & tracking signal.

UNIT 2: SERVICE ANALYTICS

Service analytics in waiting line, single & multi-server, use of simulation and customer service efficiency, cost Optimization. Service analytics in Retail, stocking policy and impact of stock-out, use of simulation, service efficiency and cost optimization.

UNIT 3: SUPPLY CHAIN ANALYTICS

Supply Chain Metrics, Decision areas in SCM Procurement, Manufacturing, Distribution, Logistics, Global Supply chain analytics, Risk & performance indices with respect to cost, capacity, quality – Logistics and Distribution Etc.

UNIT 4: PERFORMANCE METRICS

Inventory, Fulfillment, Alerts, and Flagging etc. Dash Board Designing, Balanced Scorecard: Kaplan and Norton Framework, Strategy Map, Scorecard Design.

LEARNING RESOURCES

1. Manish Kumar (2017) Applied Big Data Analytics in Operations Management, IGI Global.
2. Shih-Nan Hwang, Hsuan-Shih Lee, Joe Zhu (2016) Handbook of Operations Analytics Using Data Envelopment Analysis, Springer.
3. Matthew J. Drake (2016) Advances in Business, Operations, and Product Analytics, Pearson Education.
4. Babitha Chopra, Vivek Bhambri, Balram Krishnan (2014) Business Analytics, Concepts & Theories, Khanna Book Publishing.
5. Muthu Mathirajan, Chandrasekharan Rajendran, Sowmyanarayanan Sadagopan, Arunachalam Ravindran, Parasuram Balasubramanian (2016). Analytics in Operations/ Supply Chain Management.

IV SEMESTER MBA
(OPERATIONS MANAGEMENT SPECIALIZATION)
PS 307(b).4 PURCHASE MANAGEMENT

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To equip the students about purchasing, systems and procedure.
- To give an understanding of price forecasting, special purchase systems and online purchasing.
- To understand the breadth and width of special purchase systems.
- To learn about the various legal issues in purchasing in domestic and international purchase.
- To know about the insurance aspects in purchasing

COURSE OUTCOME

- Comprehensive understanding of process of the purchase management and practical aspects involved in it.
- Find an attractive career in purchase division of the well-known business houses
- Become an expert consultant in the area of purchase and procurement.
- Develop modern and customized purchase system and help the corporates to achieve greater efficiency in purchasing.
- Emerge as an expert negotiator between the corporate buyers and sellers.

PEDAGOGY

This course includes Class lectures, Assignments, Practical exercises, Group Discussions, case studies and Seminars.

UNIT 1: INTRODUCTION TO PURCHASE AND PURCHASE MANAGEMENT

Purchase Management: essence and functions of Purchase Department, Organisation for purchase function, centralized and decentralised purchasing, objectives of purchasing-6Rs of purchasing.

UNIT 2: PURCHASE PROCEDURE

Pre-purchase considerations, standard purchase procedure, post-purchase issues. Standard form used in purchasing- purchase requisition, tender / quotation documents, schedule of quotations, purchase order, follow-up order, cancellation of order, Bill of Materials.

UNIT 3: PURCHASE SYSTEMS

Special Purchase Systems – Forward Purchase, Tender purchase, Blanket order, zero stock, Rate contract.

Price Forecasting: Price and Pricing impact, price negotiations and fixing; Purchasing under fluctuating prices, purchasing under uncertainty, Negotiations regarding quality, terms of contract, delivery, payment schedule, cash discount, quality consideration.

UNIT 4: LEGAL ISSUES IN PURCHASING

Law of Contract, Contract of Sale of Goods, Conditions and Warranties, Rules Regarding Transfer of Property. Negotiable Instrument Act.

UNIT 5: ROLE OF INSURANCE IN PURCHASE

Insurance Buying: Arranging adequate insurance cover and claim management. International Purchasing: Need for International Purchase, Direct and Indirect Buying.

REFERENCES

1. Dutta A.K., Materials Management: Procedures, Text and cases (2008). Prentice Hall of India Pvt. Ltd., New Delhi.
2. Gopalakrishnan, P. and AbidHaleem (2015). Handbook of Materials Management, 2/e, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Arnold, T, Chapman, S and Lloyd Clive, (2009). Introduction to Materials Management, 6/e, Pearson Education, Inc, New Delhi.
4. Nair, N K. (2002). Purchasing and Materials Management. Vikas Publishing House Pvt Ltd, New Delhi.
5. PremVrat (2014). Materials Management- An Integrated Systems Approach, Springer.
6. Sharma S.C., Material Management and Materials Handling, Khanna Publishers, New Delhi.

IV SEMESTER MBA
(OPERATIONS MANAGEMENT SPECIALIZATION)
PS 307(c).4 STRATEGIC OPERATIONS MANAGEMENT

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To acquaint with the world of strategic operations management.
- To apprise the importance of operations management to gain competitive advantage.
- To familiarize the process of developing operations strategy.
- To understand the implementation of the strategic operational strategies.

COURSE OUTCOMES

- Understanding the the importance of strategic operations management.
- Understanding the scope of operations management to gain competitive advantage.
- Building step by step operations strategy.
- Implementing the strategic operations strategies to meet the objectives of the firm.

PEDAGOGY

This course includes class lectures, assignments, practical exercises, group discussions, case studies and seminars.

UNIT 1 OPERATIONS STRATEGY & COMPETITIVENESS **10 hours**

World of operations in 2020 – Operations Management in the organizational chart -
Operations as a service – Historical role of Operations Management – Current perspectives.
Operations Strategy and Competitive dimensions – Operations and Corporate Strategy –
Strategic Fit – A framework for Operations Strategy in Manufacturing, Services.

UNIT 2 OPERATIONS IN BUSINESS STRATEGY **10 hours**

Value as business concept – strategic issues in manufacturing –Value Chain concept Focus,
core competence and distinctive capabilities – stake holders & strategy.

UNIT 3 METHODOLOGY FOR DEVELOPING OPERATIONS STRATEG 10 hours

Checking markets, Outcome of Market debate – Linking manufacturing to Markets –

strategic integration – why products sell in the markets – Order Winners, Order Qualifiers.

Procedure-company or plant based profiles-decisions for product reallocation – downsizing –

Capacity decisions. Progression & Regression.

UNIT 4 OPERATIONS STRATEGY IMPLEMENTATION 10 hours

Evaluating various trade-offs alternatives – Focused manufacturing – Product or process

focus – Make or Buy – merits /demerits – value chain approach – just in time – lean

manufacturing– Quality as strategic factor; Delivering Value to customer.

REFERENCES

1. Chase, R. B. & Nicholas, A. J., & et al. (2010). Operations management for competitive advantage. New Delhi: Tata McGraw Hill.
2. Jay, H., & Barry, R. (2011). Operations management. New Delhi: Pearson Education Publications.
3. Russel, R. S., & Taylor, B. W. (2012). Operations management. New Delhi: John Wiley & Sons Publications.
4. Chase, R. B., & Ravi Shankar, Et al. (2010). Operations and Supply Management. India: McGraw Hill. Tata McGraw Hill.
5. Jay, H., & Barry, R. (2011). Operations management. New Delhi: Pearson Education Publications.
6. Russel, R. S., & Taylor, B. W. (2012). Operations management. New Delhi: John Wiley & Sons Publications.
7. Chase, R. B., & Ravi Shankar, Et al. (2010). Operations and Supply Management. India: McGraw Hill.

IV SEMESTER MBA
(OPERATIONS MANAGEMENT SPECIALIZATION)
PS 307(d).4 TOTAL QUALITY MANAGEMENT

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To familiarize the students with the concept of total quality management.
- To acquaint the students about the contributions of philosophers in total quality management.
- To understand the variables and attributes of statistical quality control.
- To sensitize the students about the significance of customer satisfaction and to understand a customer's perception of quality.
- To acquaint the students with relation of cost and value to business by applying tools of total quality control and management.

COURSE OUTCOMES

- To achieve the objectives of quality control by understanding the need for total quality management.
- To implement and use the theories developed by the various philosophers in creating customer focus and achieving customer satisfaction.
- To apply various statistical tools to measure quality and to analyze the quality-cost relationship.
- To be able to measure customer satisfaction by the use of the Kano Model and Teboul Model.
- To identify and analyze the cost of benchmarking and to utilize the tools of concurrent engineering in total quality management.

PEDAGOGY

This course includes Class lectures, Assignments, Practical exercises, Group Discussions, case studies and Seminars.

QUALITY CONCEPTUAL FRAMEWORK

Fundamentals of Quality; dimensions of quality; quality and productivity; Systems of Quality control- statistical, managerial and total quality control; objectives of quality control; Need for Total quality management.

TOTAL QUALITY MANAGEMENT: PHILOSOPHICAL FRAMEWORK

Contributions of Shewhart, Edward Deming, Juran, Ishikawa, Taguchi, Taichi Ohno, Shigeo Shingo, Feigenbaum, Crosby.

STATISTICAL QUALITY CONTROL AND COST OF QUALITY

Objectives and users of SQC charts; variables and attributes; statistical process control; uses of process capability information; control charts. Cost of quality; classification of quality related costs; quality-cost analysis; ISO Certifications.

CREATING CUSTOMER FOCUS AND CONTINUOUS IMPROVEMENT

Customer defined quality; creating value for the customer; reliability, Six Sigma FMEA; Kaizen; Poka Yoke; Japanese 5 S practices. Customer satisfaction; customer satisfaction measurement models- Kano Model, Teboul model; customer perception of quality.

BENCHMARKING AND CONCURRENT ENGINEERING

Benchmarking v/s quality management; types and costs of benchmarking; Phases in benchmarking; Concurrent engineering or quality by design (QBD); tools of concurrent engineering; contemporary issues-Business process outsourcing; Business process engineering; balanced score card; capability maturity model.

LEARNING RESOURCES

1. Raju N.V.S (2015) Total Quality Management, 1/e, Cengage Learning India Pvt. Ltd.
2. Gitlow H , Oppenheim A, Rosa and Levine David (2014) Quality Management, 3/e, McGraw Hill Education (India) Private Limited.
3. Charantimath M Poornima (2016) Total Quality Management, 2/e, Pearson.
4. DrNagalingappa G, Manjunath V S ((2011) Toal Quality Mnagement Text and Cases, Excell Books.

Dr Sharma Vikram(2013) Total Quality Management, International Book House Limited.

IV SEMESTER MBA
(FINANCE SPECIALIZATION)
PS 307 (e).4 PROJECT FINANCING AND APPRAISAL

Credits 03

Instruction hours: 40

Total Marks: 100

COURSE OBJECTIVES

- To familiarize the student with both, capital budgeting aspect and the contents of a feasibility report.
- To equip the students to be aware of the latest trends in the Project Financing.
- To make the student understand the feasibility analysis in project management for cost and time estimation.
- To make them capable to analyse, apply and appreciate contemporary project management tools and methodologies subject to national prospective.
- To encourage the students to become Project Managers in the future.

COURSE OUTCOMES

On the completion of this course student will be able to

- Comprehend the conceptual clarity about project organization and feasibility analyses -Market, Technical, Financial and Economic.
- Analyse and understand the techniques for Project planning, scheduling and Execution Control.
- Apply the risk management plan and analyse the role of stakeholders.
- Apprehend Project Procurement, generation and screening of project ideas to excel in the industry.
- Analyse the prerequisites for successful Project Implementation considering the human perspectives for the benefit of the society at large.

PEDAGOGY

This course includes Class lectures, Assignments, Practical exercises, Group Discussions, mini projects and Seminars.

Unit 1- PROJECT PLANNING**8 hours**

Capital Investment: Importance and Challenges – Phases of Capital Budgeting – Key Criteria's for allocation of Resource – Elementary Investment Options – Portfolio Planning Models –Monitoring the Environment, Capital Investment, Phases of capital Budgeting, Facets of Capital Budgeting, Common weaknesses in Capital Budgeting. Generation and Screening of Project Ideas, Tools for identifying investment opportunities.

Unit 2- PROJECT ANALYSIS**8 hours**

Project Feasibility Study – Market and demand analysis- information required for marketing and demand analysis, secondary sources of information, market survey, demand forecasting, uncertainties in demand forecasting, coping with uncertainties. Technical Analysis- Choice of Technology, Production Technology, Machinery and Equipment, Structures and Civil works, project charts and layouts, work schedule. Financial Analysis- Significance, utility of financial and accounting statements.

Unit 3- PROJECT EVALUATION**12 hours**

Project Cash Flows – Elements of the cash flow stream, Basic Principles of cash flow Estimation, Capital Budgeting, Capital Rationing.

Unit 4- PROJECT RISK ANALYSIS AND FINANCING**7 hours**

Techniques of risk analysis- Sources, Measures and Perspectives on Risk- Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Hillier Model, Simulation Analysis, Decision Tree Analysis, Managing Risk, Project Selection under risk. Typical Patterns of Long term Financing – Short term Financing.

Unit- 5 PROJECT IMPLEMENTATION AND CONTROL**5 hours**

Prerequisites for Successful Project Implementation- Human Aspects of Project Management – Network Techniques for Project Management – PERT and CPM, Post Completion Audits – Abandonment Analysis.

LEARNING RESOURCES

7. Nagarajan K, Lowenthal, Jeffrey (2017) Project Management, (5th ed). New Age International Pvt. Ltd, New Delhi.
8. Prasanna Chandra (2019) Project Planning, Analysis, Financing, Implementation and Review (9th ed). Tata McGraw Hill, Delhi.
9. Gray Clifford F, Larson Erik W and Desai Gautam V (2018) Project Management: The Managerial Process, (6th ed). McGraw Hill Companies, Inc.
10. Gupta, Ambrish (2017) Project Appraisal and Financing (1st ed). Prentice Hall India Learning Private Limited, New Delhi.
11. Harold Kerzner (2017) Project Management: A Systems Approach to Planning, Scheduling and Controlling, (12th ed). Wiley publisher.
12. Samuel J. Mantel, Jack R. Meredith and Scott Shafer (2020) Project Management in Practice, (8th ed). Wiley publisher.

IV SEMESTER MBA
(BUSINESS ANALYTICS SPECIALIZATION)
PS 308(a).4 FINANCIAL ANALYTICS

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVES

- To provide in-depth and practical knowledge of financial analytics with special importance to capital market analytics and a few derivative product analytics.
- To develop students with quantitative and analytical skills in corporate financing and capital market.
- To get acquaintance with different software packages that help to technical analysis.
- To understand the practical difficulties while making investment decisions.
- To analyze and apply analytical skills on the real time financial market data.

COURSE OUTCOMES

- To become expert in different software packages in technical analysis and to guide others.
- To inculcate the problem solving ability whenever need arises in the area investment management.
- To become self-reliant investors and traders in financial products.
- To obtain an attractive career in the field of investment analysis.
- To create awareness among the investing community about the fraudulent investment tips providers.

PEDAGOGY

This subject will be taught through interactive sessions with extensive use of real time data, invited talks, learning by doing, assignments and projects.

UNIT 1: CAPITAL MARKET ANALYTICS**6 hours**

Dow theory and Elliot Wave Theory Principles of Dow Theory - Significance of Dow Theory - Problems with Dow Theory - Elliot Wave - Introduction - Fundamental Concept – After Elliott

UNIT 2: CANDLE STICK ANALYTICS**9 hours**

Introduction to technical analysis- Different methods of charting - Candlestick analysis – One Candle Pattern, Two Candle Pattern, Three Candle Pattern, Importance of volume - Support and resistance Analysis- Real Time Data Analysis.

UNIT 3: PATTERN ANALYSIS**9 hours**

Head and shoulders, Double top and Double Bottom, Rounded Top and Bottom- Gap Analysis Continuation patterns - pennant and wedges - rectangle and flags analysis- Real Time Data Analysis.

UNIT 4: INDICATORS AND OSCILLATORS ANALYTICS**8 hours**

Indicators- Simple Moving Average, Exponential Moving Average- Signals: Moving Average Price Crossover, Multiple Moving Averages. Relative Strength Index (RSI)- Momentum-Divergence-Stochastic- William %R- Moving Average Convergence/Divergence (MACD)- Money Flow Index- Bollinger Band Analysis.

UNIT 5: OPTION PRICING ANALYTICS**8 hours**

Factors affecting option prices, assumptions, notations, pricing formulae, use of statistical tables, Binomial Model of Option Pricing, The Black-Scholes Model, Binomial Model of Option Pricing v/s The Black-Scholes Model.

LEARNING RESOURCES

1. Kevin S (2016) Security Analysis and Portfolio Management, 2/e, PHI Learning Pvt. Ltd, New Delhi.
2. Pandey I M (2015) Financial Management, 11/e, Vikas Publishing House.
3. Robert D. Edwards, W.H.C. Bassetti, and John Magee (2013) Technical Analysis of Stock Trends, 10/e, CRC Press.
4. Pandya Falguni H. (2013) Security Analysis and Portfolio Management, Jaico Publishing House.
5. Adam Grimes (2012) The Art and Science of Technical Analysis: Market Structure, Price Action and Trading Strategies, John Wiley & Sons.
6. Khatri Dhanesh Kumar (2010) Security Analysis and Portfolio Management, Macmillan.
7. Jamasandekar Mandar (2018) Trading and Technical Analysis Course, Vision Books Pvt. Ltd.
8. Kathlawala Rajiv (2017) How to profit from technical analysis: Beginners' Guide, Vision Books Pvt. Ltd.
9. Bennet Mark J and Hugen L Dirk (2016), Financial Analytics with R, Cambridge University Press.

IV SEMESTER MBA
(BUSINESS ANALYTICS SPECIALIZATION)
PS 308(b).4 TALENT ANALYTICS

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVE

- To know the importance of talent engagement analytics in employee engagement.
- To understand the essential of retention analytics in retaining the talented employees.
- To understand the concept of employee lifetime value and cost modelling
- To learn how to optimize employee wellness, health and workplace with Predictive analytics
- To examine the future of talent analytics

COURSE OUTCOMES

- To measure talent engagement and make a strong organizational culture to improve performance
- To enable the students with the technique of predicting the attrition rate using analytics
- To leverage big data to significantly improve the value of the workforce.
- To optimize employee wellness, health and workplace with predictive analytics
- To be competent to handle the future demands of talent analytics

PEDAGOGY

This course includes Class Lectures, Assignments, Case Studies, Seminars and Review of Articles.

UNIT 1 TALENT ENGAGEMENT ANALYTICS**8 hours**

Importance of Talent engagement analytics, Employee Engagement Survey, Predictive Employee engagement survey, Employee Engagement Measures

UNIT 2 RETENTION ANALYTICS**8 hours**

Deploying Retention Analytics, Building blocks of Retention Analytics, Implementation of Proactive Talent Retention Model, Data for Talent Attrition Predictive Modelling, Segmentation Strategy of Talent Retention Model.

UNIT 3 EMPLOYEE LIFETIME VALUE AND COST MODELLING**8 hours**

Understanding the Most Expensive Asset, Employees as Costs/Assets, The basis for Advanced Analytics, Employee Lifetime Value, Three vital metrics for every employment role, The Employee Cost Curve, The Employee Performance Curve, Employee Tenure in a Survival Analytics framework, Practical Applications of Employee Metrics

UNIT 4 EMPLOYEE WELLNESS, HEALTH AND SAFETY WITH PREDICTIVE ANALYSIS**8 hours**

Employee Wellness meaning, need for Workplace Wellness, Wellness Programme best practices, Optimizing Employee Wellness Health and workplace with Predictive analytics

UNIT 5 FUTURE OF TALENT ANALYTICS**8 hours**

Rise of Employee Behavioral data, Automated Big Data Analytics, Big data approaches to Employee Development, People Analytics as a specialized department, Quantification of HR

LEARNING RESOURCES

1. Jean Paul & Jesse S. Harriott (2016) *People Analytics in the Era of Big Data*, 1/e, Wiley.
2. Banerjee, P., Pandey, J., & Gupta, M. (2019). *Practical applications of HR analytics: A step-by-step guide*. SAGE Publications Pvt.
3. Bhattacharyya, D. K. (2017). *HR analytics: Understanding theories and applications*. Sage Publications Pvt.
4. Diez, F., Bussin, M., & Lee, V. (2019). *Fundamentals of HR analytics: A manual on becoming HR analytical*. Emerald Group Publishing.
5. Edwards, D. M., & Edwards, K. (2019). *Predictive HR analytics: Mastering the HR metric*. Kogan Page Publishers.
6. Isson, J. P., & Harriott, J. S. (2016). *People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent*. John Wiley & Sons.
7. Miller, T. (2016). *HR analytics and innovations in workforce planning*.

IV SEMESTER MBA
(BUSINESS ANALYTICS SPECIALIZATION)
PS 308(c).3 MARKETING ANALYTICS

Instruction hours: 40

Credits 03

Total Marks: 100

COURSE OBJECTIVE

- To acquaint the learner with concepts and tools of Marketing Analytics
- To understand how data needs to be analyzed for providing meaningful directions or insights to marketing problems

PEDAGOGY

The course is designed to give hand-on learning for the learner with spread sheets and statistical tools. The course involves practical learning through live cases, industry interaction and live projects to facilitate a doing-learning pedagogy.

FORECASTING NEW PRODUCT SALES

Using S Curves to Forecast Sales of a New Product, The Bass Diffusion Model, Using the Copernican Principle to Predict Duration of Future Sales

RETAILING ANALYTICS

Market Basket Analysis and Lift, RFM Analysis and Optimizing Direct Mail Campaigns, Using the SCAN*PRO Model and its Variants, Allocating Retail Space and Sales Resources, Forecasting Sales from Few Data Points.

ADVERTISING ANALYTICS

Measuring the Effectiveness of Advertising – Adstock Model and other Models, Optimizing Advertising, Media Selection Models – Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation, Pay per Click (PPC) Online Advertising – Profitability Model, Google AdWords Auction, Using Bid Simulator to Optimize Bid.

MARKETING RESEARCH TOOLS

Principal Components Analysis (PCA), Multidimensional Scaling (MDS), Classification Algorithms: Naïve Bayes Classifier and Discriminant Analysis, Analysis of Variance: One-way ANOVA, Two-way ANOVA

INTERNET AND SOCIAL MARKETING

Networks – Measuring the Importance of a Node and a Link, Network Structure, Random and Regular Networks, Klout Score, Network Contagion Model, Bass Version of the Tipping Point, Viral Marketing – Watt’s Model, Text Mining- Definitions, Giving Structure to Unstructured Text, Applying Text Mining to Real Life Scenarios

LEARNING RESOURCES:

1. Winston, Wayne L. (2014) Marketing Analytics: Data-Driven Techniques with Microsoft Excel, New Delhi: Wiley India Pvt. Ltd.
2. Jeffery, Mark (2010) Data – Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, Times Business Series, New Delhi: Wiley India Pvt. Ltd.
3. Charan, Ashok. (2015) Marketing Analytics: A Practitioner’s Guide to Marketing Analytics and Research Methods, New Jersey: World Scientific.
4. Jackson, S. (2016) Cult of analytics: Data analytics for marketing, London: Routledge
5. Krypel, M. (2014) Refining design for business: Using analytics, marketing, and technology to inform customer-centric design. San Francisco, Calif.: Peachpit
6. Aggarwal, Charu C. (2011) Social Network Data Analytics (Ed), New Delhi: Springer (India) Pvt. Ltd.
