

VIVEKANANDHA

COLLEGE OF ARTS AND SCIENCES FOR WOMEN

ELAYAMPALAYAM, TIRUCHENGODE (Tk.), NAMAKKAL (Dt.).

(Approved by AICTE & Re- accredited with A grade by NAAC)



DEPARTMENT OF BUSINESS ADMINISTRATION

MBA

SYLLABUS & REGULATIONS

AUTONOMOUS

**FOR CANDIDATES ADMITTED FROM 2016-17 ONWARDS UNDER
AUTONOMOUS & CBCS PATTERN**

VIVEKANANDHA EDUCATIONAL INSTITUTIONS

Angammal Educational Trust

Elayampalayam, Tiruchengode (Tk.), Namakkal (Dt.)

ABOUT THE INSTITUTION

Vivekanandha College of Arts and Sciences for Women was established and hailed into Women's Educational Service in the year 1995. Angammal Educational Trust Chaired by the great Educationalist Vidhya Ratna, Prof. Dr.M.Karunanithi, B.Pharm.,M.S.,Ph.D.,D.Litt., sponsors this college and other institutions under the name of the great Saint Vivekanandha. Our institutions are situated on either side of Tiruchengode- Namakkal Main Road at Elayampalayam, 6kms away from Tiruchengode.

VISION

- To evolve Vivekanandha College of Arts and Sciences for Women into a centre of excellence in women's education through creative and innovative practices to secure social equity for Women

MISSION

1. To provide high quality academic programmes, training activities and research facilities
2. To facilitate industry- institute interface
3. To provide best learning infrastructure opportunity and environment

About the MBA Programme

1. The full-time, two-year MBA programme offered by PG Department of Management Studies comprises four semesters. Each semester is of approximately 90 working days spread over 15-18 weeks.
2. The programme is of 96 Credits equivalent of courses. In the case of theory (including tutorials) courses, one credit is equivalent to 15 hours of contact theory sessions. In the case of skill and practice courses, one credit is equivalent to 30 hours of sessions.
3. The programme includes Foundation Courses, Core Courses, Elective Courses, Skill Courses, and Practice Courses.

Objectives of the MBA Programme

1. To Apply knowledge of the functional areas of business and integrative approaches for the development of solutions to organizational and management challenges.
2. To apply a variety of organizing, planning, controlling, team-building and communicating skills necessary to demonstrate effective management and leadership of organizations in globally diverse and dynamic environments.
3. To demonstrate the ability to assess and evaluate the dynamic internal and external elements of the competitive global environment.
4. To demonstrate an awareness of the ethical considerations in the conduct of business and an appreciation of the importance of business ethics and social responsibility in the decision making process.

Introduction to Choice Based Credit System (CBCS)

The Choice Based Credit System (CBCS) enables a student to obtain a degree by accumulating required number of credits prescribed for that degree. The number of credits earned by the student reflects the knowledge or skill acquired by her. Each course is assigned with a fixed number of credits based on the contents to be learned. The student also has choice in selecting courses out of those offered by various departments. The grade points earned for each course reflects the student's proficiency in that course.

The CBCS enables the students to earn credits across departments and provides flexibility in duration to complete a Program of study. The CBCS facilitates transfer of credits earned in different Departments/Centers of other recognized / accredited universities or institutions of higher education in India and abroad. In this System student representatives take part in designing the curriculum for a program of Study and facilitate in running the academic programs.

Curriculum Objectives

The curriculum is designed to:

1. Provide a strong foundation to the students on fundamentals of business and management
2. Enrich their knowledge on functional areas of management
3. Enhance the ability of students to understand the importance of an organizational perspective of different functional areas through integrative and capstone courses
4. Facilitate students to focus and specialize in their area of professional interest and career aspiration through elective courses
5. Provide exposure to current and contemporary industry practices through summer internship work and 'management-in-practice' work.
6. Assist students to gain managerial and leadership skills through development of Creativity & Innovation, and Communication skills.
7. Enable the MBA graduates to lead satisfying and rewarding personal and professional lives through experiential learning in Personality Development, Outbound, and Career Counseling programmes.

Various Courses offered in MBA Programme

1. Foundation Courses

- The ‘Foundation’ Courses are intended to be those that provide the basic and fundamental pre-requisites such as Economics, Accounting, Quantitative Methods, Technology for Business, and Organizational Behavior to help students pursue a rigorous study of business and management.

2. Core Courses

- The ‘Core’ Courses are intended to be those that provide knowledge on functions and disciplines of management and are intended to help students pursue a more in-depth study of courses in their chosen areas of interest.

3. Elective Courses

- The ‘Elective’ Courses are intended to be those that students choose to study in pursuit of advanced knowledge in their areas of interest.

4. Skill Courses

- The ‘Skill’ Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers.

5. Summer Internship Programme (SIP)

- The ‘Summer Internship Programme’ (SIP) is intended to be a 4 to 6 weeks intensive immersion in industry between the first and second year of the MBA programme. The primary objective of the SIP is for the students to gain an exposure to industry practices and learn the application of management theory in practice.

6. Seminar and Case Analysis

- The ‘Seminar and Case Analysis’ (SC) is a self-studied course and intended to be multi-semester research/analytical work carried out by the students. The primary objective of the course is to help students develop their critical thinking skills and for enquiry.

The syllabus for each course is designed and structured in such a way as to meet the overall curriculum objectives, leading to alignment with the programme objectives and institutional vision and mission.

Curriculum Structure for MBA (2016 – 17)

Sem	Course Code	Course Title	Type	Hr / Week	C	Int	Ext	Total Marks
I	14P1MBA01	Principles of Management	Foundation	4	3	25	75	100
	14P1MBA02	Organizational Behaviour	Foundation	4	3	25	75	100
	14P1MBA03	Managerial Economics	Foundation	4	3	25	75	100
	14P1MBA04	Accounting for Managers	Foundation	4	4	25	75	100
	14P1MBA05	Quantitative Techniques for Managers	Foundation	4	4	25	75	100
	14P1MBA06	Management Information System	Foundation	4	3	25	75	100
	14P1MBAP01	Global Business Foundation Skills for Managers (Practical)	Skill	3	2	40	60	100
	14P1MBAS01	Seminar and Case Analysis	Practical	3	2	40	60	100
		TOTAL			30	24		
II	14P2MBA07	Production and Operations Management	Core	4	4	25	75	100
	14P2MBA08	Human Resource Management	Core	4	3	25	75	100
	14P2MBA09	Financial Management	Core	4	4	25	75	100
	14P2MBA10	Marketing Management	Core	4	3	25	75	100
	14P2MBA11	Business Research Methods	Core	4	3	25	75	100
	14P2MBA12	Legal Aspects of Business	Core	4	3	25	75	100
	14P2MBAP02	Business Application Software-Practical	Practical	3	2	40	60	100
	14P2MBAS02	Seminar and Case Analysis	Skill	3	2	40	60	100
		TOTAL			30	24		
III	14P3MBA13	Strategic Management	Core	4	4	25	75	100
	14P3MBA14	EDC	Core	4	4	25	75	100
	Elective 1		Elective	4	3	25	75	100
	Elective 2		Elective	4	3	25	75	100
	Elective 3		Elective	4	3	25	75	100
	Elective 4		Elective	4	3	25	75	100
	14P3MBAP03	Summer Internship Programme (SIP)	Practical	4	2	40	60	100
	14P3HR01	Human Rights	Skill	2	2	25	75	100
	TOTAL			30	24			800
IV	14P4MBA15	International Business	Core	4	3	25	75	100
	14P4MBA16	Entrepreneurship Development	Core	4	3	25	75	100
	Elective 5		Elective	4	3	25	75	100
	Elective 6		Elective	4	3	25	75	100
	14P4MBAPR01	Project Work	Practical	14	12	100	300	400
		TOTAL			30	24		
GRAND TOTAL				120	96			3200

Curriculum Design of the MBA Programme

(Choice Based Credit System – (2016-17))

Nature of Course	Seme ster	Course Code	Course Title	Total No.of Courses	Credits	Total Credits Allotted
Foundation Course	I	14P1MBA01	Principles of Management	6	3	20
		14P1MBA02	Organizational Behaviour		3	
		14P1MBA03	Managerial Economics		3	
		14P1MBA04	Accounting for Managers		4	
		14P1MBA05	Quantitative Techniques for Managers		4	
		14P1MBA06	Management Information System		3	
Core Course	II	14P2MBA07	Operations Management	10	3	34
		14P2MBA08	Human Resource Management		3	
		14P2MBA09	Financial Management		4	
		14P2MBA10	Marketing Management		3	
		14P2MBA11	Business Research Methods		4	
		14P2MBA12	Legal Aspects of Business		3	
	III	14P3MBA13	Strategic Management		4	
		14P3MBA14	EDC		4	
	IV	14P4MBA15	International Business		3	
		14P4MBA16	Entrepreneurship Development		3	
Elective Courses	III IV	-	FIVE Elective Course (18 Credits) - Semesters 3,4 – to be chosen from among the 60 courses offered	6	3	18
Skill Courses	I	14P1MBAP01	Global Business Foundation Skills for Managers	3	2	6
	II	14P2MBAP02	Business Application Software-Practical		2	
	III	14P3HR01	Human Rights		2	
Practice Course	I	14P1MBAS01	Seminar and Case Analysis	4	2	18
	II	14P2MBAS02	Seminar and Case Analysis		2	
	III	P3MBAP03	Summer Internship Programme (SIP)		2	
	IV	14P4MBAPR01	Project Work		12	
Total - 22 Courses, 3 Skills, 4 Practice Work, (96 credits)						

Operational Guidelines

Eligibility for Admission

1. A pass in any Degree (except B.A Tamil) with 10+2+3/4 years Pattern from any Recognized University
2. Admission is to be done through CAT / MAT/ G-MAT / TANCET / Scores of Consortium of Self financing Professional, Arts & Science Colleges in Tamilnadu.

General Admission Information for PG Courses

- Candidates who have passed U.G. degree Examinations conducted by Periyar University are exempted from the production of Eligibility Certificates at the time of admission to MBA programme.
- Candidates from all other universities i.e other than Periyar University, shall produce eligibility certificate at the time of admission and they shall be given a time of three working days to produce the Eligibility Certificate.
- Any such admissions made by the student without the Eligibility Certificate will not be approved by the University & College and the University & College will not be responsible for any inconvenience caused to the candidates.

Completion of the MBA Programme

- Students are required to complete their MBA programme in all respects within a **Maximum of Four Years** from the date of their first joining the programme, or as per the rules and regulations of the Periyar University, Salem in this regard.

Assessment and Evaluation

1. Evaluation of students' performance will be based on both Continuous Internal Assessment (CIA) and End Semester Examination (ESE) for Foundation, Core and Elective courses. The CIA shall comprise multiple components of assessment and mid-semester examination / Internal Examinations.
2. The faculty concerned may decide appropriate mixture of components for their courses, provided there shall be not less than three components of assessment excluding the mid-semester examination for each Course.
3. The mid-semester examination / Internal Examinations will be conducted by the concerned faculty as per the schedule prepared.

4. CIA shall carry the maximum of 25 marks and the ESE shall carry the maximum of 75 marks. The mid-semester examination / Internal Examinations of CIA shall carry 10 marks. The remaining marks of the CIA shall comprise other components.
5. For the practical papers, the CIA shall carry the maximum of 40 marks and the ESE practical shall carry the maximum of 60 marks.
6. The records of CIA and ESE for each student and each Course shall be maintained in safe custody for a period of six months.
7. Students who are failed / absent in CIA may not be permitted to write ESE. Principal / HOD / Director's decision in the matter shall be final and binding.

Attendance Policy

1. Students must have a minimum of 75% of all scheduled classroom attendance in each course during each semester for appearing the examination.
2. The Principal / HOD / Director may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%.
3. Students falling short of the required attendance will not be permitted to appear for the Semester Examination.
4. Students who have 74% to 65% of attendance shall apply for Condonation in the prescribed form with the prescribed fee (Phase 1).
5. Students who have 50% to 64% of attendance shall apply for Condonation in prescribed form with the prescribed fee along with the Medical Certificate (Phase 2).
6. Students who have below 50% of attendance are not eligible to appear for the examination.
7. Students who do not complete a semester on account of such shortage of attendance may seek to repeat the semester in the subsequent academic year or they shall re-do the semester(s) after completion of the programme.

Continuous Internal Assessment (CIA) Scheme

A) For Theory Courses

S.No	Component	Marks	Procedure
1.	The mid-semester examinations and Model Exam	10	Max: 75 marks; Duration: 3 hrs
2.	Seminar and Assignment	5	Decided by the faculty in charge of the course and will be intimated at the beginning of the semester procedure
3.	Case study	5	
4.	Attendance	5	As given below table
Total		25	

Attendance Mark Scheme for Theory Courses

Attendance Percentage	Marks
75-80	1
81-85	2
86-90	3
91-95	4
96-100	5

Scheme of Examination

- The End Semester Examinations, mid-semester examinations / internal examination and Model Exam shall be of 3-hour duration irrespective of credits assigned to the Courses.
- The maximum marks in ESE shall be 75 and mid-semester examinations / internal examination and Model Exam shall be 100 and it will be converted for 10.

Question Paper Pattern for ESE, Internal & Model Exam

- The End Semester Examination question papers shall comprise three sections.

Part A	<ul style="list-style-type: none"> • Shall comprises of 10 questions • All to be answered – each question carrying 2 marks • Questions are based only on concepts 	10 x 2 = 20 marks
Part B	<ul style="list-style-type: none"> • Shall comprise 7 questions • Out of 7 questions, 4 questions need to be answered – each question carrying 10 marks 	4 x 10 = 40 marks
Part C	<ul style="list-style-type: none"> • It is a compulsory question • Questions may based on Case Study Analysis 	1x15=15 marks
Total		75 Marks

Summer Internship Programme (SIP)

The ‘Summer Internship Programme’ (SIP) is intended to be a 4 to 6 weeks intensive immersion in industry between the first and second year of the MBA programme. The primary objective of the SIP is for the students to gain an exposure to industry practices and learn the application of management theory in practice. After the internship training, student shall **submit the two copies of training report to the Head of the Department** in a prescribed format. For SIP 2 credits will be provided to the students and the evaluation of the report will be done by the concern faculty guide / faculty members of the concern department.

Summer Internship Programme (SIP) Evaluation

The IP carries a weightage of **2 credits** and therefore the evaluation of SIP is critical to students overall performances. IP is evaluated for a **maximum of 100 marks (40 marks Internal & 60 Marks for External)**. The following suggestions shall be considered while evaluating the students SIP.

Stage	Weightage	Remarks
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Initial Report	15 marks	Report on overview of the company including SWOT analysis, Who's, Who, Business objectives
Final Report & Presentation Evaluation	15 Marks	Based on final report and Presentation / viva-voice examination.
Weekly Progress Report	10 Marks	Assessment is based on the weekly report submitted by the student by the concern Faculty Guide

Project Work

The final year MBA students have to do their Project work during the fourth semester of their MBA programme. The primary objective of the project work is to enable students apply their knowledge and skills in management to specific management problems/issues, preferably identified during their SIP.

Evaluation of Project Work

The periodical presentation will be done for 100 marks and will be assessed by the Faculty Guide through 3 reviews during the time of project. The final project Report shall be assessed for Viva-voce (100 marks) and concise Dissertation (200 marks) by external and internal examiners. Such viva-voce shall be conducted by a panel of one outside expert appointed by the College.

Specialization

Students may 'specialize' in any functional domain of management based on their choice of electives. Students are required to choose any 5 'elective' courses from among the 60 courses on offer which are based on Finance, Human Resource, Marketing and System Management.

Indicative List of Elective Courses

(Each elective course will carry 3 credits)

Finance Electives		
S. No	Subject Code	Subject Title
1.	14P3MBAF01	Security Analysis and Portfolio Management
2.	14P3MBAF02	Corporate Finance
3.	14P3MBAF03	Derivatives Management (NCFM)
4.	14P3MBAF04	Introduction to Financial Markets (NCFM)
5.	14P3MBAF05	Merchant Banking And Financial Services
6.	14P3MBAF06	Mergers And Acquisitions
7.	14P4MBAF07	Micro Finance
8.	14P4MBAF08	Risk Management And Insurance
9.	14P4MBAF09	Strategic Investment And Financing Decisions
10.	14P4MBAF10	Principles of Insurance (NCFM)
11.	14P4MBAF11	Management of Banking (NCFM)
12.	14P4MBAF12	Management of Financial Services and Institutions
Human Resource Electives		
S. No	Subject Code	Subject Title
1.	14P3MBAH01	Industrial Relations And Labour Welfare
2.	14P3MBAH02	Organizational Change
3.	14P3MBAH03	Competency Mapping And Development
4.	14P3MBAH04	Organizational Development
5.	14P3MBAH05	Training And Development
6.	14P3MBAH06	Performance Management And Talent Management
7.	14P4MBAH07	Human Resource Development
8.	14P4MBAH08	Labour And Social Security Laws
9.	14P4MBAH09	Stress Management
10.	14P4MBAH10	International Human Resource Management
11.	14P4MBAH11	Strategic Human Resource Management
12.	14P4MBAH12	Knowledge Management
Marketing Electives		

S. No	Subject Code	Subject Title
1.	14P3MBAM01	Brand Management
2.	14P3MBAM02	Consumer Behavior
3.	14P3MBAM03	Customer Relationship Management
4.	14P3MBAM04	Direct Marketing
5.	14P3MBAM05	Event Marketing
6.	14P3MBAM06	Integrated Marketing Communication
7.	14P4MBAM07	International Marketing
8.	14P4MBAM08	Marketing Metrics
9.	14P4MBAM09	Retail Management
10.	14P4MBAM10	Rural Marketing
11.	14P4MBAM11	Services Marketing
12.	14P4MBAM12	Social Marketing
Production Electives		
S. No	Subject Code	Subject Title
1.	14P3MBAF01	Lean Six Sigma
2.	14P3MBAF02	Logistics Management
3.	14P3MBAF03	Materials Management
4.	14P3MBAF04	Process Management
5.	14P3MBAF05	Product Design
6.	14P3MBAF06	Project Management
7.	14P4MBAF07	Research And Development Management
8.	14P4MBAF08	Robust Design
9.	14P4MBAF09	Services Operations Management
10.	14P4MBAF10	Supply Chain Management
11.	14P4MBAF11	Total Quality Management
12.	14P4MBAF12	Management of Manufacturing Systems

System Management Electives

S. No	Subject Code	Subject Title
1.	14P3MBAS01	Advanced Database Management System
2.	14P3MBAS02	Cloud Computing
3.	14P3MBAS03	Data Mining For Business Intelligence
4.	14P3MBAS04	Decision Support System And Intelligent Systems
5.	14P3MBAS05	E - Business Management
6.	14P3MBAS06	Knowledge Management Systems
7.	14P4MBAS07	Soft Computing
8.	14P4MBAS08	Software Project And Quality Management
9.	14P4MBAS09	Relational Database Management System
10.	14P4MBAS10	Business Data Communication
11.	14P4MBAS11	Enterprise Resource Planning
12.	14P4MBAS12	Computer Aided Management

EDC Courses Offered

S. No	Subject Code	Subject Title
1.	14P3MBAED1	Team Building And Conflict Management
2.	14P3MBAED2	Export Management And Documentation
3.	14P3MBAED3	Hospitality Management

Semester - I

Subject Title	Principles of Management	Semester	I
Subject Code	14MBAP101	Specialization	NA
Type	Fundamental	L:T:P:C	3 : 0 : 1 : 3

Objectives

1. To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management
2. To make students knowledgeable of historical development, theoretical aspects and practice application of managerial process

Unit	Syllabus Contents	Number of Sessions
I	Introduction to Management Management: Introduction, definition of management, nature, purpose and functions, levels and types of managers, managerial roles, skills for managers. Evolution of management thought: Scientific Management, Classical Organization Theory School, Management Science School, Behavioral School, Systems Approach and Contingency Approach.	12
II	Planning Nature and purpose of planning- Planning process- Missions or purpose, Goals -Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.	12
III	Organizing Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation- Career development- Career stages- Training- Performance appraisal	12
IV	Directing	12

	Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.	
V	Controlling Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.	12
Relevant Case Analysis for each units for practical hours		

Contend Beyond Syllabus

1. History of Management Thought
2. Traditional Management concepts and evolution of Indian Management Ethos for future
3. Management Education: Issues, Challenges and Opportunity

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, 11th edition, 2011. 2. Fred Luthans, Organizational Behavior, McGraw Hill, 12th Edition, 2013.
Reference Books	<ol style="list-style-type: none"> 1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9th Edition, 2008. 2. Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education, 2004. 3. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007. 4. Hellrigan, Slocum and Woodman, Organisational Behavior, Cengage Learning, 11th Edition 2007. 5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & management, 7th edition, Tata McGraw Hill, 2008.
Web Sites / Links	<ol style="list-style-type: none"> 1. http://www.obweb.org/

	<ol style="list-style-type: none"> 2. http://www.nwlink/donclark/leader/leadob.html 3. www.boundless.com 4. www.geert-hofstede.com 5. http://www.stress.org/ 6. http://www.simplypsychology.org/ 7. Positive reinforcement self exercise 3. http://psych.athabascau.ca/html/prtut/
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Subject Title	Organizational Behaviour	Semester	I
Subject Code	14P1MBA02	Specialization	NA
Type	Foundation	L:T:P:C	3 : 0 : 1 : 3
Objectives			
<ol style="list-style-type: none"> 1. To develop an understanding of the behavior of individuals and groups inside organization 2. To enhance skills in understanding and appreciating individuals, interpersonal, and group process 			
Unit	Syllabus Contents	Number of Sessions	
I	Introduction to OB - Definition, Need and Importance of Organizational Behaviour - historical development, Fundamental principles of OB, contributing disciplines, Hawthorne's experiments and its implications, Model of Organizational Behaviour, Challenges and opportunities	8	
II	Individual Process and Behaviour Attitude: Importance, Right Attitude, Components of attitude, Relationship between behavior and attitude, Emotional intelligence at the workplace, barriers to changing attitude. Personality and Values: Definition, importance, The Myer-Briggs Type indicator and The Big Five personality model, Personality and Job fit theory. Perception: Meaning and concepts, types, factors influencing perception.	16	
III	Motivation and Leadership - Motivation: Definition, Theories of Motivation: Maslow's, Herzberg's, Vroom, Porter Lawler model, Equity theory of work motivation. Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories-Fiedler's model, Senior Leadership Team, transactional and transformation leadership.	12	
IV	Group Behavior Managing Team And Power and Politics Group behavior: Meaning of group, group behavior, group dynamics, types of groups, five-stage model of group development. Managing team: Work team in organization, developing work team, team effectiveness and team building. Conflict: Meaning, nature, types, process of conflict, conflict resolution. Power	12	

	and politics: Basis of power, effectiveness of power tactics. The ethics of behaving politically.	
V	Managing Change - Organizational Change: Meaning, definition, Nature, Types and stimulants to change. Implementing Organizational Change: Overcome the resistance to change. Approaches to managing OC: Kurt Lewin's three step model, seven stage model of change, Kotter's Eight step plan for implementing change, methods of implementing OC.	12
Relevant Case Analysis for each units for practical hours		

Content Beyond Syllabus

1. Organizational Citizenship Behaviour
2. Employee Commitment
3. Competency Mapping & Job Analysis

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012. 2. Organization Behaviour – Ashwathappa, Himalaya Publication House
Reference Books	<ol style="list-style-type: none"> 1. Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House, ORGB - Nelson, Quick, Khanelwal, 2/e, Cengage Learning, 2012. 2. Organizational Behaviour - Anada Das Gupta, Biztantra, 2011. 3. Organizational Behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2011. 4. Organizational Behaviour – Rao V. S. P, Excel BOOKS, 2009. 5. Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011. 6. Management and Organizational Behaviour - Laurie J Mullins, Pearson education 7. Fundamentals of Organizational Behaviour - Slocum/Hillriegel, Cengage Learning 8. Organizational Behaviour, Aquinas P. G, Excel BOOKS.

Web Sites / Links	<ol style="list-style-type: none"> 1. www. http://papers.ssrn.com 2. www.nwlink.com/~donclark/leader/leadob.html
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Subject Title	Managerial Economics	Semester	I
Subject Code	14P1MBA03	Specialization	NA
Type	Foundation	L:T:P:C	3 : 0 : 1 : 3

Objectives

1. To introduce the fundamentals, tools and theories of managerial economics
2. To orient on micro economic techniques as a decision making process
3. To understand macro economic analysis essential for business managers

Unit	Syllabus Contents	Number of Sessions
I	Introduction to Managerial Economics Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives and alternative hypothesis of the firm – Theories of firm-Baumol’s Model and Agency theory- Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticity, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning Significance and methods.	12
II	Production Analysis Concept, Production Function- Total, Average, & Marginal Product, – Law of Variable Proportions & ISO-Quants & ISO Costs - Least cost factor combination - Returns to Scale- Economies and Diseconomies of Scale - Technological progress and production function	12
III	Cost and Revenue Profit Functions Cost Concepts, Fixed and variable costs- Total Cost, Average Cost, Marginal Cost, Opportunity Cost. - Short-run and Long-run Cost Curves. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)	12
IV	Market Structure and Pricing Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination - Oligopoly: Features, Kinked Demand Curve, Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product	12

	Differentiation Pricing - Descriptive Pricing- Price Skimming, Price Penetration.	
V	Measurement of National Income Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate. Business Cycle – Features, Phases, Economic Indicators, Inflation: Types, causes, Measurement, Kinds of Price Indices, Economic Policies: Fiscal Policy: Objectives, Instruments, Monetary Policy: Measures of Money Supply, Monetary Policy in India– objectives, tools for Credit Control.	12
Relevant Case Analysis for each units for practical hours		

Content Beyond Syllabus

1. Demand Forecasting
2. Transaction Cost Economics
3. Welfare Economics

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Managerial Economics, H. L Ahuja, S. Chand, 2011 2. Managerial Economics, D.N Dwivedi, 6th ed., Vikas Publication. 1. Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
Reference Books	<ol style="list-style-type: none"> 2. Indian Economy, K P M Sundharam and Dutt, 64th Edition, S Chand Publication. 3. Indian Economy, Misra and Puri, Himalaya Publications 4. Business Economics, ML Jhingan and Upadhyaya, Vrinda Publications 5. Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies. 6. Managerial Economics- Principles and worldwide applications, Dominick Salvatore, 6e, Oxford Publication, 2010 7. Managerial Economics, Jaswinder Singh, Dreamtech publications, 2013 8. Managerial Economics, Yogesh Maheswari, PHI, 2013 9. Modern Economic Theory, KK Dewett and MH Navalur, S Chand Publication, 2013 10. Managerial Economics: Case study solutions- Kaushal H, 1/e., Macmillan, 2011
Web Sites / Links	<ol style="list-style-type: none"> 1. http://eaindustry.nic.in/ 2. http://dipp.nic.in/English/default.aspx 3. www.rbi.org.in 4. www.finmin.nic.in 5. www.indiabudget.nic.in 6. https://www.aeaweb.org/students/

	7. http://economics.harvard.edu/ 8. http://www.ey.com/Publication/vwLUAssets/Doing_business_in_India_2011/\$FILE/Doing_business_in_India_2011.pdf 9. www.iiea.com 10. http://www.quandl.com/c/india 11. http://mospi.nic.in/Mospi_New/site/home.aspx 12. http://indiainbusiness.nic.in/newdesign/index.php 11. www.swlearning.com/economics/hirrchey/managerial 12. www.macroskan.org
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Subject Title	Accounting For Managers	Semester	I
Subject Code	14P1MBA04	Specialization	NA
Type	Foundation	L:T:P:C	3 : 0 : 1 : 4

Objectives

1. Explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.
2. Prepare basic entries for business transactions and present the data in an accurate and meaningful manner
3. To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Unit	Syllabus Contents	Number of Sessions
I	Introduction Financial Accounting Introduction - Definitions - Basics of accounting - Concepts, Conventions and accounting standards - Accounting cycle - Preparation of trading, profit and loss accounts and balance sheet	8
II	Financial statement Analysis Nature and components of financial statements - Common size and Comparative analysis - Ratio analysis - Importance, classification, calculation and interpretation of ratios - Du-Pont analysis	16
III	Cost Accounting	12

	Elements, classification of costs - Valuation of inventory - FIFO, LIFO methods - Preparation of cost sheet - Introduction to Activity based costing and Target costing.	
IV	Management Accounting Marginal costing and profit planning: Cost volume profit analysis - Use of marginal costing in decision making	12
V	Budgeting and Budgetary Control Preparation of budgets – Zero base budgeting - Standard costing and variance analysis.	12
Note	Distribution of marks will be 40% theory and 60% problems in semester examinations	

Contend Beyond Syllabus

1. Accounting Standards
2. Accounting Ethics
3. Case Analysis on Accounting Scam

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Sharma and Shasi Gupta, Management Accounting, Kalayani Publishers, Delhi, 2010 2. S.N.Maheshwari & S.K.Maheshwari, “A Text Book of Accounting for Management”, Vikas Publication House Pvt Ltd, 4th Edition
Reference Books	<ol style="list-style-type: none"> 1. Khan,Jain, Management Accounting : Text, Problems and Cases Tata McGraw Hill, 2010Debarshi Bhattacharyya, “Management Accounting”, Pearson Education India, 2011 2. Dr. Mahesh Kulkarni, “Management Accounting”, Career Publications, 2008 3. T. Vijayakumar, “Accounting for Management”, Tata Mc Graw Hill Publishing Company Limited, New Delhi.2008 4. John.J.Wild, Barbara Chiappetta, Ken Shaw, “Financial and Management Accounting”, Mc Graw Hill Irwin, 2010. 5. M.N. Arora, “A Text Book on Cost and Management Accounting”, Vikas Publication House Pvt Ltd. 2010 6. Bhattacharya S K & John Dearden, “Accounting for Management – Text and Cases”, Vikas Publishing House Pvt. Ltd 7. Robert N Anthony, David E Hawkins, Kenneth A Merchant, “Accounting – Text and Cases”, 11th edition, Tata McGraw Hill Publishing Company Limited.

Web Sites / Links	<ol style="list-style-type: none"> 1. http://icmai.in/ 2. http://www.esafa.org/ 3. http://finmin.nic.in/ 4. http://www.imanet.org/ima_home.aspx 5. http://www.icaai.org/ 6. http://www.cimaglobal.com/ 7. http://www.icsi.edu/ 8. www.accountingtools.com 9. http://www.princeton.edu/~achaney/tmve/wiki100k/docs/Management_accounting.html 10. http://www.imanet.org/mgi/Management_Accounting.aspx 11. http://www.cimaglobal.com/CIMA-in-business/What-ismanagement-accounting/ 12. http://www.cimaglobal.com/CIMA-in-business/What-ismanagement-accounting/ 13. http://www.cimaglobal.com/CIMA-in-business/What-ismanagement-accounting/
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Subject Title	Quantitative Techniques For Managers	Semester	I
Subject Code	14P1MBA05	Specialization	NA
Type	Fundamental	L:T:P:C	3 : 0 : 1 : 4
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To understand the role of quantitative techniques in managerial decision making 2. To understand process of decision problem formulation 3. To understand application of various quantitative techniques in managerial settings 			
Unit	Syllabus Contents	Number of Sessions	
I	Statistics Collection of Data: Primary Data and Secondary Data, Presentation of Data - Classification and Tabulation of Data: Meaning, Objectives, Types of Classification: Geographical, Chronological, Qualitative and Quantitative. Discrete and Continuous Frequency Distribution. Tabulation: Role, Parts, Types. Diagrammatic and Graphic Presentation: Types of Diagrams and Graphs.	12	
II	Introduction to Operations Research (only theory) Basics of O.R – Definition of O.R – Characteristics of O.R - Scientific methods in O.R – Necessary of O.R in Industry – O.R and Decision Making – Scope of O.R in Modern Management – Uses and limitations of O.R.	12	
III	Linear Programming General Concepts, Definitions, Assumptions in LP, Limitations in LP, Applications of LP, Formulation of LP Problems, Solution Methods: Graphical	12	

	method (maximization, minimization), Simplex method (maximization, minimization) Linear Programming Mathematical Formulations Of L.P, Models for Product- Mix, Problems, Graphical and Simplex Method if Solving- Transportation problem- Various Methods of Finding Intial Basic Feasible Solution- North West Corner Method, Lease Cost Method & VAM Method and Optimal Solution- Stepping Stone and MODI method.	
IV	Transportation Problems & Assignment Model General Concepts, Definitions, Solution Methods: North West Corner Rule (NWCR), Least Cost Rule (LCR), Vogels Approximation Method (VAM), Stepping Stone Method (SSM), Modified Distribution method (MODI). The Assignment Problems – Assignment algorithm – optimum solutions – Unbalanced Assignment Problems..	12
V	PERT and CPM Introduction, Definitions, Terminology, Types of Networks- CPM: Critical Path Method PERT: Programme Evaluation Review Technique. Drawing a network, Network Calculations, Deterministic model: CPM Probabilistic model: PERT Critical Path, Float / Slack, Significance of floats, Types of floats (Total Float (TF), Free Float (FF), And Independent Float (IF).	12
Distribution of marks will be 40% theory and 60% problems in semester examinations		

Contend Beyond Syllabus

1. Econometrics – Introduction
2. Introduction to Econometric Models
3. Finding solutions of QT by using MS Excel

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Statistics for Management, Richard I. Levin & Rubin, Pearson Education 2. Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan publishers, 2013
Reference Books	<ol style="list-style-type: none"> 1. Quantitative Analysis for Management, Render and Stair, TMH 2. Quantitative Business Analysis - Text & Cases, Samul Bodiley 3. Quantitative Methods in Business, Anderson , Thomson Learning. 4. Business Statistics, S.P. Gupta & M.P. Gupta, Sultan Chand and Sons. 5. Quantitative Methods, N D Vohra, 4th Edition, Tata McGraw Hill, 2010 6. Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, 7. Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson, 2005 8. Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007,

Web Sites / Links	<ol style="list-style-type: none"> 1. http://www.orsi.in/ 2. http://www.statisticalassociates.com 3. http://www.ats.ucla.edu/stat/dae/ 4. http://home.ubalt.edu/ntsbarsh/Business-stat/stat-data/Topics.htm 5. http://vassarstats.net/ 6. http://statpages.org/ 7. http://quantpsy.org/ 8. http://www.ats.ucla.edu/stat/ 9. http://www.ats.ucla.edu/stat/otherresources.htm
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Subject Title	Management Information Systems	Semester	I
Subject Code	14P1MBA06	Specialization	NA
Type	Fundamental	L:T:P:C	3 : 0 : 1 : 3
Objectives			
<ol style="list-style-type: none"> 1. Understand the role of Management Information Systems in modern organizations 2. Explore the relationship between information systems and their impact on decision making in organizations 3. Analyze the process of information as a resource in business organizations 			
Unit	Syllabus Contents	Number of Sessions	
I	Management Information systems Definition – Historical Perspective–Functions of Management Information Systems - Information Concepts – Establishing Framework – Business Model – Conceptual Model- Architecture	12	
II	System Development: Modern Information Systems System Concepts- System Development Life Cycle- - Prototyping- Structured Methodologies – Designing Computer Based Methods - Designing Structured Programs - Database Concepts-DBMS-RDBMSOODBMS - Information	12	

	Systems: Functional Areas - Production systems Human Resources ,Finance & Marketing	
III	<p>Concepts of Decision Support Systems: Enterprise Information Systems, Expert Systems – Knowledge Management Systems – Enterprise Resource Planning – Managing International Information Systems</p> <p>Campus To Corporate: Casual approach- Domain skills and academic knowledge in acquired-Flexibility/Adaptability-Quantitative marks in the examination</p>	12
IV	<p>Implementation and control Quality Assurance in Information Systems - Cost Benefit Analysis – Assessing Values and Risk of Information Systems – Ethics ,Intellectual Property, Copyright & Patterns- Impact of Information Technology on Organizations and Society</p>	12
V	<p>Management Challenges Computer Crime Cyber Law, Security Management of Information Technology – Auditing IT Security - Global Management Information Technology : Managing information technology , managing global information technology</p>	12
Relevant Case Analysis for each units for practical hours		

Contend Beyond Syllabus

1. E-Business
2. Computer Hard wards
3. Recent Developments in MIS

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Laudon, Laudon and Dass, Management Information system, 11th edition, Pearson 2. Obrein, Marakas,Behl, Management Information systems, 9th edition, Tata McGraw-Hill
Reference Books	<ol style="list-style-type: none"> 1. Effy Oz, Management Information Systems, 5th Edition, Cengage learning

	<ol style="list-style-type: none"> 2. W.S.Javadekar, MIS, 4th Edition, Tata McGraw Hill 3. Indrajit Chatterji, MIS, Prentice Hall of India, 2010 4. CSV Murthy, MIS, Himalaya Publishing House, 2009 5. Hitesh Gupta, MIS – An Insight, International Book House, 2011
Web Sites / Links	<ol style="list-style-type: none"> 1. www.technopedia.com 2. http://aisnet.org/ 3. http://www.chris-kimble.com/Courses/mis/mis_links.html 4. http://en.wikipedia.org/wiki/Category:Information_technology_management 5. http://www.cmu.edu/information-systems/ 6. http://www.iacis.org/ 7. http://www.computerworld.com/ 8. http://whatis.techtarget.com/ 9. http://www.veracode.com/security/software-developmentlifecycle 10. http://www.umsl.edu/~joshik/msis480/chapt12.htm

Subject Title	Global Business Foundation Skills for Managers	Semester	I
Subject Code	14P1MBAP01	Specialization	NA
Type	Skill	L:T:P:C	2 : 0 : 1 : 2
<u>Objectives</u>			
Unit	Syllabus Contents	Number of Sessions	
I	Soft Skills	9	

	Nature and importance, Skills employers look for, Types of skills, EQ framework, KSA framework, Identifying talents and skills, Developing skill inventory.	
II	Self Discovery & Personal Development Self and personality, Dimensions of personality, Process of self knowledge; Multiple Intelligences, Personality Assessment Tests, SWOT Analysis, JOHARI Window, Looking Glass approach to self discovery, Neuro-Linguistic Programming, Enneagram, Personality types. Developing self esteem, Personal value analysis and formation, Developing positive attitude, Forming healthy habits, Managing emotions, Managing stress, Becoming an assertive personality.	9
III	Business Communication – Written and Oral Email Writing: Headers, Email Format, Creative Writing, Email Etiquette, Punctuation. Telephone Conversation: Business Phone Etiquette, Structure of Business Phone Call, Telephone Skills: Empathy, Paraphrasing, Probing, Listening, Dealing with Different Calls	9
IV	Data Skills & Corporate Etiquette MS Office - Word, Excel, PowerPoint Presentation and Internet. Keyboarding Skills: Principles, Efficiency, Understanding the direction of the fingers. Meaning of Corporate Etiquette, Attitude, Golden Rules, Corporate Etiquette at Workplace, with Colleagues, with Subordinates and things must avoid at workplace, Corporate Dress Code, Personal Hygiene and Body Language	9
V	Resume Building and Interview Preparation Resume Basics: Purpose, Focus, Resume formats, Strengths and weaknesses of different formats. Different Parts of a Resume, Right Words for Resumes, Fonts and Styles Interview Preparation: Before the Interview, During the Interview, After the Interview and Group Discussions	9
Record Note need to be prepared		

Contend Beyond Syllabus

1. KSA Frame Work
2. PPT Presentation Skills
3. Overview of Job searching Portals

Learning Resources

Text Books

	1. Covey, Stephen. (1999). The Seven Habits of Highly Effective People. London: Simon & Schuster UK Ltd.
Reference Books	<ol style="list-style-type: none"> 1. Gallagher, Kevin. (2010).Skills Development for Business and Management Students. New Delhi: Oxford University Press. 2. McGrath, E.H. (2007). Basic Managerial Skills for All. New Delhi: Prentice Hall. 3. “Soft Skills” by Hariharan S. , S. N.Sundararajan, and S.P.Shanmugapriya 4. Soft Skills: Enhancing Employability : Connecting Campus with Corporate, M.S. Rao I. K. International Pvt Ltd, 2010
Web Sites / Links	<ol style="list-style-type: none"> 1. www.niit.com/solution/soft-skill-training 2. www.skilldom.co.in 3. www.mitalent.org › Career Explorer › Skill Development 4. www.equinoxes.in/training.html 5. www.iimpt.com 6. www.softskillsindia.com 7. www.trainingcoursematerial.com/free-training-articles 8. www.theiitm.com/ 9. www.trainingondemand.co.nz/

Subject Title	Seminar and Case Analysis	Semester	I
Subject Code	14P1MBAS01	Specialization	NA
Type	Practical	L:T:P:C	2 : 0 : 1 : 2

Objectives

1. Acquire valuable experiential learning through cases
2. To develop skills in problem solving and decision making in complex business situation
3. To apply and test management concepts in real life and practical situations

Unit	Syllabus Contents	Number of Sessions
I	<ol style="list-style-type: none">1. An Apple Story of Steve Jobs2. Success Story of CavinKare3. Success Story of Naukri.com	9
II	<ol style="list-style-type: none">1. McDonald s Business Strategies in India2. Supply Chain Management of Walmart3. Toyota Prius Marketing Strategies	9
III	<ol style="list-style-type: none">1. Coffee Cafe Business in India2. Dell - Driving for Industry Leadership3. Johnson and Johnson's Credo for Business Guidance	9
IV	<ol style="list-style-type: none">1. Kishore Biyani – India's Retail King2. McDonalds - Advertising and Promotion Strategies3. Procter Gamble - Marketing of Scope Mouthwash	9
V	<ol style="list-style-type: none">1. Walmart- Inventory Management2. Toyota - International Entry Strategies	9
Record Note need to be prepared		
Learning Resources		
Web Sites / Links	<ol style="list-style-type: none">1. www.citehr.com2. www.icmrindia.org/3. www.casestudyinc.com4. www.ibscdc.org/case-studies.asp5. www.ibscdc.org6. www.microsoft.com/india/casestudies/7. www.iupindia.org	

Semester - II

Subject Title	Production And Operations Management	Semester	II
Subject Code	14P2MBA07	Specialization	NA

Type	Core	L:T:P:C	3 : 0 : 1 : 4
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To make the students understand the decision making process in the various stages of production. 2. To enable the students to apply the techniques of quality management to improve the productivity. 3. To develop the skills of Operations Research Models in planning, Scheduling, Project and inventory management. 			
Unit	Syllabus Contents		Number of Sessions
I	Production and Operations Management System Definition-Meaning- Functions and Objectives of production - Decision areas - Operations / Manufacturing strategies - Types of Production System - Relationships with the other functional areas - Operations issues of Global Organization - Location decision.		12
II	Quality Management - Statistical Process Control - Control charts - Acceptance Sampling - OC Curves - Managing quality - Cost of Quality - Quality Circle -Quality function Deployment - KAIZEN - 5S - 3R - DEMING Models - TQM - Six sigma		12
III	Maintenance Management Replacement Policies - Spare part Management - Work Study - Method Study - Materials Requirement Planning, Manufacturing Resources Planning, Enterprise Resources Planning.		12
IV	Purchasing - Vendor relations - Inventory Management - EOQ - Models with purchase discounts - ABC and other Classification Models - Physical distribution - optimal location of warehouse - Transportation problem.		12
V	Scheduling, Techniques of Scheduling - Sequencing - Assignment - Project Scheduling. - PERT - CPM - Just in time Production. Environmental Considerations in Production and Operations Management.		12
Note	Distribution of marks will be 90% Theory and 10% Problems in Semester Exams.		

Contented Beyond Syllabus

1. ERP Implementation
2. Leveraging IT for Productivity
3. Kaizen & Six Sigma

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Chase Richard B & others. (2006). Operations Management for Competitive Advantage (Special Indian ed.). New Delhi: Tata McGraw Hill. 2. Mahadevan B. (2007). Operations Management Theory and Practice. New Delhi: Pearson Education.
Reference Books	<ol style="list-style-type: none"> 1. Norman Gaither and Gregory Frazie, Operations Management, Cengage Learning 2007 2. S N Chary, Production and Operations Management Tata McGraw- Hill Publishing 2004 3. James R. Evans David A.Collier, Operations Management: An Integrated goods and Services Approach Cengage Learning 2007 4. R.Paneer Selvam, Production and Operations Management Prentice Hall of India, 2007 5. William J.Stevenson, Operations Management, Eighth Edition, Tata Mc Graw-Hill Publishing2005 6. Kanishka Bedi, Production and Operations Management Oxford University Press 2004 7. Upendra Kachru, Production and Operations Management : Text and Cases, Excel Books 2007 8. Russel and Taylor, Operations Management, Fifth edition, Wiley India 2007
Web Sites / Links	<ol style="list-style-type: none"> 1. www.apics.org 2. www.supplychainmanagement.in 3. http://www.poms.org/ 4. http://www.pdma.org/p/cm/ld/fid=10 5. http://www.pma.org.uk/

Subject Title	Human Resource Management	Semester	II
Subject Code	14P2MBA08	Specialization	NA
Type	Core	L:T:P:C	3 : 0 : 1 : 3

Objectives

1. To enrich the students with the basic concepts of Human Resource Management.
2. To familiarize the students with the Functions of Human Resource Management
3. To equip the students with basic HR skills.

Unit	Syllabus Contents	Number of Sessions
I	Introduction to Human Resource Management Meaning- objectives- evolution of HRM- scope-functions- Environment of HRM, Harvard framework of HRM, Strategic HRM, Global HRM, HR outsourcing, HR Consultancies	12
II	Human Resource Planning Meaning- importance -factors affecting HRP- HRP planning process- benefits and of HRP planning process, HR Job Analysis and design - process - methods -problems -factors affecting Job Design- Job Design approaches.	12
III	Recruitment and Selection Meaning - features – process - sources of recruitment, e-recruitment; job portals-social networks, Selection - process, methods, barriers, e-selection - job offer- employee orientation/induction and placement.	12
IV	Training and Development Need – process – methods – problems evaluation, Competency Mapping Performance Appraisal: process, methods: traditional and modern- Balanced Score Card, errors, Career Development: planning and development.	12
V	Compensation Objectives-types-types of wages-pay structure - objectives and types of wage incentives - fringe benefits- job evaluation, wage survey - HR accounting- HR audit - HRIS.	12
	Relevant Case Analysis for each units for practical hours	

Contented Beyond Syllabus

1. Managing Global Work-Force
2. Knowledge Management for Growth
3. Human Resource Information System

Learning Resources

Text Books	<ol style="list-style-type: none">1. Gary Dessler, Human Resource Management, 12th edition, Pearson Education, 20112. VSP Rao, Human Resource Management – Text and Cases, 3rd edition, Excel Books, 2010
Reference Books	<ol style="list-style-type: none">1. David A.Decenzo , Stephen P.Robbins, Fundamentals of Human Resource Management, 10th edition, Wiley Publication2. John M. Ivancevich, Human Resource Management, 10th edition, McGraw Hill 2012.3. Uday Kumar Haldar, Juthika Sarkar. Human Resource management, Oxford publication, 20124. Scott, Snell ,George ,Bohlander , Human Resource Management - A South Asian Perspective, Cengage Learning5. Subbarao, Personnel Human Resource Management, Himalaya Publishing House, 20106. Klerman, Human Resource Management, Biztantra, 2008
Web Sites / Links	<ol style="list-style-type: none">1. http://nipm.in/2. http://www.shrmindia.org/3. http://www.nhrdc.sc/4. http://www.thehrclub.net/5. http://www.humanresources.org/website/c/6. https://www.nationalhrd.org/7. www.shrm.org8. www.citehr.com9. www.nationalhrd.org10. www.shrmindia.org11. http://www.peoplematters.com/homepage.aspx12. www.hrnguide.net

Subject Title	Financial Management	Semester	I
Subject Code	14P2MBA09	Specialization	NA
Type	Core	L:T:P:C	3 : 0 : 1 : 4

Objectives

1. To emphasize to the students the importance of finance function in an organization and the role a finance manager in the organizational structure.
2. To help the students learn the basic tools in financial decision making and to know their application in various decision making areas.
3. Familiarizing the students with the financial environment of business, especially the financial markets

Unit	Syllabus Contents	Number of Sessions
I	Introduction to Financial Management Meaning, Scope, objectives, goals and functions of financial management - Financial decision making - trade-off between profitability and liquidity, Risk return relationship - Emerging role of a financial manager in an organization - Time value of money - Applications in finance.	12
II	Investment Decision Capital budgeting decision - methods of evaluating investments - Payback period - ARR - NPV - IRR - Profitability index - Merits, demerits and suitability of each method.	12
III	Capital Structure Decision Sources of long term financing - Concept and importance of Cost of Capital - Computation of specific costs and weighted average cost of capital - Leverage and its role in capital structure decisions - Capital structure theories - EBIT- EPS analysis and point of indifference - Optimal capital structure	12
IV	Working Capital Decision Sources of working capital - Factors influencing the working capital requirements - Estimation of working capital requirements - Techniques in management of other current assets - Receivables, inventory and cash	12
V	Dividend decision and Value Creation Relationship between dividend and valuation of the firm - Factors influencing dividend policy - Models of dividend relevance and irrelevance - MM, Walter and Gordon models - Shareholder value creation - Market value added - Economic value added.	12
Note	60 % of questions from Theory and 40 % of questions in problems may be asked in end semester examinations.	

Content Beyond Syllabus

1. Exit strategy for shareholders and investors
2. Financial reporting requirements
3. FOREX Market

Learning Resources

Text Books	<ol style="list-style-type: none">1. R.K.Sharma & Shashi K. Gupta Financial Management (2012) Kalyani Publishers, New Delhi.2. Khan MY and Jain PK. (2011). "Financial Management"(6th ed.). New Delhi, Tata McGraw Hill Education Private Limited.
Reference Books	<ol style="list-style-type: none">1. Prasanna Chandra. (2010). "Financial Management Theory and Practice". (11ed.). Tata McGraw Hill Education Private Limited.2. Pandey I.M. (2010). "Financial Management". (10 ed.). Vikas Publishers.3. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 20104. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 20085. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
Web Sites / Links	<ol style="list-style-type: none">1. http://finmin.nic.in/2. http://www.bseindia.com/3. http://www.nseindia.com/4. http://www.iba.org.in/5. http://www.rbi.org.in/home.aspx6. http://hbswk.hbs.edu/item/7511.html7. http://www.careerride.com/fa-tandon-committeeobservations-recommendations.aspx8. http://www.mckinsey.com/insights/strategy/preparing_to_make_bigticket_investment_decisions9. http://www.mckinsey.com/insights/corporate_finance/making_better_decisions_about_the_risks_of_capital_projects

Subject Title	Marketing Management	Semester	II
Subject Code	14P2MBA10	Specialization	NA
Type	Core	L:T:P:C	3 : 0 : 1 : 3
Objectives			
<ol style="list-style-type: none"> 1. To understand the marketing concepts and tasks in the global economy. 2. To learn the buyer behaviour and factors influencing the buyer behaviour. 3. To understand the marketing communication process and mix along with the marketing channels. 			
Unit	Syllabus Contents	Number of Sessions	
I	Introduction to Marketing Core concepts and Traditional Approaches revisited - Selling versus marketing. Value Proposition and Value Delivery - Scanning macro environment - Political, Economical, Social and Technological environments - scanning micro/firm specific environments - industry and competition - concepts of market potential and market share.	12	
II	Consumer Behaviour Concepts-factors affecting buying behaviour-black box model of buying behavior - Buyer Research - Segmentation, Targeting and Positioning - The Indian consumer market and Industrial markets	12	
III	Marketing Mix Components - Product life cycle - New Product development Process - Product mix - Pricing - Objectives, approaches and strategies.	12	
IV	Marketing Channel Place - distribution channels - functions and designing of each channel - impact of technology - emerging distribution models - promotion mix - advertising and sales promotion - growing importance of public relations and publicity.	12	
V	New Trends in Marketing Green Marketing, Direct and online marketing - Viral Marketing, Buzz marketing and Word of Mouth - Mobile Marketing, Crowd Sourcing. Latest trends in Marketing: Digital Marketing, Internet Marketing, E-Mail Marketing, Social Media Marketing, Mobile Marketing	12	
Relevant Case Analysis for each units for practical hours			

Content Beyond Syllabus

1. Service Marketing : Strategy and Challenges in era of globalization
2. Rural Marketing
3. Fashion Marketing

Learning Resources

Text Books	<ol style="list-style-type: none">1. Ramaswamy V S, Namakumari S. (2013). Marketing Management - Indian context Global Perspective. (5 ed.). New Delhi: McGraw Hill Education (India) Pvt. Ltd ,2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
Reference Books	<ol style="list-style-type: none">1. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmillan India, 2007.2. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11th Edition, 2007.3. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.4. Case and Simulations in Marketing - Ramphal and Gupta - Golgotia, Delhi.5. Case Studies in Marketing - R.Srinivasan - PHI.6. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13th Edition, New Delhi, 2007.7. Marketing Management – S.Jayachandran - TMH, 2003
Web Sites / Links	<p>Marketing dictionary</p> <ol style="list-style-type: none">1. https://www.ama.org/resources/Pages/Dictionary.aspx2. http://www.buseco.monash.edu.au/mkt/dictionary/3. http://www.tutor2u.net/marketing/4. www.ncaer.org5. www.censusindia.gov.in6. http://www.marketing-made-simple.com/7. http://www.themarketingstudent.com/8. www.ascionline.org9. http://www.aoim.in/ History of Marketing10. http://www.entrepreneur.com/article/22743811. http://sloanreview.mit.edu/article/competing-in-the-age-of-omnichannel-retailing/12. Packaging Mistakes - http://www.skadv.com/tips-tidbits/nine-common-mistakes-when-developing-effective-packaging/13. POP vs POD - http://branduniq.com/2011/points-of-parity-versus-points-of-differentiation/14. MarketingVsSales- http://www.diffen.com/difference/Marketing_vs_Sales15. Computing CLV(Customer Lifetime Value) - http://www.dbmarketing.com/articles/Art251a.htm16. Introduction to Marketing – Wharton Business School, University of Pennsylvania– MOOC Course -https://www.coursera.org/course/marketing17. http://amcpros.com/18. http://www.idsa.co.in/members.html19. http://hbswk.hbs.edu/20. http://www.marketingprofs.com/

Subject Title	Business Research Methods	Semester	II
Subject Code	14P2MBA11	Specialization	NA
Type	Core	L:T:P:C	3 : 0 : 1 : 3

Objectives

1. Formulate a research design for a given problem through hypothesis building
2. Design tools for collecting data from the samples drawn from a given set of population
3. Analyze the refined data using descriptive statistical tools and techniques

Unit	Syllabus Contents	Number of Sessions
I	Introduction to Business Research Meaning, Types - Process - Features of a Good Research Study – Research Applications in Business Decisions - Formulation of Research Proposals Formulation of Research Hypotheses - Research Designs - Exploratory, Descriptive and Experimental.	12
II	Review of Literature Primary and Secondary Data - Secondary Data Collection Methods - Applications - Benefits and Drawbacks - Classification - Methods of Qualitative Research - Types of Measurement Scale - Classification of Scales - Attitudinal scales.	12
III	Primary Data Collection Methods Questionnaire - Types – Design - Procedure - Structure - Types of Questions - Physical Characteristics - Pilot Testing - Reliability and validity- Administering Questionnaire - Sampling Concepts – Central Limit Theory, Sandler’s A – test, Standard Error - Sampling design - Probability and Non-Probability Sampling – Types, Advantages and disadvantages of each method.	12
IV	Processing and Analysis of Data Editing – Coding – Classification – Tabulation & cross tabulation – Problems in Processing. Hypothesis testing - Univariate, Bivariate and Multivariate - Descriptive Analysis - ANOVA - One-way, Two-way - Non-Parametric Tests - Chi-Square Test	12
V	Report Writing Interpretation – Techniques of Interpretation Report Writing: Importance, Different Steps, Layout, Mechanics of Writing Report - Referencing and Citation.	12
	Relevant Case Analysis for each units for practical hours	

Content Beyond Syllabus

1. Research Proposals
2. SPSS
3. Tests on Reliability and Validity

Learning Resources

Text Books	<ol style="list-style-type: none">1. Donald R. Cooper and Pamela S. Schindler, Business Research methods ,9th Edition, Tata Mc Graw Hill, 2006.2. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 2008.
Reference Books	<ol style="list-style-type: none">1. Business Research methods By Dr. T.N. Srivastava and Mrs. Shailaja Rego – Tata Mcgraw Hill. Co Chennai – Email : mark_pani@mcgraw.hill. com2. Business Research methods, Alan Bryman and Emmabell – Oxford University press. chennai. Email : v.anand@oup3. Research methodology, By R. Panneer Selvam, phi learning India PVT Ltd., New Delhi. Email : phi@phindia.com4. Academic writing, A guide for management students and Researchers, By Mathukutty M. Monippally and Badrinarayanan Shankar Pawar – ww.sagepublications.com5. Research methods Indian Edition By Donald H. Mcburney and Theresa – Cengage learning. Email : sriram.b@cengage.com
Web Sites / Links	<ol style="list-style-type: none">1. Paul Mallery, Darren George, SPSS for Windows Step by Step : A Simple Guide and Reference 18.0 Update, 11th Edition, Pearson education2. Namrata Agrawal, Comdex Tally 9 Course Kit (English) 1st Edition3. Tally 9 In Simple Steps (English), Kogent Solutions Inc.4. https://office.live.com/start/Excel.aspx5. http://www.functionx.com/excel/6. http://www.computergaga.com/excel/functions/7. http://www.computerhope.com/shorthand/excel.htm8. http://www-01.ibm.com/software/analytics/spss/downloads/demos.html9. http://www.spsstools.net/spss.htm10. http://www.lynda.com/SPSS-training-tutorials/1009-0.html11. http://www.lse.ac.uk/methodology/tutorials/SPSS/home.aspx12. http://www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf13. http://www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf14. www.xlstat.com15. www.stata.com16. http://www-01.ibm.com/software/analytics/spss/17. http://www.tallyacademy.in/

Subject Title	Legal Aspects of Business	Semester	II
Subject Code	14P2MBA12	Specialization	NA
Type	Core	L:T:P:C	3 : 0 : 1 : 3

Objectives

1. Understand general principles of the Law of Contract and the remedies for breach of Contract
2. Identify Negotiable Instruments and its role in commercial transactions and monetary dealings

Unit	Syllabus Contents	Number of Sessions
I	The Indian Contract Act, 1872 Definition and meaning of contract, agreement, obligation, Essential elements of a valid contract, Offer, Acceptance, Agreement, Consideration, Capacity to Contract, Free consent, Performance of Contract, Void contract, contingent contract, Quasi contract, Agreement opposed to public policy, Discharge of contract, Breach of contract and remedies for breach of contract.	12
II	The Sale of Goods Act, 1930 Sale of Goods Act: Definition, Essentials of a contract of sale, Classification of goods, Rules as to delivery of goods, Rights and duties of buyer & seller, Unpaid seller and his rights, Remedies available to a buyer and seller in case of breach of contract of sale. Indian Partnership Act, 1932: Definition, Essential characteristics of partnership, Formation of partnership, Kinds of partnership, Types of partners, Legal relations between partners, Rights of incoming and outgoing partners, Retirement & Expulsion and Dissolution of firm.	12
III	Companies Act, 1956 Nature of Company, Kinds of company, Formation of company, Memorandum and Articles of Association, Prospectus, Powers of Directors, Modes of winding up- Key highlights of Companies Act, 2013.	12
IV	Central Sales Tax, 1956 and Value Added Tax Introduction to Central Sales Tax, Salient features and Scope of CST, Basic scheme of the CST Act, Categories of Sales, Concepts of Value-Added Tax(VAT), Salient features, Scope and Objectives of VAT, Difference between Central Sales Tax and VAT.	12
V	Negotiable Instruments Act, 1881 Nature and Characteristics of Negotiable Instruments, Types of negotiable instruments, Essential elements of Promissory note, Bill of exchange and Cheque, Difference between Holder and Holder in due course, Dishonor and Discharge of Negotiable Instrument. Consumer Protection Act, 1986: Object and Scope, Rights of consumers, Remedies available to consumers. Competition Act, 2002: Major areas – Competition commission of India – Objectives of Competition Act in context to consumer protection	12
	Relevant Case Analysis for each units for practical hours	

Contend Beyond Syllabus

1. Companies Act 2012
2. Corporate Governance
3. Corporate Social Responsibility

Learning Resources

Text Books	1. N.D.Kapoor, Elements of Mercantile Law, Sultan Chand & Sons 35th edition 2014
Reference Books	<ol style="list-style-type: none">1. Pathak, Legal Aspects of Business, Tata McGraw Hill 20052. MC Kuchhal Deep Prakash, Business Legislation for3. Management, Vikas Publishing 2007.4. Avtar Singh, Mercantile Law, Eastern Book Company.5. Companies Act 2013, Bare Act, Government of India6. P C Tulsian, Business and Corporate Law TMH 2007.
Web Sites / Links	<ol style="list-style-type: none">1. www.indiankanoon.org2. www.Vakilno1.com3. www.sebi.gov.in4. www.companylawonline.com5. www.washlaw.edu/lawjournal6. www.law.business.com7. www.legalbusiness.com8. www.claonline.in9. www.legalsource360.com10. http://www.hg.org/corp.html11. http://en.wikipedia.org/wiki/Category:Business_law

Subject Title	Business Application Software-Practical	Semester	II
Subject Code	14P2MBAP02	Specialization	NA
Type	Skill	L:T:P:C	3 : 0 : 1 : 2
Objectives			
<ol style="list-style-type: none"> 1. To get a thorough update of information technology used in business organizations 2. To develop capability to integrate different but related aspects for information technology 3. To develop a view of IT management, especially for a large organization 			
Unit	Syllabus Contents		Number of Sessions
I	Microsoft Office <ul style="list-style-type: none"> • Ex1: Mail Merge (Letter, label and Envelope) • Ex2: Create a sample of research Project using the essential menus. • Ex3: Create a Power Point presentation of any Modern topics related to Business using animation and Slide show. • Ex4: Create an excel spreadsheet and do the statistical formulas, data validation, consolidate, what if analysis. 		12
II	TALLY <ul style="list-style-type: none"> • Ex5: Create a company and illustrate any problem on accounting. • Ex6: Work out any problem on inventory. • Ex7: Solve any accounting with inventory problem 		12
III	SPSS <ul style="list-style-type: none"> • Ex7: Write your own questionnaire using all the scales and enter the data at least assumed 100 respondents and manipulate for frequencies, descriptive and cross table with Graph • Ex8: Correlation, regression • Ex9: Compared Means, Chi-Square 		12
IV	AMIBROKER <ul style="list-style-type: none"> • Ex10: Go to www.nseindia.com and then select Equity Menu and then click historical data, select Security wise price volume data , in the symbol type company symbol and then series EQ , From date and to date has to be selected and then get results. Likewise, you can take at least 10 companies results by way of downloading CSV file format. • Ex11: Import CSV file format of 10 companies one by one and do the analysis of each company with charts 		12
V	POM and TORA <ul style="list-style-type: none"> • Ex12: Using POM software, manipulate operations. • Ex13: Network Models using TORA • Ex14: Project Planning using TORA • Ex15: Queuing Analysis using TORA 		12

Contented Beyond Syllabus

1. Enterprise Resource Planning
2. Data warehouse and Data Mining
3. HR Management Systems

Learning Resources

Text Books	<ol style="list-style-type: none">1. Working In Microsoft Office by Mansfield Tata McGraw-Hill Education
Reference Books	<ol style="list-style-type: none">1. Microsoft Office 2010 Certification Prep By Laura Story, Dawna Walls2. Practical Microsoft Office 2010 By June Jamrich Parsons, Dan Oja, Donna Mulder, Cengage Brain3. Tally 9 In Simple Steps By Kogent Solutions Inc, Willy Publication
Web Sites / Links	<ol style="list-style-type: none">1. https://www.microsoft.com/2. https://downloadoffice2010.microsoft.com/3. https://support.office.com/

Subject Title	Seminar and Case Analysis	Semester	II
Subject Code	14P2MBAS02	Specialization	NA
Type	Skill	L:T:P:C	1 : 0 : 1 : 2

Objectives

1. Acquire valuable experiential learning through cases
2. To develop skills in problem solving and decision making in complex business situation
3. To apply and test management concepts in real life and practical situations

Unit	Syllabus Contents	Number of Sessions
I	<ol style="list-style-type: none"> 1. Business Model of Napster 2. Citibanks Indian Business Model 3. L Oreal Marketing Strategies in India 	5
II	<ol style="list-style-type: none"> 1. Wal-Marts failure in Germany 2. Coffee Cafe Business in India 3. Dell - Training and Development 	5
III	<ol style="list-style-type: none"> 1. IBM - Employee Training through E-Learning 2. Maruti – Low price Edition Car 3. Colgate Vs Pepsodent – Competitive Advertising 	5
IV	<ol style="list-style-type: none"> 1. Horlicks Vs Complian – Competitive Advertising 2. Seventymm – Bath Breaking study 3. Innovations that makes success in Indian Retail 	5
V	<ol style="list-style-type: none"> 1. MNCs Marketing Strategies - In India its a Brand New Way 2. TATA – Nano – Success path 	4

Record Note need to be prepared

Learning Resources

Web Sites / Links	<ol style="list-style-type: none"> 1. www.citehr.com 2. www.icmrindia.org/ 3. www.casestudyinc.com 4. www.ibscdc.org/case-studies.asp 5. www.ibscdc.org 6. www.microsoft.com/india/casestudies/ 7. www.iupindia.org
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Semester - III

Subject Title	Strategic Management	Semester	III
Subject Code	14P3MBA13	Specialization	NA
Type	Core	L:T:P:C	3 : 0 : 1 : 4

Objectives

1. To enlighten the students on International Business Environment, which includes international Financial management, International marketing and international Currency
2. To study the impact of globalization on Indian Industry.
3. To understand the important linkages between domestic economy and its external sector

Unit	Syllabus Contents	Number of Sessions
I	Introduction to Strategic Management - Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives. Internal Appraisal – The internal environment, organizational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organizational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors	12
II	Environmental Appraisal - Concept and components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS). Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Business level strategies—Porter’s framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.	12
III	Strategic Analysis and Choice - Corporate level analysis (BCG, GE Nine-cell, Hofer’s product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters’s five forces model. Qualitative factors in strategic choice.	12
IV	Strategy Implementation - Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans. Strategic control and operational Control. Organizational systems and Techniques of strategic evaluation.	12
V	Strategic Evaluation And Control - Strategic evaluation- importance, barriers, evaluation criteria, Strategic control-operational control-process – techniques- effective control system. Strategic issues - management of	12

	technology, environmental scanning, strategy formulation, corporate entrepreneurship, non-profit organizations.	
	Relevant Case Analysis for each units for practical hours	
Contend beyond syllabus		
<ol style="list-style-type: none"> 1. Corporate investment strategy 2. Stakeholders vs. Shareholders 3. Various Companies Strategies 		
Learning Resources		
Text Books	<ol style="list-style-type: none"> 1. Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, 2009 2. Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, 2009 	
Reference Books	<ol style="list-style-type: none"> 1. Fred R.David, Strategic management, Prentice Hall of India, 2009 2. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Concepts in Strategic Management and Business policy, Pearson Education, 2010 3. Mathur, Text book of Strategic Management, Macmillan, 2009 4. Michael A.Hitt Robert E.Hoskisson R.Duane Ireland Management of Strategy Concepts and Cases, Cengage Learning 2010 5. John A Pearce Richard B Robinsonm Strategic Management Tata McGraw-Hill, 2009 6. Ramaswamy, Namakumari, Strategic Planning- Formulation of Corporate Strategy, 2009 7. Francis Cherunilam Strategic Management Himalaya Publishing House, 2009 8. Upendra Kachru Strategic Management Excel Books 2009 9. Parasuram, Fundamentals of Strategic Management, Wiley,2010 10. Colin White, Strategic Management, Ane books, 2009 11. Jeyaratnam, Strategic Management, Himalaya Publishing House, 2009 	
Web Sites / Links	<ol style="list-style-type: none"> 1. https://strategicmanagement.net/ 2. www.strategicmanagementinsight.com/ 3. strategyclub.com/ 4. www.strategyassociation.org/?page=SMP 5. www.strategyassociation.org/ 6. www.global-strategy.net/ 	

FINANCE – ELECTIVES

S. No	Semester	Subject Code	Subject Title
1.	III	14P3MBAF01	Security Analysis and Portfolio Management
2.		14P3MBAF02	Corporate Finance
3.		14P3MBAF03	Derivatives Management (NCFM)
4.		14P3MBAF04	Introduction to Financial Markets (NCFM)
5.		14P3MBAF05	Merchant Banking And Financial Services
6.		14P3MBAF06	Mergers And Acquisitions

HUMAN RESOURCE– ELECTIVES

7.	III	14P3MBAH01	Industrial Relations And Labour Welfare
8.		14P3MBAH02	Organizational Change
9.		14P3MBAH03	Competency Mapping And Development
10.		14P3MBAH04	Organizational Development
11.		14P3MBAH05	Training And Development
12.		14P3MBAH06	Performance Management And Talent Management

MARKETING – ELECTIVES

13.	III	14P3MBAM01	Brand Management
14.		14P3MBAM02	Consumer Behavior
15.		14P3MBAM03	Customer Relationship Management
16.		14P3MBAM04	Direct Marketing
17.		14P3MBAM05	Event Marketing
18.		14P3MBAM06	Integrated Marketing Communication

PRODUCTION – ELECTIVES

19.	III	14P3MBAF01	Lean Six Sigma
20.		14P3MBAF02	Logistics Management
21.		14P3MBAF03	Materials Management
22.		14P3MBAF04	Process Management
23.		14P3MBAF05	Product Design
24.		14P3MBAF06	Project Management

SYSTEM – ELECTIVES

25.	III	14P3MBAS01	Advanced Database Management System
26.		14P3MBAS02	Cloud Computing
27.		14P3MBAS03	Data Mining For Business Intelligence
28.		14P3MBAS04	Decision Support System And Intelligent Systems
29.		14P3MBAS05	E - Business Management
30.		14P3MBAS06	Knowledge Management Systems

EDC Courses Offered

S. No	Semester	Subject Code	Subject Title
1.	III	14P3MBAED1	Team Building And Conflict Management
2.		14P3MBAED2	Export Management And Documentation
3.		14P3MBAED3	Hospitality Management

Subject Title	Security Analysis and Portfolio Management	Semester	III
Subject Code	14P3MBAF01	Specialization	Finance
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. Understand the Investment, Investment products and Risk Return Concepts 2. Know the working of Financial Markets , Regulators 3. Understand the techniques involved in deciding upon purchase or sale of securities 			
Unit	Syllabus Contents		Number of Sessions
I	Investments Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts		12
II	Securities Markets Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.		12
III	Fundamental Analysis Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.		12
IV	Technical Analysis Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.		12
V	Portfolio Management Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.		12
	Total		60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Content Beyond Syllabus

1. Investor Vs Speculator
2. Alpha And Beta Risk And Return
3. Derivatives

Learning Resources

Text Books	<ol style="list-style-type: none">1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
Reference Books	<ol style="list-style-type: none">1. Donald E, Fischer and Ronald J.Jordan, Security Analysis And Portfolio Management. 6th Ed., Prentice Hall of India. 2000.2. Prasanna Chandra, Managing Investments, Tata McGraw Hill.3. R.J.Fuller and J.L. Farrel, Modern Investments And Security Analysis, McGraw Hill.4. Jack Clark Francis, Management Of Investments, McGraw Hill.5. Stron Robert, Portfolio Management Hand Book, Jaico, Bombay.6. Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.7. Bhatt, Securities Analysis and Portfolio Management, Excel Books,20098. Yogesh maheswari, Investment Management, Prentice Hall of India, 20089. Bhalla, Investment Management, S.Chand & Company Ltd., 2008

Subject Title	Corporate Finance	Semester	III
Subject Code	14P3MBAF02	Specialization	Finance
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To nuances involved in short term corporate financing 2. To learn Good ethical practices 3. To inculcate ethical corporate manager 			
Unit	Syllabus Contents		Number of Sessions
I	Industrial Finance Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.		12
II	Short Term-Working Capital Finance Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.		12
III	Advanced Financial Management Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.		12
IV	Financing Decision Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.		12
V	Corporate Governance Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.		12
	Total		60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Learning Resources

Text Books	<ol style="list-style-type: none">1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 20112. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.
Reference Books	<ol style="list-style-type: none">1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 20113. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.5. Website of SEBI

Subject Title	Derivatives Management (NCFM)	Semester	III
Subject Code	14P3MBAF03	Specialization	Finance
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To learn the basics of the derivatives market
2. To understand the use of derivative products in speculating, hedging and arbitraging
3. To learn the trading, clearing, settlement and risk management in equity derivatives

Unit	Syllabus Contents	Number of Sessions
I	Introduction to Derivatives Types of Derivative Contracts, History of Financial Derivatives markets, Participants in a Derivative Market, Economic Functions of the Derivative Market. Understanding. Interest Rates and Stock Indices: Understanding Interest Rates, Understanding stock index, Economic significance of index movements, Index Constructions Issues, Desirable Attributes of an Index, Applications of Index	12
II	Futures Contracts, Mechanism and Pricing Forward Contracts Limitations of forward markets, Introducing to Futures, Distinction between Futures and Forwards Contracts, Futures Terminology, Trading Underlying Vs. Trading Single Stock Futures, Futures Payoffs, Pricing Futures, Pricing Stock Futures. Application of Futures Contracts: Understanding Beta.	12
III	Options Option Terminology, Comparisons between Futures and Options, Options Payoffs. Trading of Derivates Contracts: Futures and Options Trading System, The Trader Workstation, Futures and Options Market Instruments, Criteria for Stocks and Index Eligibility for Trading, Charges. Exchange Traded Options- Specifications of Options- Call and Put Options- American and European Options- Intrinsic Value and Time Value of Option- Options pricing models- Differences between future and option	12
IV	Swaps Interest Rate SWAP- Currency SWAP- Role of Financial Intermediary- Warehousing- Valuation of Interest rate SWAPs and Currency SWAPs-Bonds and FRNs- Credit risk	12
V	Derivatives in India Evolution of Derivatives market in India- Regulations- Framework- Exchange trading in Derivatives- Commodity Futures- Contract Terminology and Specifications for stock-Options and Index Options in NSE- Contract Terminology and specifications for stock futures and Index futures in NSE- Contract Terminology and Specifications for Interest Rate-Derivatives	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none">1. Gupta, Financial Derivatives - Theory, Concepts and Practice, Prentice Hall of India, 2008
Reference Books	<ol style="list-style-type: none">1. Kumar, Financial Derivatives, Theory, Concepts and Practice, PHI Learning, 20102. John C Hull, Options, Futures and other Derivative Securities, Pearson, 20093. Verma, Derivatives and Risk Management, Tata McGraw Hill, 20094. Parasuram, Fundamentals of Financial Derivatives, Wiley India, 20095. Keith Redhead, Financial Derivatives, An Introduction to Futures, Forwards, Options and Swaps, Prentice Hall of India, 20096. Vijaya Bhaskar & B Mahapatra, Derivatives Simplified, Response Books, 20087. David A Dubofsky and Thomas W Miler J R, Derivatives, Valuation & Risk Management, Oxford, 2008

Subject Title	Introduction to Financial Markets (NCFM)	Semester	III
Subject Code	14P3MBAF04	Specialization	Finance
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To get a basic understanding of the products, players and functioning of financial markets, particularly the capital market.
2. To understand the terms and jargons used in the financial newspapers and periodicals.
3. To understand the process of the Indian financial market

Unit	Syllabus Contents	Number of Sessions
I	Markets and Financial Instruments Types of markets: Equity, Debt, Derivatives, Commodities: Meaning and features of private, public companies; Types of investment Avenues	12
II	Primary Market Initial Public Offer (IPO): Book Building ; Eligibility to issue securities; Pricing of issues; Fixed versus Book Building issues; Allotment of Shares; Basis of Allotment; Private Placement	12
III	Secondary Market Role and functions of SEBI; Depositories; Stock Exchanges; Intermediaries in the Indian stock market; Listing; Membership; Trading; Clearing and Settlement and Risk Management; Investor Protection fund (IPF); and Do's and Don'ts for investors, Equity and debt investment	12
IV	Derivatives Types of derivatives; Commodity and Commodity exchanges; Commodity versus financial derivatives	12
V	Financial Statement Analysis Balance sheet; Profit & loss account; Stock market related ratios; Simple analysis before investing in shares; Understanding annual report; Director's report etc.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none">1. John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 9th Edition, 20122. 2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs',– PHI Learning, 2011.
Reference Books	<ol style="list-style-type: none">1. Stulz, Risk Management and Derivatives, Cengage Learning, 2nd Edition, 2011.2. Varma, Derivatives and Risk Management, 2ndt Edition, 2011.3. David Dubofsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.4. S.L.Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall Of India, 2011.5. 5. Website of NSE, BSE.

Subject Title	Merchant Banking And Financial Services	Semester	III
Subject Code	14P3MBAF05	Specialization	Finance
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
1. To provide an opportunity to gain insights into merchant banking and financial services			
Unit	Syllabus Contents	Number of Sessions	
I	Merchant Banking Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEL.	12	
II	Issue Management Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.	12	
III	Other Fee Based Services Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.	12	
IV	Fund Based Financial Services Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation	12	
V	Other Fund Based Financial Services Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfaiting – Venture Capital	12	
		Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Content Beyond Syllabus

1. Recent developments in Financial Services
2. Financial Services Regulations in India
3. Indian companies mergers and accusations

Learning Resources

Text Books	<ol style="list-style-type: none">1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 20122. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
Reference Books	<ol style="list-style-type: none">1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.5. Website of SEBI

Subject Title	Mergers And Acquisitions	Semester	III
Subject Code	14P3MBAF06	Specialization	Finance
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To understand Regulatory framework for mergers and acquisitions
2. To understand Process involved in mergers and acquisitions and the available takeover defenses
3. Student will be equipped with the nuances involved in mergers and acquisition process and the techniques required to handle post merger

Unit	Syllabus Contents	Number of Sessions
I	Introduction Corporate Restructuring – meaning, objectives, types and forms, motives for restructuring – meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions	12
II	Regulatory Framework For Mergers And Acquisition Compliance with Indian Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.	12
III	Merger And Acquisition Process, Financing And Accounting Framework Due Diligence – types, screening due diligence, challenges and checklist - Valuation for Merger and Acquisition – concepts of value, methods of Enterprise and Equity valuation, Brand, Goodwill, Human resources, Customer Relationships valuation, Firm valuation, Cost of Capital, Relative valuation, Issues in Valuation, Synergy and Value creation – Financing Mergers and Acquisitions – equity, debt and venture capital funds – Negotiation, Deal structuring and Methods of payments in mergers and acquisitions – Accounting for Mergers and Acquisitions.	12
IV	Post-Merger Integration Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, Approaches to integration, Challenges in integration, Steps for successful integration, Cultural integration, Redesigning post merger cultural process.	12
V	Corporate Control Mechanism And Takeover Defenses Internal and External control mechanism, Takeover tactics, Takeover defenses, Regulatory aspects in India with respect to Takeover defenses.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none">1. Rajesh Kumar B., Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2012.2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Biztantra, New Delhi, 2012.
Reference Books	<ol style="list-style-type: none">1. Kamal Ghosh Ray, PHI Learning Private Limited, New Delhi, 2010.2. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Second Edition, Wiley India, 2010.3. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley India, 2011.

Subject Title	Industrial Relations And Labour Welfare	Semester	III
Subject Code	14P3MBAH01	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
2. Students will know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.

Unit	Syllabus Contents	Number of Sessions
I	Industrial Relations Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.	12
II	Industrial Conflicts Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.	12
III	Labour Welfare Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.	12
IV	Industrial Safety Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.	12
V	Labour Legislation Payment of Wages Act 1936 - Payment of Bonus Act 1965 - The Payment of Gratuity Act 1972 - ESI Act 1948 - The Employee Provident Fund Act & Miscellaneous - Act 1952 - The Workmen Compensation Act 1923 - The Maternity Benefit Act 1961	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Contend Beyond Syllabus

1. Recent developments in Indian Labour Law
2. Trade Union Movements in India
3. Role of Trade Union in Indian Politics

Learning Resources

Text Books	<ol style="list-style-type: none">1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
Reference Books	<ol style="list-style-type: none">1. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.2. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books,2007.3. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.4. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.5. P.R.N Sinha, Indu Bala Sinha, Seema Priyardarshini Shekhar. Industrial Relations, TradeUnions and Labour Legislation. Pearson. 2004

Subject Title	Organizational Change	Semester	III
Subject Code	14P3MBAH02	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3
Objectives			
1. To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.			
Unit	Syllabus Contents	Number of Sessions	
I	Organizational Change Overview of Organizational Change - Types and Forces of Change and its Perspectives - Models of change - Resistance to Changes - Approaches to Manage resistance - Implementation of Organizational Change - Organizational Transformations	12	
II	Organizational Culture And Change Organizational Culture – Importance in Change - Sub cultures and Change management - Functions of Culture and Change - Roles of Change Agents and Leadership - Power, politics and Ethics in Change Management	12	
III	Organization Development (OD) Field of Organization Development- Historical overview of OD - Values, Assumptions & Beliefs in OD - Foundations of OD - Organization Development Process – Action - research Process and Approach for OD	12	
IV	OD Interventions Introduction to Organization Development Interventions - Classifications of OD Interventions - Team and Inter Group Interventions - Structural and Comprehensive Interventions	12	
V	Issues And Trends In Organizational Change Advantages & limitations of change - The Emerging Challenges - Opportunities for OD in future - Organizational Learning – A continuous process - Knowledge Management in the present context	12	
		Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Learning Resources

Text Books	1. Cummings, Organisation Development and Change , Cengag Learning , 8th ed ,2010
Reference Books	1. French, Bell,Jr, Zawackic, Organisation Development & Transformation 6 Edition, Tata McGraw Hill 2010 2. Kandakar, Organisational Effectiveness and Change Management , PHI Learning,2009 3. French ,Bell,Jr, Organisation Development , Pearson Education 2009 4. Kavita Singh, Organisation Change & Development , Excel Books , 2009. 5. Radha Sharma, Change Management Concepts and Applications 1 Edition,Tata McGraw Hill 2009 6. Bhupen ,Srivastava, Organization Design and Development , Biztantra, 2009 7. Daft, Organisation Theory & Design , Cengage Learning 2010 8. Sengupta, Battscharya, Sengupta, Managing Change in Organisations , PHI learning,2009 9. Jones, Organisational Theory, Design & Change , Pearson Education, 2009

Subject Title	Competency Mapping And Development	Semester	III
Subject Code	14P3MBAH03	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To understand the fundamentals of competency management 2. Experience the process of competency mapping and profiling 3. Learn the art of customization and institutionalization 			
Unit	Syllabus Contents	Number of Sessions	
I	Introduction Introduction - History & Origin of Competency -Knowledge Skills and Attitude Vs Competency - Reasons for Popularity of Competency - Views Against Competency- Definitions- Confusion about Competency Components of competency- Skill- Knowledge and Motive -Trait and Self-Concept - Iceberg Model of Competency - Operant and Respondent Traits of Competency	12	
II	Competency Categories Threshold Competencies- Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies-Leadership or Managerial Competencies	12	
III	Steps In Developing Competency Model Steps in Developing Competency Model - Determining the objective and Scope - Clarifying Implementation Goals and Standards - Create an Action Plan - Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering and Interim Competency Model - Finalize and Validate Competency Model	12	
IV	Competency Models Competency models - Leadership and managerial competency models - Causes for Resistance and Recommended Actions to address - Delphi Technique Competencies and Generic Indicators 360 Degree Feedback - □HR Generic Competency Model - Supervisory Generic Competency Model	12	
V	Competency Assessment And Uses Strategies to address the gaps - Integration the Competency Model - Competency based Recruitment and Selection - Competency Based Performance Appraisal - Competency Based Succession and Career Planning - Competency Based Compensation and Benefits - Competency based Training and Development - Reassess competencies and evaluate ROI	12	
	Total	60 Hrs	
	Relevant Case Analysis for each units in Tutorial hour		

Learning Resources

Text Books	<ol style="list-style-type: none">1. Ganesh Shermon, Competency Based HRM, Tata McGraw-Hill Publishing Company Limited, 20042. Seema Sanghi, The Handbook of competency mapping , Response Books Year, 2004
Reference Books	<ol style="list-style-type: none">1. Don Hellriegel, Susan E Jackson, John W Slocum, Management a Competency based approach, Tata McGraw Hill Publishing Company Limited, 20052. Nitin Sawardekar, Assessment Centers identifying potential and developing competency, Prentice Hall Publishers, 2006.3. John W Newstrom and Keith Davis, OB – Human Behavioural work, Tata McGraw Hill, 13 Edition, 2009.4. Stephen Robbins, Training in Interpersonal Skills – tips for managing People at works, Pearson, PHI, 20105. Whelten and Cameron, Development of Management Skills, 7th Edition, Pearson PHI, 2009.

Subject Title	Organizational Development	Semester	III
Subject Code	14P3MBAH04	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. Understand the role of organization development in anticipating and effecting change in organizations.
2. Examine the use of the OD process in developing excellence in individuals in a real organization.
3. Examine the use of the OD process in developing success in a real organization

Unit	Syllabus Contents	Number of Sessions
I	Introduction to Organizational Development Concepts, Nature and Scope of OD: Historical Perspective of O.D underlying assumptions and Values Theory and Practices on change and Changing. The Nature of Planned Change.	12
II	Understanding Organizations Approaches to Understanding Organizations - Key Organizational Designs, Procedures, Differentiation - Integration, Basic Design - Dimensions - Determination of Structure - Forces Reshaping Organization - Life Cycles in organization.	12
III	O.D. Interventions Team Interventions - Inter group Interventions - Personal, Interpersonal and Group Process Interventions - Comprehensive Interventions - Structural Interventions.	12
IV	Implementations and Assessments of O.D Implementation Conditions for Failure and Success of O.D Efforts. Assessment of O.D and Change in Organizational Performance - The impact of O.D.	12
V	Organizational Development and Change Organization Development - Alternative Interventions - Change Agents: Skills - Resistance to Change - Managing the Resistance - Levins Change Model - Organizational Reality.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	1. Organizational Behavior - Fred Luthans - Mc Graw – Hill (International Edition)
Reference Books	1. Organizational Behavior Foundations, Realities and Challenges - Debra L Nelson, James Campbell Quick 2. Organization Development - Wendell - I. French & Cooil H. Bell Jr.

Subject Title	Training And Development	Semester	III
Subject Code	14P3MBAH05	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To expose the learner to the Concept and practice of training and development in the modern organizational setting

Unit	Syllabus Contents	Number of Sessions
I	Introduction Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.	12
II	Training Needs Assessment (TNA) Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.	12
III	Training and Development Methodologies Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment. Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training .	12
IV	Designing Training and Development Programs Organisation of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self development; Training process outsourcing.	12
V	Evaluation of Training and Development Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts; Kirkpatrick	12

	Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.	
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Prior, John, <i>Handbook of Training and Development</i>, Jaico Publishing House, Bombay. 2. Trvelove, Steve, <i>Handbook of Training and Development</i>, Blackwell Business.
Reference Books	<ol style="list-style-type: none"> 1. Warren, M.W. <i>Training for Results</i>, Massachusetts, Addison-Wesley. 2. Craig, Robert L., <i>Training and Development Handbook</i>, McGraw Hill. 3. Garner, James, <i>Training Interventions in Job Skill Development</i>, Addison-Wesley. 4. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, <i>Manpower Training and Development</i>, London Institute of Personnel Management. 5. Noe, Raymond A., and Amitabh Deo Kodwani, <i>Employee Training and Development</i>, Tata McGraw Hill. 6. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, <i>Effective Training: Systems, Strategies, and Practices</i>, Dorling Kindersley (India) Pvt. Ltd. 7. Rolf, P., and Udai Pareek, <i>Training for Development</i>, Sage Publications Pvt. Ltd. 8. Michalak, Donald, and Edwin G. Yager, <i>Making the Training Process Work</i>, Writers Club Press. 9. Jack J. Phillips, <i>Hand book of Training Evaluation and Measurement Methods</i>, Routledge. 10. Dayal, Ishwar, <i>Management Training in Organisations</i>, Prentice Hall.

Subject Title	Performance Management And Talent Management	Semester	III
Subject Code	14P3MBAH06	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance.
2. To give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.

Unit	Syllabus Contents	Number of Sessions
I	Conceptual Framework of Performance Management Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.	12
II	Components of Performance Management System Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Appraisal Communication; Counselling, Identifying potential for development; Linking pay with performance.	12
III	Implementation and Issues in Performance Management Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and e-PMS, Performance management practices in Indian organizations.	12
IV	Talent Management Concept and approaches; Framework of talent management; Talent identification, integration, and retention.	12

V	Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research.	12
	Total	60 Hrs
Relevant Case Analysis for each units in Tutorial hour		
Learning Resources		
Text Books	<ol style="list-style-type: none"> 1. Bagchi, S. N., <i>Performance management</i>, Cengage Learning India. 2. Armstrong, M. & Baron, A., <i>Performance management and development</i>, Jaico Publishing House, Mumbai. 	
Reference Books	<ol style="list-style-type: none"> 1. Bhattacharyya, D.K., <i>Performance management systems and strategies</i>, Pearson Education. 2. Robert B., <i>Performance management</i>, McGraw-Hill Education India. 3. ASTD, <i>Talent management: Strategies for success from six leading companies</i>, Cengage Learning. 4. Rao, T.V., <i>Hurconomics for talent management: Making the HRD missionary business-driven</i>, Pearson Education. 5. Berger, L. A. and Berger, D. R., <i>The talent management handbook</i>, McGraw-Hill Education India. 6. Rao, T.V., <i>Performance management and appraisal systems: HR tools for global competitiveness</i>, Response Books: A division of Sage Publications. 7. Shukla, R., <i>Talent management: Process of developing and integrating skilled worker</i>, Global India Publications, New Delhi. 8. Silzer, R. and Dowell, B.E. (eds.), <i>Strategy drive talent management: A leadership imperative</i>, Publication of the Society for Industrial and Organizational Psychology. 9. Hasan, M., Singh, A. K., Dhamija, S. (eds.), <i>Talent management in India: Challenges and opportunities</i>, Atlantic Publishers & Distributors. 	

Subject Title	Brand Management	Semester	III
Subject Code	14P3MBAM01	Specialization	Marketing
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To understand the methods of managing brands and strategies for brand management
2. To successfully establish and sustain brands and lead to extensions

Unit	Syllabus Contents	Number of Sessions
I	Introduction Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.	12
II	Brand Strategies Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.	12
III	Brand Communications Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions	12
IV	Brand Extension Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.	12
V	Brand Performance	12

	Measuring Brand Performance – Brand Equity Management - Global Branding strategies – Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.	
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007. 2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012
Reference Books	<ol style="list-style-type: none"> 1. Lan Batey, Asian Branding – A Great way to fly, PHI, Singapore, 2002. 2. Paul Tmepoal, Branding in Asia, John Willy, 2000. 3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002. 4. Jagdeep Kapoor, Brandex, Biztranza, India, 2005 5. Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).

Subject Title	Consumer Behavior	Semester	III
Subject Code	14P3MBAM02	Specialization	Marketing
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior. 2. The student will understand the influences on customer choice and the process of human decision making in a marketing context. 			
Unit	Syllabus Contents	Number of Sessions	
I	Introduction Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions	12	
II	Consumer Behavior Models Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webster and Wind Consumer Behaviour Models – Implications of the models on marketing decisions.	12	
III	Internal Influences Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.	12	
IV	External Influences Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior	12	
V	Purchase Decision Process	12	

	High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.	
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002. 2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.
Reference Books	<ol style="list-style-type: none"> 1. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition. 2. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008. 3. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003. 4. Abbael, Consumer behavior: A strategic approach (Indian edition 2005) Wiley 2012. 5. Hed, Hoyer. Consumer behavior, 2008 edition Wiley 2012. 6. Das Gupta. Consumer behavior, 2008 edition, Wiley 2012. 7. Shri Prakash. Theory of Consumer behavior, I edition, Vikas 2012. 8. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.

Subject Title	Customer Relationship Management	Semester	III
Subject Code	14P3MBAM03	Specialization	Marketing
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To understand the need and importance of maintaining a good customer relationship
2. To use strategic customer acquisition and retention techniques in CRM.

Unit	Syllabus Contents	Number of Sessions
I	Introduction Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.	12
II	Understanding Customers Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments.	12
III	CRM Structures Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications	12
IV	CRM Planning And Implementation	12

	Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.	
V	Trends in CRM e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Prespective, Macmillan 2005 2. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra,2008
Reference Books	<ol style="list-style-type: none"> 1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005. 2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005. 3. Assel, Consumer Behavior, Cengage Learning, 6th Edition. 4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007. 5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004. 6. Zikmund. Customer Relationship Management, Wiley 2012 . 7. Mohammed Hp/Sagadevan.A Customer Relationship Management- A step by step approach, Iedition. 8. G.Shainesh, J.Jagdish N Seth. Customer Relationship Management.

Subject Title	Direct Marketing	Semester	III
Subject Code	14P3MBAM04	Specialization	Marketing
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
1. To study the scope of direct marketing mainly for lead generation and retention activities in both business to business and business to consumer environments			
Unit	Syllabus Contents	Number of Sessions	
I	Direct Marketing & Interactive Marketing Direct marketing- Concept, growth and benefits, limitations – variants of Direct Marketing- Main tasks – lead generation, customer acquisition, development and retention. The key principles of targeting, interaction, control and continuity- Catalysts of change in modern marketing –From distance selling to interactive marketing. Direct marketing in real-time –interactive marketing, Direct marketing vs. marketing thru Channels	12	
II	Methods Of Direct Marketing - Traditional Methods of Direct Marketing- Telemarketing - Multi Level Marketing (MLM) – Personal Selling - Automatic Vending Machines -Exhibition - Trade fares - Catalogue Marketing - Direct Mail – Company showrooms- factory outlets-own distribution- Increasing use of Web-based retailing	12	
III	Technology In Direct Marketing Technology that enables Direct & Interactive Marketing: Core marketing technology components; data warehousing, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact centre applications. Customer data, Different types, its value and management. Data-driven marketing planning – Introduction to CRM and e-CRM. The Impact of Databases - Consumer and Business Mailing Lists- Data fusion – marketing research and the customer database -Setting up	12	

	a customer database - structure, function, data sources, software, processors, Real-time data collection for the website.	
IV	<p>Direct Marketing Communication</p> <p>Integrating Direct Marketing Media: The role of brands and personalized marketing communications - Media channels in a multi media age – Building brands through response and optimizing integrated communications – Differences between direct marketing media and non-direct media- Unique Characteristics of addressable media (direct mail, email, fax, phone, SMS) - lists, costs, duplications, privacy - Press, inserts and door-to-door - formats, costs and response.</p>	12
V	<p>Channels And Advancements In Direct Marketing</p> <p>Technology mediated marketing channels - Interactive TV, mobile and SMS – the advance in digital marketing - Automatic vending machines- kiosk marketing- Direct mailing- Direct response methods- Home shopping/teleshopping network- Creating Direct Mail Advertising - Online web advertising and email/permission Marketing- Data Protection and Privacy-self-regulation and codes of practice.</p>	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Successful Direct Marketing Methods-Bob Stone and Ron Jacobs. 2. Hillstrom's Database Marketing by Kevin Hillstrom 3. The Engaged Customer-The New Rules of Internet Direct Marketing by Hans Peter Brondmo
Reference Books	<ol style="list-style-type: none"> 1. Direct marketing management, Second Edition, Prentice Hall Publications- 2. Mary Lou Roberts, Paul D. Berger The Complete Guide to Direct Marketing- Creating BreakThrough Programs that Really Work,Kaplan Publishing - Chet Meisner

Subject Title	Event Marketing	Semester	III
Subject Code	14P3MBAM05	Specialization	Marketing
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To understand the structure of event industry, economy, culture and trends of Market. 2. Applying the Concepts and practices of Marketing research on event related issues. 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction An overview of event marketing – types of events – Understanding the structure of event industry, economy, culture and trends – Marketing skills for event marketers, requirement analysis.		12
II	Designing Event Marketing Application of Marketing mix to events – designing and developing – Adoption of events – Event life cycle analysis – Key drivers influencing strategic planning and execution of different types of events – Branding issues for events.		12
III	Pricing Strategies Pricing methods for events – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Profitability analysis – Negotiations for the best deal.		12
IV	Event Promotion Campaign for sports cultural - Entertainment - Formal functions – Event advertising – Establishment – Festivals – Conventions – Exhibitions - Public		12

	relations – Interpersonal relationship – Media management – Role of regulatory authorities.	
V	Event Delivery Dealing with agents, Promoters and event executors – Event Planning Implementation and evaluation from stake holders perspectives - Concepts and practices of Marketing research on event related issues.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Leonard H.Hoyle, Event Marketing: How to successfully promote Events, Festivals, Conventions and Exposition, John Wiley and Sons, 2002. 2. Lieberman, Patricia Esgate, Pat Esgate, and The Entertainment Marketing Revolution: Bringing the Moguls, the Media, and the Magic to the world, FT Press, 2002.
Reference Books	<ol style="list-style-type: none"> 1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley, 2003 2. Allison Saget, The Event Marketing Handbook : Beyond Logistics & planning, Kaplan Publishing, 2006. 3. Shannon Kilkenny, The complete guide to successful Event Planning : A guide book to producing Memorable Events, Atlantic Publishing Company. 4. Judy Allen, Event Planning, Wiley India, 2007. 5. Gaur S S / Saggene S V. Event Marketing and Management, I edition. 6. Hoyle, Event Marketing-Wiley India.

Subject Title	Integrated Marketing Communication	Semester	III
Subject Code	14P3MBAM06	Specialization	Marketing
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To introduce students to the basic concepts of advertising and sales promotion 2. To bring Insight into the importance of advertising and sales promotion campaigns planning 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction To Advertisement: Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.		12
II	Advertisement Media: Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.		12
III	Sales Promotion Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.		12
IV	Public Relations: Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix- Marketing Public Relation function- Process of Public		12

	Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR-PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counseling-Marketing Public Relations (MPR)-Structure of Public Relations Department. Budgeting of PR. PR Agencies.	
V	Publicity Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and Social media – Publicity Campaigns	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	
Learning Resources		
Text Books	<ol style="list-style-type: none"> 1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7th edition, 2010 2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007. 3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003. 	
Reference Books	<ol style="list-style-type: none"> 1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001. 2. Julian Cummings, Sales Promotion, Kogan Page, London 1998. 3. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003. 4. Jaishri Jefhwaney, Advertising Management, Oxford, 2008. 	

Subject Title	Lean Six Sigma	Semester	III
Subject Code	14P3MBAP01	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:4

Objectives

1. To gain insights about the importance of lean manufacturing and six sigma practices.

Unit	Syllabus Contents	Number of Sessions
I	Lean & Six Sigma Background And Fundamentals Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions	12
II	The Scope Of Tools And Techniques Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.	12
III	Six Sigma Methodologies Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six	12

	Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder	
IV	Six Sigma Implementation And Challenges Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics	12

V	Evaluation And Continuous Improvement Methods Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	1. Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
Reference Books	1. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill,2000 2. Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004 3. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma:A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000

	4. James P. Womack, Daniel T.Jones, Lean Thinking, Free Press Business, 2003
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Subject Title	Logistics Management	Semester	III
Subject Code	14P3MBAP02	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To learn the need and importance of logistics in product flow.

Unit	Syllabus Contents	Number of Sessions
I	Introduction Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service	12
II	Distribution Channels And Outsourcing Logistics Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.	12
III	Transportation And Packaging Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging- Design	12

	considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.	
IV	Performance Measurement And Costs Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.	12
V	Current Trends Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010 2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012.
Reference Books	<ol style="list-style-type: none"> 1. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004. 2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2005. 3. Bloomberg David J et al., Logistics, Prentice Hall India, 2005. 4. Pierre David, International Logistics, Biztantra, 2003.

	5. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5 th Edition, 2007..
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Subject Title	Materials Management	Semester	III
Subject Code	14P3MBAP03	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. Understand how material management should be considered for profitability
2. Student gains knowledge on effective utilization of materials in manufacturing and service organization

Unit	Syllabus Contents	Number of Sessions
I	Introduction Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches master scheduling-manufacturing planning and control system-manufacturing resource planning enterprise resource planning-making the production plan	12
II	Materials Planning Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.	12
III	Inventory Management	12

	Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.	
IV	Purchasing Management Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment international purchasing	12
V	Warehouse Management Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency productivity-cost effectiveness-performance measurement	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson,2012. 2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
Reference Books	<ol style="list-style-type: none"> 1. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006 2. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006

	3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
	4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
	5. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

Subject Title	Process Management	Semester	III
Subject Code	14P3MBAP04	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To provide with a comprehensive understanding of multitude of tools that can be used in designing business processes

Unit	Syllabus Contents	Number of Sessions
I	<p>Introduction The Process View of Organizations - Service and manufacturing processes – Nature of service processes, process structure in services, Process structure in Manufacturing , Value Chain – Core and support processes, adding value with processes; Managing processes – process strategy – organization perspective, major process decisions; Embedding strategy into Manufacturing Processes - Process Competencies, Process Design – major factors, technology choice.</p>	12
II	Process Flow	12

	Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools; process mapping, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability; Work flow design principles and flows.	
III	Process Modeling Modeling - empirical models, deterministic models, stochastic models; Simulating business process – Application, simulation process, discrete event simulation, computer simulation	12
IV	Process Improvement Constraint Management – theory of constraints, Measuring capacity, Utilization , and performance in TOC, key principles ; Strategic Capacity Management –Tools for capacity planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement	12
V	Process Optimization Optimizing business process performance – creating flexible organizations – optimization process – early management – capability development, sustainability; process benchmarking with data envelopment analysis	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Manuel Laguna, Johan Marklund, Business Process Modeling, Simulation and Design, Pearson Education, 2011. 2. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Operations Management – Processes and Supply Chain, Pearson Education, 9th Edition, 2010.
Reference Books	

	<ol style="list-style-type: none"> 1. Raví Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and Eitan Zemel, “Managing Business Process Flows: Principles of Operations Management” Pearson Education, 2006 2. Gerard Cachon, Christian Terweisch, Matching Supply with Demand – An Introduction to Operations Management, McGraw Hill, International Edition, 2006. 3. Dennis McCarthy and Nick Rich, Lean TPM – A blueprint for change, Elsevier Ltd., 2004 4. Byron J. Finch, Operations Now – Supply chain Profitability and performance, Tata McGraw Hill, 3rd Edition, 2008. 5. G.Halevi and R.D.Weill, “Principles of Process Planning” Chappman and Hall, Madras 1995.
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Subject Title	Product Design	Semester	III
Subject Code	14P3MBAP05	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. Understand the application of structured methods to develop a product 2. Student gains knowledge on how a product is designed based on the needs of a customer 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.		12

II	Product Planning Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Techniques.	12
III	Product Concept Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.	12
IV	Industrial Design And Design Tools Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development- Product development economics-scoring model- financial analysis.	12
V	Patents Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009. 2. Kenneth B.Kahn, New Product Planning, Sage, 2010.
Reference Books	<ol style="list-style-type: none"> 1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.

	<ol style="list-style-type: none"> 2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005. 3. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009. 4. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006. 5. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.
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Subject Title	Project Management	Semester	III
Subject Code	14P3MBAP06	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To learn the concepts of managing projects. 2. To apply project management principles in business situations to optimize resource utilization and time optimization. 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction To Project Management		12

	Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.	
II	Planning And Budgeting The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.	12
III	Scheduling & Resource Allocation PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt’s Critical Chain.	12
IV	Control And Completion The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.	12
V	Project Organisation & Conflict Management Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005. 2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

Reference Books	<ol style="list-style-type: none"> Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.
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Subject Title	Advanced Database Management System	Semester	III
Subject Code	14P3MBAS01	Specialization	System
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> To understand the various advanced databases used in the organization To be aware of recent trends in database management 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction		12

	DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.	
II	Database Implementation Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.	12
III	Distributed Databases Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability	12
IV	Object Oriented Databases Object Oriented Concepts – Data Object Models –Object Oriented Databases – Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages	12
V	Emerging Trends Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning, 2. Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th , Pearson Education, 2004.

Reference Books	<ol style="list-style-type: none"> 1. Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2012, 2. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5th Edition, McGraw-Hill, 2010. 3. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 3rd edition, Pearson Education, 2003. 4. Jeffrey D. Ullman and Jennifer Widom, A First Course in Database Systems, Pearson Education Asia, 1st impression 2007. 5. Stefano Ceri and Giuseppe Pelagatti, Distributed Databases Principles and Systems, McGraw-Hill International Editions, 2008. 6. Rajesh Narang, Object Oriented Interfaces and Databases, Prentice Hall of India, 2002. 7. Mark L.Gillenson & el, Introduction to database management, Wiley India Pvt. Ltd, 2008 8. Charkrabarti, Advanced Database Management Systems, Wiley India Pvt Ltd, 201
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Subject Title	Cloud Computing	Semester	III
Subject Code	14P3MBAS02	Specialization	System
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
1. To understand basics of cloud computing for business management			
Unit	Syllabus Contents	Number of Sessions	
I	Introduction	12	

	Introduction to Cloud Computing, Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization, Web Services on Cloud, Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service, Building Cloud Network.	
II	Implementation And Control Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Common Standards in the Cloud, End-User Access to the Cloud Computing, legal and ethical dimensions.	12
III	Cloud Computing For Managers Centralizing Email Communications – Collaborating on Schedules, To-Do Lists, Contact Lists – online Community development – online collaboration tools for projects – Cloud Computing for business.	12
IV	Applications Of Cloud Services Applications – Online Planning and Task Management –Event Management – CRM- Cloud service development tools -word processing, databases, storing and file sharing on cloud.	12
V	Virtual Office Management Web-based communication tools –Web Mail Services –Web Conference Tools –Social Networks and Groupware – collaborating via blogs and Wikis; IBM, Amazon Ec2, Google Apps for Business, Salesforce.com, Ramco-On-Demand	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	1. John W. Ritting house and James F. Ransome, “Cloud Computing Implementation, Management and Security”, 2010, CRC Press, Taylor & Francis Group, Boca Raton London New York.

	2. Kumar Saurahb, Cloud Computing – Insights into new era infrastructure, Wiley India, 2 nd Edition, 2012
Reference Books	<ol style="list-style-type: none"> 1. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009 2. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008. 3. Alfredo Mendoza, “Utility Computing Technologies, Standards, and Strategies”, Artech House INC, 2007 4. Bunker and Darren Thomson, “Delivering Utility Computing”, 2006, John Wiley & Sons Ltd. 5. George Reese, “Cloud Application Architectures”, O’reilly Publications, 2009.

Subject Title	Data Mining For Business Intelligence	Semester	III
Subject Code	14P3MBAS03	Specialization	System
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To know how to derive meaning form huge volume of data and information
2. To understand how knowledge discovering process is used in business decision making

Unit	Syllabus Contents	Number of Sessions
I	Introduction Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI	12
II	Data Warehousing Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design	12
III	Data Mining Tools, Methods And Techniques Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization	12
IV	Modern Information Technology And Its Business Opportunities Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.	12
V	BI And Data Mining Applications Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006

	2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.
Reference Books	<ol style="list-style-type: none"> 1. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005. 2. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2nd Edition, 2011 3. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011 4. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011 5. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009 6. Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011 7. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, 2007 8. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2010

Subject Title	Decision Support System And Intelligent Systems	Semester	III
Subject Code	14P3MBAS04	Specialization	System
Type	Elective	L:T:P:C	3:1:0:3
Objectives			
1. To understand the components of DSS and IS			

2. To know the appropriate model to be used for a problem

Unit	Syllabus Contents	Number of Sessions
I	Introduction Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.	12
II	Data And Model Management Systems Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.	12
III	GSS, Enterprise DSS, KMS Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools.	12
IV	Knowledge Based DSS Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.	12
V	Advanced Intelligent Systems Neural Computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none">1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition 2010
Reference Books	<ol style="list-style-type: none">1. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6th Printing 20062. Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.3. Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003

Subject Title	E - Business Management	Semester	III
Subject Code	14P3MBAS05	Specialization	System
Type	Elective	L:T:P:C	3:1:0:4
Objectives			
1. To understand the practices and technology to start an online business			

2. To know how to build and manage an e-business

Unit	Syllabus Contents	Number of Sessions
I	Introduction To E-Business e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce	12
II	Technology Infrastructure Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.	12
III	Business Applications Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing	12
IV	E-Business Payments And Security E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.	12
V	Legal And Privacy Issues Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011. 2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2010.
Reference Books	<ol style="list-style-type: none"> 1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012. 2. Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007. 3. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007 4. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2009 5. Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 7th reprint, 2009. 6. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004 7. Micheal Papaloelon and Peter Robert, e-business, Wiley India, 2006.

Subject Title	Knowledge Management Systems	Semester	III
Subject Code	14P3MBAS06	Specialization	System
Type	Elective	L:T:P:C	3:1:0:4

Objectives

1. To know how to design and maintain knowledge management system
2. Knowledge of components in KMS and how to use in business environment for effective decision making

Unit	Syllabus Contents	Number of Sessions
I	Introduction Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.	12
II	Knowledge Management Models Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, Choo sense-making KM model, Wiig model, Boisot I-space, Complex Adaptive System models, Tacit and Explicit knowledge capture.	12
III	KM Tools Strategy And Metrics Knowledge acquisition and creation tools, Sharing and Dissemination tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced scorecard, House of Quality method.	12
IV	KM In Organisation Organisational culture, Organisational maturity models, KM team, Ethics of KM, future challenges for KM, Research issues, Knowledge application at individual, group and organisational levels, Knowledge reuse, Knowledge repositories.	12
V	Knowledge Leadership Knowledge Leadership styles, Knowledge alignment with business strategies, Pragmatic knowledge development, Balancing knowledge and business management systems, Constructing knowledge infrastructure.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none">1. Kimiz Dalkir, Knowledge Management in Theory and Practice, Butterworth Heinemann 2011
Reference Books	<ol style="list-style-type: none">1. Stuart Barnes, Knowledge Management Systems – Theory and Practice, Cengage Learning, 2002.2. Steven Cavaleri and Sharon Seivert with Lee W. Lee, Knowledge Leadership – The Art and Science of Knowledge based organisation, Butterworth – Heinemann, 20083. Shelda Debowski, Knowledge Management, Wiley India, 2007.

EXTRA DEPARTMENTAL COURSE (EDC)

Subject Title	Team Building And Conflict Management	Semester	III
Subject Code	14P3MBAED1	Specialization	EDC
Type	EDC	L:T:P:C	3:1:0:3

Objectives

1. To understand the purpose and the value of team building.
2. To learn how teams are formed and how they operate
3. To apply the principles of conflict resolution to make teams more effective

Unit	Syllabus Contents	Number of Sessions
I	Group Dynamics Group dynamics – Importance - Functions of groups - Group Decision Making	12
II	Team Working Team working - team roles - types of teams - team building - stages of team development - team effectiveness - Dynamics of power and politics.	12
III	Team Building Creating Effective Teams – Turning individuals into team players – Teams and Quality Management	12
IV	Conflict Management Conflict Management - Role of conflict - Sources of conflict – Consequences – classification of conflicts-approaches to conflict management	12
V	Collaboration Collaboration – Functions - Bases - Intervention for collaboration Case studies related to concepts and application of Team building and Conflict management	12
	Total	60 Hrs

Learning Resources

Text Books	
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	1. Stephen P.Robins, Organisational Behavior , Prentice Hall of India, N.Delhi, 2010
Reference Books	<ol style="list-style-type: none"> 1. Dwivedi R.S, Human Relations and Organisational Behaviour, Macmillan N. Delhi, 2009 2. Udai Pareek, Understanding Organisational Behaviour, Oxford University Press, N.Delhi, 2011 3. Lan Brooks, Organizational Behaviour, Pearson Education, Delhi, 2010

Subject Title	Export Management And Documentation	Semester	III
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Subject Code	14P3MBAED2	Specialization	EDC
Type	EDC	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To develop knowledge on Export management 2. To introduce various documents required for export 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction to Export Management IntroductioOn, Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export.		12
II	Selection of Products and Identification of Export Markets Choosing a Product, Methods of Identifying Export Winners, and Suitability of a Product for A company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.		12
III	Export Marketing Channels and Export Sales Contract: Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.		12
IV	Export Finance and Pricing Preshipment Finance, Postshipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.		12
V	Formalities of registration and Export Documentation Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing.		12
	Total		60 Hrs

Learning Resources

Text Books	1. Cherunilam, F - International Trade and Export Management (Himalaya, 2007)
Reference Books	<ol style="list-style-type: none"> 1. Varshney R.L, Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9th Ed.) 2. Govt. of India - Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India) 3. Keegan J Warren – Global Marketing Management (Pearson, 7th Ed.)

Subject Title	Hospitality Management	Semester	III
Subject Code	14P3MBAED3	Specialization	EDC
Type	EDC	L:T:P:C	3:1:0:3

Objectives

1. To introduce hospitality management
2. To provide the knowledge on the rolls and regulations on hospitality management

Unit	Syllabus Contents	Number of Sessions
I	Hospitality Management/Industry Introduction of the Hospitality Industry, Origin & Nature, Evolution and Growth of Hospitality Industry, Hospitality Industry in Today's Scenario, Importance of Hospitality Management, Training for Hospitality Management	12
II	Tourism and Hospitality Definition of Tourism, Evolution of Tourism Industry, Components of Tourism, Concept of Domestic & International Tourism, Basic Travel Regulation, Significance & Impacts of Tourism: Socio – Cultural, Economic & Environmental, Typologies of Tourism, Travel Motivators, Tourism Products of India (World Heritage Countries).	12
III	Hotel Management Overview of the Accommodation Industry, Hotel Organization Structure, Classification of Hotels, Departments of Hotel, Hotel Categories – Star Rating, , Types of Hotel Rooms, Plans & Rates, Front Office & its Co-ordination with Other Departments	12
IV	Laws & Guidelines Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits required for Hotels National & International Organization: IATA, PATA, ICAO, WTO, UFTAA, FHRAI, TAAI.	12
V	Food & Beverages Organization Chart of House Keeping Departments, Responsibilities, Traits & Duties of House Keeping Staff, Knowledge of other Departments, Menu, The cover, Service Equipments: Linen, Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic & Non Alcoholic Beverages, Conference & Convention Management	12
	Total	60 Hrs

Learning Resources

Text Books	<ol style="list-style-type: none">1. Management of Hospital (4 Vols), S.L Goel & R. Kumar, Deep & Deep Publications Pvt.Ltd.2. Hospital Mgmt. In Tropics & Subtropics, James A. William, McMillan , London,1991
Reference Books	<ol style="list-style-type: none">1. Principles of Hospital Administration & Planning: B.M.Sakharkar2. Park's textbook of Preventive & Social medicine3. Management of Hospitals: S.L.Goel, R.Kumar4. Hospital & Health Services administration-Principles & practices, Tabish, OUP

Semester - IV

Subject Title	International Business	Semester	IV
Subject Code	14P4MBA15	Specialization	NA
Type	Core	L:T:P:C	3 : 0 : 1 : 3
<u>Objectives</u>			

1. To enlighten the students on International Business Environment, which includes international Financial management, International marketing and international Currency
2. To study the impact of globalization on Indian Industry.
3. To understand the important linkages between domestic economy and its external sector

Unit	Syllabus Contents	Number of Sessions
I	Overview of International Business Evolution – Drivers of Globalization – Influences of International Business – Stages of Internationalization – Differences between Domestic and International Trade – International Business Approaches – Modes – Advantages and Disadvantages of International Business	12
II	Theories of International Trade Mercantilism – Absolute Cost Advantage – Comparative Cost Advantage – Heckscher- Ohlin Theory – Relative Factor Endowment Theory – Country Similarity Theory – Product Life Cycle Theory – Global Strategic Rivalry Theory – Porter’s National Competitive Advantage – Competitive Advantage	12
III	Modes of Entry and Globalization and MNCs International Business Analysis – Modes of Entry – Comparison of different Modes – FDI: Meaning, International Investment Theories, Factors influencing FDI, Cost and Benefits of FDI, FDI and FII in India. MNC: Meaning, Reasons for the Growth of MNC, Advantages and Disadvantages, MNCs in India	12
IV	Trade Blocks and Business Centers Economic Integration – European Union – NAFTA – ASEAN - Bilateral and Multilateral Trade Laws – general Agreements on Trade & Tariffs (GATT), World Trade Organization (WTO), Different Rounds, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences, SAARC, BRICS – Foreign Exchange: Foreign Exchange Market, Convertibility of Rupee and its Implications, FII, GDR	12
V	International Financial Institutions IMF, SDRs, IBRD, International Development Association, International Finance Corporation, UNCTAD, The Multi-National Investment Guarantee Agency. Foreign Trade Procedures: Import, Export, Financing Techniques, Export Promotion	12
	Total	60 Hrs

Learning Resources

Text Books	1. Charles W.L. Hill & Arun Kumar Jain, “International Business”, 10th edition, Tata McGraw-Hill Publishing, 2014.
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	2. Francis Cherunilam, “ International Business Text and Cases” 5th Edition, Prentice Hall Publishing. Hill 2010
Reference Books	<ol style="list-style-type: none"> 1. K.Aswathappa, “International Business”, 5th edition, Tata McGraw-Hill Publishing, 2012. 2. Mike W.Peng, Deepak K. Srivastava, “Global Business”, Cengage Learning, 2012. 3. Rakesh Mohan Joshi, “International Business” Oxford Higher Education, 2011. 4. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000. 5. Michael R.Czinkota, Iikka A.Ronkainen, Michael H.Moffet, “International Business” 7th Edition, Cengage Publishing, 2010.
Web Sites / Links	<ol style="list-style-type: none"> 1. http://globaledge.msu.edu/ 2. http://www.international-business-center.com/ 3. http://uscib.org/ 4. http://www.wto.org/ 5. http://www.worldbank.org/ 6. http://www.imf.org 7. http://aib.msu.edu/ 8. http://www.eximin.net/

Subject Title	Entrepreneurship Development	Semester	IV
Subject Code	14P4MBA16	Specialization	NA
Type	Core	L:T:P:C	3 : 0 : 1 : 3

Objectives

1. To develop conceptual understanding of the topic among the students on entrepreneurship
2. To comprehend the environment of making of an entrepreneur.

Unit	Syllabus Contents	Number of Sessions
I	Introduction to Entrepreneurship Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture	12
II	Entrepreneurial Motivation Theories Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur. Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.	12
III	Identification of Business Opportunity Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Co-operative, Franchise.	12
IV	Corporate Entrepreneurship (Intrapreneurship) Concepts – Need – Strategies - Corporate Practices – Select Cases – Dynamics of Competition – Plans for Survival and Growth.	12
V	Women Entrepreneurship Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services.	12
	Total	60 Hrs

Learning Resources

Learning Resources	
Text Books	1. Peter F.Drucker : Innovation And Entrepreneurship (Heinemann).

Reference Books	<ol style="list-style-type: none"> 1. Donald L. Sexton & Raymond W. Smilor: THE ART AND SCIENCE OF ENTREPRENEURSHIP (Ballinger Pub. Co.). 2. Clifford M. Baumbach & Joseph R. Mancuso: ENTREPRENEURSHIP AND VENTURE MANAGEMENT (Prentice Hall). 3. Gifford Pinchot: INTRAPRENEURING (Harper & Row). 4. Ram K. Vepa: HOW TO SUCCEED IN SMALL SCALE INDUSTRY (Vikas). 5. Richard M. Hodgets: EFFECTIVE SMALL BUSINESS MANAGEMENT (Academic Press). 6. Dan Steinhoff & John F. Burgess : SMALL BUSINESS MANAGEMENT – FUNDAMENTALS (McGraw Hill). 7. Small Industries Service Institute (SISI), Madras Publication : GUIDELINES TO ENTREPRENEURS FOR STARTING A SMALL SCALE INDUSTRY.
Web Sites / Links	<ol style="list-style-type: none"> 1. www.careersiversity.org 2. www.NDTV.com 3. www.entrepreneur.gov.in 4. www.corporateinvestment.com 5. www.washlaw.edu/lawjournal 6. www.law.business.com 7. www.legalbusiness.com 8. www.claonline.in 9. www.legalsource360.com 10. http://www.hg.org/corp.html 11. http://en.wikipedia.org/wiki/Category:Business_law

FINANCE – ELECTIVES			
S. No	Semester	Subject Code	Subject Title
31.	IV	14P4MBAF07	Micro Finance
32.		14P4MBAF08	Risk Management And Insurance
33.		14P4MBAF09	Strategic Investment And Financing Decisions
34.		14P4MBAF10	Principles of Insurance (NCFM)

35.		14P4MBAF11	Management of Banking (NCFM)
36.		14P4MBAF12	Management of Financial Services and Institutions
HUMAN RESOURCE– ELECTIVES			
37.	IV	14P4MBAH07	Human Resource Development
38.		14P4MBAH08	Labour And Social Security Laws
39.		14P4MBAH09	Stress Management
40.		14P4MBAH10	International Human Resource Management
41.		14P4MBAH11	Strategic Human Resource Management
42.		14P4MBAH12	Knowledge Management
MARKETING – ELECTIVES			
43.	IV	14P4MBAM07	International Marketing
44.		14P4MBAM08	Marketing Metrics
45.		14P4MBAM09	Retail Management
46.		14P4MBAM10	Rural Marketing
47.		14P4MBAM11	Services Marketing
48.		14P4MBAM12	Social Marketing
PRODUCTION – ELECTIVES			
49.	IV	14P4MBAF07	Research And Development Management
50.		14P4MBAF08	Robust Design
51.		14P4MBAF09	Services Operations Management
52.		14P4MBAF10	Supply Chain Management
53.		14P4MBAF11	Total Quality Management
54.		14P4MBAF12	Management of Manufacturing Systems
SYSTEM – ELECTIVES			
55.	IV	14P4MBAS07	Soft Computing
56.		14P4MBAS08	Software Project And Quality Management
57.		14P4MBAS09	Relational Database Management System
58.		14P4MBAS10	Business Data Communication
59.		14P4MBAS11	Enterprise Resource Planning
60.		14P4MBAS12	Computer Aided Management

Subject Title	Micro Finance	Semester	IV
Subject Code	14P4MBAF07	Specialization	Finance
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. Comprehend the importance of Micro finance

2. Understand the techniques involved in their evaluation
3. To inculcate good knowledge in micro finance management

Unit	Syllabus Contents	Number of Sessions
I	Introduction to Microfinance Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank - Micro credit - Innovations - Group lending-Stepped lending & Repeat loan - Character & cash flow based lending -Flexible approaches to collateral-Frequent & public installment for loan & saving products	12
II	Financial and Operational Evaluation Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs. Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency	12
III	Other Evaluations of Microfinance Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – – Competition - Risks . Institutional Evaluation - Appraisals and ratings - Legal compliance- Issues in Governance Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics	12
IV	Microfinance in India Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs- – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.	12
V	Issues, Trends and Frontiers of Microfinance Issue – Role of Technology-Strategic issues in Microfinance: Sustainability - opening new markets – Gender issues	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011. 2. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India, 2010.
Reference Books	<ol style="list-style-type: none"> 1. Armendariz de Aghion, Beatrice, and Jonathan Morduch, The Economics of Microfinance. The MIT Press, 2005 2. www.microfinancesummit.org.

Subject Title	Risk Management And Insurance	Semester	IV
Subject Code	14P4MBAF08	Specialization	Finance
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. Understand risk management
2. Understand the basics of insurance
3. Students will know the techniques involved in managing different types of risks

Unit	Syllabus Contents	Number of Sessions
I	Introduction to Risk Management Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk	12
II	Risk Aversion & Management Techniques Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk	12
III	Risk Management Tools Options – Forward contracts – Future contracts – SWAPS – Hedging – Optimal hedges for the real world.	12
IV	Introduction to Insurance General Insurance – Principles of general insurance – General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.	12
V	Insurance as a Risk Management Technique Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs – Contractual provisions that limit Insurance Coverage.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Harrington and Niehaus, 'Risk management and Insurance, Tata Mcgraw Hill Publishing, New Delhi, 3rd Edition, 2010. 2. Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition, 2011.
Reference Books	<ol style="list-style-type: none"> 1. Mark S. Dorfman, Introduction to Risk management and Insurance, 10th Edition, Prentice hall of India, 2011. 2. Stulz, Risk management and Derivaties, Cengage Learning, 2nd Edition, 2011. 3. Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009. 4. Nalini Prave Tripathy, and Prabir Pal, Insurance – Theory and Practice, Prentice hall of India, 2010. 5. George E Rejda, Principles of Risk Management and Insurance, Pearson Education, 8th Edition, 2009.

Subject Title	Strategic Investment And Financing Decisions	Semester	IV
Subject Code	14P4MBAF09	Specialization	Finance
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. Acquire techniques of evaluating strategic investment decisions
2. Understand the causes of prediction modes and financial distress
3. To promote good knowledge in techniques for making strategic investment decision and tackling financial distress

Unit	Syllabus Contents	Number of Sessions
I	Investment Decisions Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.	12
II	Critical Analysis Of Appraisal Techniques Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.	12
III	Strategic Analysis Of Selected Investment Decisions Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.	12
IV	Financing Decisions Capital Structure – Capital structure theories – Capital structure Planning in Practice.	12
V	Financial Distress Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Prasanna Chandra, Financial Management, 9th Edition, Tata McGraw Hill, 2012. 2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2011
Reference Books	<ol style="list-style-type: none"> 1. Bodie, Kane, Marcus : Investment, Tata McGraw Hill, New Delhi 2010. 2. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 2008. 3. I. M.Pandey, Financial Management, Vikas Publishing House, 2010. 4. M.Y.Khan and P.K.Jain, Financial Management Text and Problems, Tata McGrawHill Publishing Co, 2011. 5. Website of IDBI related to project finance

Subject Title	Principles of Insurance (NCFM)	Semester	IV
Subject Code	14P4MBAF10	Specialization	Finance

Type	Elective	L:T:P:C	3:1:0:3
Objectives			
<ol style="list-style-type: none"> To have a basic understanding about the concept of insurance To learn about fundamentals of risk management, insurance contracts and principles etc To learn about the various types of insurance 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction to Insurance Definition – Concept & Principles of Insurance – Insurance Act 1938 – IRDA – Insurance Advertisements and Disclosure Regulations, 2000, Protection of Policy Holders Interest Regulations, 2002, Third Party Administrators		12
II	Fundamentals of Risk Management Definition of Risk – Classification of Risks – Definition and Stages of Risk Management – Insurance Contract: Terminology, Elements of a Valid Contract – Characteristics of Insurance Contracts – Common Clauses and Sections in an Insurance Contract		12
III	General Insurance Classification – Non-life insurance Classification – Types of Property Insurance – Contractor’s All Risks Insurance – Marine Cargo Insurance – Features of Motor Insurance – Burglary and Money Insurance. Personal and Liability Insurance: Meaning, Mediclaim Policies, Group Mediclaim Policy, Personal Accident Insurance, Liability Insurance, Employers Liability Insurance, Public Liability Insurance, Professional Indemnity Insurance, Product Liability Insurance		12
IV	Financial Planning and Life Insurance Financial Planning - Ratios as a tool for financial analysis - Definition of Life Insurance - Law of large numbers - Principles of Insurance and Life Insurance. Types of Life Insurance Policies - Term Insurance, Types of Term Life Insurance, Whole Life Insurance, Endowment policy, Children’s policies, Annuities, Group Insurance, Industrial Life Assurance and Life insurance premium and tax benefits		12
V	Insurance Intermediaries Introduction - Individual agent - Corporate agent - Code of Conduct - Broking regulations - Indian Insurance Market		12
	Total		60 Hrs
Relevant Case Analysis for each units in Tutorial hour			

Learning Resources

Text Books	<ol style="list-style-type: none">1. Principles of Risk Management and Insurance (11th Ed.), Rejda, George E., Addison Wesley publishers, Boston, Mass.2. Fundamentals of Risk and Insurance, Emmett J.Vaughan & Therese Vaughan, 9th edition, 2003
Reference Books	<ol style="list-style-type: none">1. Principles Of Insurance Management, By Neelam C. Gulati, Excell Books, 20072. Principles of Insurance Law, By Jeffrey W. Stempel, Peter N. Swisher, Erik S. Knutsen Excell Books, 20093. INSURANCE - Fundamentals, Environment and Procedures, B.S.Bodla, M.C.Garg & K.P.Singh, 20034. Law of Insurance, Dr. Avtar Singh, 2nd edition, 20105. Law of Insurance, J.V.N.Jaiswal, 20086. Life & Health Insurance, Kenneth Black, Jr. & Harold D.Skipper, Jr. 13th edition, Indian print, 2008

Subject Title	Management of Banking (NCFM)	Semester	IV
Subject Code	14P4MBAF11	Specialization	Finance
Type	Elective	L:T:P:C	3:1:0:3
Objectives			
<ol style="list-style-type: none"> To have a basic understanding about banking operations To get acquainted with various banking related services. 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction to Banking - Fundamental Role and Evolution – Banking Structure in India – Licensing of banks in India – Branch Licensing – Foreign Banks – Private Banks: Capital and Voting Rights – Corporate Governance. Banking and the Economy: CRR, SLR, Repo & Reverse Repo, Open Market Operations, Security Valuations, Capital Account Convertibility		12
II	Bank Deposits and Deposit Insurance - Kinds of Deposits – Joint Accounts – Nomination – Closure of Deposit Accounts – Deposit Insurance. Other Banking Services: Fund-based Services, Non-Fund based services, Money Remittance Services, Banking Channels, Roles of Banks & Bankers' obligation of secrecy		12
III	Functions of Bank - Banker-Customer Relations, KYC guidelines - Different deposit products - Mandate and Power of Attorney, Banker's Lien, right of set off - garnishee order, attachment order etc. - Payment of collection of cheque - duties and responsibilities of paying and collecting banker - protection available to them under NI Act - Endorsements, forged instruments - bouncing of cheques and their implications. Opening of accounts for various types of customers - Principles of Lending - various credit products / facilities - working capital and term loans - credit appraisal techniques - approach to lending - credit management, credit monitoring		12
IV	Security Creation Pledge – Hypothecation – Mortgage – Assignment. NPA and Securitisation: NPA Meaning, NPA categories, NPA Provisioning Norms, SARFAESI Act. Understanding a Bank's Financials: Balance Sheet, Profit and Loss account, CAMELS framework		12
V	Regulatory Framework & Banking Technology Anti-Money Laundering and Know Your Customer, Banking Ombudsman Scheme, 2006, The Limitation Act, 1963. E-Banking - Core Banking - Electronic products - Electronic payment system - Online Banking - Electronic fund transfer system: RTGS, NEFT & SWIFT etc.- Information Technology - Current trends - Global developments in banking technology - Computer audit - information system audit - Information system security and Disaster Management		12
	Total		60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Learning Resources

Text Books	<ol style="list-style-type: none">1. Principles & Practices of Banking - By Indian Institute of Banking & Finance -Macmillan Publication.
Reference Books	<ol style="list-style-type: none">1. Bhole L M., Financial Markets and Institutions , Tata McGraw Hill, Delhi, 2001 (Text Book)2. Srivastava R M., Management of Indian Financial Institutions, Himalaya Publishing House, Mumbai3. Khan M Y., Indian Financial System, Tata Mc Graw Hill, Delhi4. Tennan M L., Banking : Law and Practice in India, India Law House, New Delhi5. Dekock: Central Banking: Crosby Lockwood Staples, Lond

Subject Title	Management of Financial Services and Institutions	Semester	IV
Subject Code	14P4MBAF12	Specialization	Finance
Type	Elective	L:T:P:C	3:1:0:3
Objectives			
<ol style="list-style-type: none"> To provide insights to the students on financial services To provide an opportunity to develop basic knowledge on concepts of 			
Unit	Syllabus Contents	Number of Sessions	
I	Financial Services - Overview – Growth of financial services in India – Financial Services sector problems – Regulatory frame work: Reserve Bank of India – SEBI. Characteristics of Financial Services - Classification of Financial Services – Financial Intermediation and Disintermediation - Financial Exclusion and Inclusion – Financial Products and Services.	12	
II	Merchant banking Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banking - Legal and Regulatory Frameworks. Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Pricing – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars – Underwriting Arrangements. Dealing with Bankers to the Issue, Underwriters, Registrars, and Brokers. – Offer for Sale – Book Building Process - Green Shoe Option – E-IPO Private Placement – Bought out Deals – placement with FIs, MFs, FIIs, etc. off - Shore Issues.	12	
III	Asset-Based Corporate Financial Services Leasing and Hire-purchase - Mortgage Loans - Working Capital Finance – Factoring – Forfaiting – Commercial Paper - Certification of Deposit - Bank Deposit Schemes - Bonds and Debentures. Fee Based Corporate Financial Services - Guarantees (Financial and Performance) - Letter of Credit - Bills Co-acceptance Facility (BCF) - Credit Insurance - Credit Syndication - Corporate Restructuring - Credit Rating - Electronic Fund Transfer - Venture Capital Finance	12	
IV	Asset-Based Retail Financial Services Personal, Consumer, Housing Finance, Residential Mortgage Backed Securities - Reverse Mortgage. Mutual Funds – Types of Mutual Funds - its Organization and management - Micro Finance. Fee-Based Retail Financial Services - Credit Card, Debit Card and Smart Card – Bancassurance	12	
V	Non-Banking Financial Companies Meaning -Types-Prudential norms- Financial Institutions: Role of financial Institution in financial markets -Development banking institutions – National and state -Micro finance institutions- Concept, Models and services - Recent trend of microfinance institutions in India	12	
		Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Learning Resources

Text Books	<ol style="list-style-type: none">1. K. Sasidharan and Alex K Mathews, Financial Services and system, Tata McGraw-Hill, 2010
Reference Books	<ol style="list-style-type: none">1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 20102. J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, 20103. Vinod Kothari, Lease Financing and Hire Purchase including Consumer Credits, Wadhara & Company, 20104. Machiraju, Indian Financial System, Vikas Publication House, 20105. AMFI & SEBI Guidelines, 2011

Subject Title	Human Resource Development	Semester	IV
Subject Code	14P4MBAH07	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3
Objectives			
<ol style="list-style-type: none"> 1. The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention. 2. To make student aware of the concepts, techniques and practices of human resource development. 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction To HRD Personnel Management, HRD and HRM- HRD Climate & Culture - HRD Functions - Role and competencies of HRD professional - Framework of HRD process		12
II	Assessing, Designing And Implementing Effective HRD Programs Strategic and organizational analysis Task analysis - Person analysis - Role analysis - Designing effective HRD programs		12
III	Training And Development Introduction to learning and learning principles - Individual differences in learning- Process - Identification of training needs - Training delivery methods - Issues in training - Influences on employee behavior		12
IV	Management Development Training Vs Development - Developing the person in the role - Career planning and Career Development - Potential appraisal - Employee Empowerment - Succession planning- Quality of Work Life balance		12
V	Strategic HRD Strategic HRD - HRD in Mergers and Acquisitions - HRD and Organizational Change - HRD Scenario in Indian Organisation: its problems and – prospects - Challenges and Issues		12
	Total		60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Learning Resources

Text Books	<ol style="list-style-type: none">1. Werner , Desimone Human Resource Development, Cengage Learning 2009
Reference Books	<ol style="list-style-type: none">1. Rao, Human Resource Development, Sage Publications, 20092. R. Krishnaveni, Human Resource Development, Excel Books , 20093. Kandula, Strategic Human Resource Development, PHI Learning, 20094. Lalitha Balakrishnan, Human Resource Development, Himalaya Publishing House, 20105. Deb, Human Resource Development, Ane Books 20006. Pareak, Designing & Managing Human Resource, Oxford University Press ,20097. Ghosh, Human Resource Development& Management , Vikas Publishing House, 20108. Rao, Future of HRD, Macmillan,2008

Subject Title	Labour And Social Security Laws	Semester	IV
Subject Code	14P4MBAH08	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
1. To familiarize the students with the understanding and provisions of industrial and labour related social security laws.			
Unit	Syllabus Contents	Number of Sessions	
I	The Employees Provident Fund & Miscellaneous Provisions Act, 1952 Definitions; Schemes under the act – Employees’ provident fund scheme, employees’ pension scheme, 1995, Employees’ deposit linked insurance scheme; Case laws.	12	
II	Employees State Insurance Act, 1948 Objectives and applicability of the scheme; Definitions: personal injury, factory, manufacturing process, wages, partial and permanent disablement; ESI corporation, standing committee and medical benefit council; contributions; adjudication of dispute and claims, benefits; Case laws.	12	
III	Factories Act, 1948 Definitions; Authorities under the factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young person’s; Annual leave with wages; Penalties and procedure.	12	
IV	Payment of Gratuity Act, 1972 Applicability and non- applicability of the Act; Definitions employee, employer, continuous service; Payment of gratuity; Forfeiture of gratuity; Employer’s duty to determine and pay gratuity; Recovery of gratuity; Penalties; Case laws.	12	
V	Employee’s Compensation Act, 1923 Definitions: Dependent, employer, partial and total disablement, workmen, injury, accident; employer’s liability for compensation; amount of compensation; Contracting; Commissioner; Case laws.	12	
		Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Learning Resources

Text Books	1. Malik, K.L., <i>Industrial Laws and Labour Laws</i> , Eastern Book Company, Lucknow.
Reference Books	1. Kumar, H.L., <i>Digest of Labour Cases</i> , Universal Law Publishing Co P Ltd, New Delhi 2. Srivastava, S.C., <i>Industrial Relations & Labour Laws</i> , Vikas Publishing House (P) Ltd. 3. Sharma, J.P., <i>Simplified Approach to Labour Laws</i> , Bharat Law House (P) Ltd., New Delhi. 4. Sharma, J.P., <i>Industrial Laws</i> , Ane Books Pvt. Ltd, New Delhi.

Subject Title	Stress Management	Semester	IV
Subject Code	14P4MBAH09	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3
Objectives			
<ol style="list-style-type: none"> 1. To improve one's personal knowledge of the holistic management of stress 2. To work in groups and understand basic human relationships. 3. To complete all related assessments both written and oral. 			
Unit	Syllabus Contents		Number of Sessions
I	Understanding Stress Meaning – Symptoms – Work Related Stress – Individual Stress – Reducing Stress – Burnout.		12
II	Common Stress Factors Time And Career Planning Time Management – Techniques – Importance of Planning the day – Time Management Schedule – Developing Concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’. Career Plateauing – Identify career plateaus – Structural and content plateauing – Making a fresh start – Importance of sabbaticals – Counseling out – Executive leasing – Sustaining a marketable career		12
III	Steps In Developing Competency Model Steps in Developing Competency Model - Determining the objective and Scope - Clarifying Implementation Goals and Standards - Create an Action Plan - Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering and Interim Competency Model - Finalize and Validate Competency Model		12
IV	Competency Models Competency models - Leadership and managerial competency models - Causes for Resistance and Recommended Actions to address - Delphi Technique Competencies and Generic Indicators 360 Degree Feedback - □HR Generic Competency Model - Supervisory Generic Competency Model		12
V	Competency Assessment And Uses Strategies to address the gaps - Integration the Competency Model - Competency based Recruitment and Selection - Competency Based Performance Appraisal - Competency Based Succession and Career Planning - Competency Based Compensation and Benefits - Competency based Training and Development - Reassess competencies and evaluate ROI		12
	Total		60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2010.
Reference Books	<ol style="list-style-type: none"> 1. Chakravathy S.K, Human Values for Managers, Wheeler Publishing, New Delhi, 2008. 2. Bhatia R.L, The Executive Track: An Action Plan for Self Development, Wheeler Publishing, New Delhi, 2010. Frances A Clark, Total Career Management, McGraw-Hill/Henley Management Series, 2010. 3. Swamy Ranganathananda, Eternal Values for a Changing Society, Bharatiya Vidya Bhavan, 2005.

Subject Title	International Human Resource Management	Semester	IV
Subject Code	14P4MBAH10	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. Understand the factors that modulate differences between Domestic and International HRM.
2. Design an effective cross cultural training program to reduce expatriate failure.

Unit	Syllabus Contents	Number of Sessions
I	Introduction Meaning of IHRM, Difference between domestic and International HRM, Issues and barriers to effective global HRM, Role of a corporate HR Function Role of HR in International firms. Multi Culture in Organizations	12
II	International Recruitment and Staffing Approaches to International staffing International Staffing, Approaches, Recruitment and Selection Expatriates – Agent of direct control Role of expatriates and non- expatriates	12
III	Training and Performance Management Cross cultural training – need Training and development-Need, Cross cultural training, Expatriate training Basis International Performance Management Issues and approaches in International performance management	12
IV	Compensation and Benefits International compensation – Meaning and approaches Components, Approaches to International compensation Variables influencing Compensation Variables influencing compensation, Issues in International compensation	12
V	Industrial Relations and People Management Practices Trade Unions and MNC'S Industrial relations, Key issues in International Industrial Relations, Trade unions and International Industrial relations Global HR Management Practices Asian, Japanese, American perspectives in managing HR	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	1. Peter J. Dowling, Denice E. Welch, International Human Resource Management, Managing people in a Multinational context, , Cengage 2009
Reference Books	1. Aswathappa, Sadhna Dash, International Human Resource Management, Text and Cases, Tata McGraw Hill,2009

Subject Title	Strategic Human Resource Management	Semester	IV
Subject Code	14P4MBAH11	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			

1. To help students understand the transformation in the role of HR functions from being a support function to strategic function.
2. To provide better understanding of the tools and techniques used by organizations to meet current challenges.

Unit	Syllabus Contents	Number of Sessions
I	Human Resource Development Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.	12
II	E-HRM e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e – training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.	12
III	Cross Cultural HRM Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc – Building Multicultural Organization - International Compensation.	12
IV	Career & Competency Development Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.	12
V	Employee Coaching & Counseling Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007. 2. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
Reference Books	<ol style="list-style-type: none"> 1. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007. 2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007. 3. Monir Tayeb. International Human Resource Management. Oxford. 2007 4. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2nd edition 5. McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

Subject Title	Knowledge Management	Semester	IV
Subject Code	14P4MBAH12	Specialization	Human Resource
Type	Elective	L:T:P:C	3:1:0:3

Objectives		
1. Improve the quality of management decision-making by ensuring that reliable and secure knowledge, information and data is available through the service lifecycle		
Unit	Syllabus Contents	Number of Sessions
I	Knowledge Management Knowledge – Definitions of Knowledge, Data, information & knowledge, wisdom basic types of knowledge, knowledge analysis, knowledge life cycle, value of knowledge, knowledge acquisition tools, global knowledge economy. Organizational knowledge – types, capital classification, sources, processes, creation, indexing, knowledge – conversion. Organizational knowledge, organizational knowledge, organizational knowledge mapping techniques.	12
II	Organizational KM and Designing Enterprise Organizational knowledge management architecture and implementation strategies developing knowledge management framework, knowledge management system requirements knowledge management system components. KM applications organizational collaborative platforms. Organizational knowledge measurement framework. Organizational knowledge measurement techniques, organizational implementation barriers.	12
III	KM Architecture Designing Enterprise Knowledge Management System architecture - A multi layer architecture for Knowledge Management Systems, knowledge management in decentralized heterogeneous corporations, Web based knowledge management support for document collections.	12
IV	Organizational knowledge management Need, benefits, drivers, approaches strategies, components and functions. Knowledge management in virtual organizations, knowledge management in the professions - a study of I.T. support I -business. Knowledge management system – issues, challenges and benefits.	12
V	Recent Tools For KM Intelligent support systems- intelligent systems an A.I. comparing artificial and neural intelligence, conventional Vs. A.I. computing Fuzzy logic, Emerging technology, virtual reality. Intellectual capital – introduction, social innovation capital, false linearity, false orientation.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none">1. Knowledge Management – Sudhir Warier, Vikas Publications.
Reference Books	<ol style="list-style-type: none">1. Knowledge Management Systems – Stuart Barnes, Thomson Learning.2. Key issues in the New Knowledge Management – J.M. Firestone, M.W. Mcelroy.3. Developing Expert System for Business – Chandler/Liang.4. Knowledge Management – Pankaj Sharma, APH Pub.

Subject Title	International Marketing	Semester	IV
Subject Code	14P4MBAM07	Specialization	Marketing
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To understand the principles & concepts in international Marketing
2. To provide the knowledge of marketing management in the international perspective
3. To develop marketing strategies for the dynamic international markets

Unit	Syllabus Contents	Number of Sessions
I	Introduction - International markets – Definition – Basic modes of entry – Nature of International Marketing- Benefits of International Marketing— International Marketing Task – World Trade – India’s Foreign Trade – Characteristics of MNCs - Global and Domestic marketing - International Product Life cycle – EPRG Framework - Institutional set up – Advisory bodies – Commodity organizations – Service Institutions – Government participation in Foreign Trade	12
II	International Marketing Environment Business culture around the world- language, customs, attitudes - marketing strategy adjustments - product adaptations. Geographic Description of Market – Political risk – Political Environment - Import quotas – tariffs - customs restrictions - required licenses – registrations – permits. Development and scope of International law – INCOTERMS – WTO – GATT - Current economic conditions of the country or countries involved - credit worthiness of the international buyer/seller – Regional economic groupings its influences in market.	12
III	Policy Framework And Procedural Aspects - India’s Export – Import policy – EXIM Policy – promotional measures - Export oriented Units – Deemed Exports - Export- Import Documentation – Kinds of Documents – Principal Export Documents – Auxiliary documents – Documents in Import Trade – Export Documentation and procedures - Demand Estimation – GDP – Producer consumer target – Market segmentation.	12
IV	International Marketing Planning - International Market Selection – Factors influencing – Process – Strategies and approaches – Competition-International Marketing research – Global scene- International marketing research procedure – Techniques – survey – interview techniques – Analysis of field data – Research report-International Marketing Planning and Control – Framework – marketing control – Control Sequence	12

V	<p>International Marketing Mix Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services. International Pricing Strategy - International Promotion Strategies- Promotion Mix-International Sales Negotiations - Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, International Channels of Distribution- Retailing in International Scenario, International Physical Distribution - Technological Influences in international Marketing-Current trends in international Marketing.</p>	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Global Marketing, Third Edition, by Warren J. Keegan and Mark C. Green, Prentice Hall, N.J. 2003. (ISBN 0-13-066998-9) 2. Philip .R. Cateora, John.L.Graham. Prasanth Salwan. International Marketing, Tata Mcgraw Hill,13 th edition, (2008)
Reference Books	<ol style="list-style-type: none"> 1. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997. 2. Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997 3. The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman, Anchor Books, May 2000. ISBN: 0-385-40034.

Subject Title	Marketing Metrics	Semester	IV
Subject Code	14P4MBAM08	Specialization	Marketing
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To Utilize Financial perspectives in Marketing Metrics 2. To Apply Brand Metrics and life time value. 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.		12
II	Customer And Brand Metrics Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers’ satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance.		12
III	Communication And Pricing Metrics Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.		12
IV	Channel Metrics Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.		12
V	Additional Metrics Financial implications on Research and development – Training of sales force. Determination of financial incentives across Product / Service delivery system – Global Marketing Metrics.		12
	Total		60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Learning Resources

Text Books	<ol style="list-style-type: none">1. Paul W. Farris, Neil T. Bendle, Puillip E. Pfeifer and David J. Reibstein, Marketing Metrics : Measuring Salesforce Effectiveness and Channel Management, Wharton School of Publishing.2. John Davis, Measuring Marketing: 103 Key Metrics, Every Marketer Needs, Wiley Publisher.
Reference Books	<ol style="list-style-type: none">1. Ned L. Roberto and John Davis, Metrics Driven Marketing,2. Paul W. Farris, Marketing Metrics: 50 + Metrics Every Executive should Master, Wharton School Publishing.3. David J. Reibstein, Marketing Metrics, Pearson Education (USA).4. Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, PHI, 3rd edition, 2008.5. Lilien, Kotter & Morthy, Marketing Models, PHI, 2008.6. Dhvur Grewal and Micheal Levy, Marketing Value Based, Tata Mc Graw Hill, 2008.

Subject Title	Retail Management	Semester	IV
Subject Code	14P4MBAM09	Specialization	Marketing
Type	Elective	L:T:P:C	3:1:0:3
Objectives			
<ol style="list-style-type: none"> To understand the concepts of effective retailing To manage the retail chains and understand the retail customer's behavior 			
Unit	Syllabus Contents	Number of Sessions	
I	Introduction An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.	12	
II	Retail Formats Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.	12	
III	Retailing Decisions Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Mercandising and category management – buying.	12	
IV	Retail Shop Management Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .	12	
V	Retail Shopper Behaviour Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.	12	
		Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Learning Resources

Text Books	<ol style="list-style-type: none">1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 20072. Ogden, Integrated Retail Management, Biztantra, India, 2008.
Reference Books	<ol style="list-style-type: none">1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.4. Dunne, Retailing, Cengage Learning, 2nd Edition, 20085. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 20086. Dr.Jaspreet Kaur, Customer Relationship Management, Kogent solution.

Subject Title	Rural Marketing	Semester	IV
Subject Code	14P4MBAM10	Specialization	Marketing
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To provide conceptual understanding on the Rural Marketing with special reference to Indian context
2. To create awareness about the applicability of the concepts, techniques and processes of Marketing in rural context

Unit	Syllabus Contents	Number of Sessions
I	Overview Of Rural Marketing Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context- Definition- Nature – Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.	12
II	Rural Markets & Decision Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium-Classification of Rural Marketing – Regulated- Non Regulated-Marketing Mix- Segmentation- Targeting- Position- Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.	12
III	Product & Distribution Product/Service Classification in Rural Marketing - New Product Development in Rural Marketing- Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- Sales force Management in Rural Marketing.	12
IV	Rural Consumer Behaviour In Marketing Research Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail &IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.	12
V	Trends In Rural Marketing e-Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing- Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none">1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education2. Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash pandey New age publishers3. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs By Dr. A Sarangapani
Reference Books	<ol style="list-style-type: none">1. New Perspectives on Rural Marketing: Includes Agricultural Marketing By Ramkishen Y.2. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra3. Rural Marketing – U.C.Mathur, excel books, 1/e4. Indian Rural Marketing Rajagopal Rawat Publishers5. Integrated Rural Development – R. C. Arora (S. Chand & Co.)

Subject Title	Services Marketing	Semester	IV
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Subject Code	14P4MBAM11	Specialization	Marketing
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To understand the meaning of services and the significance of marketing the services 2. To apply the concepts of services marketing in promoting services 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.		12
II	Service Marketing Opportunities Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.		12
III	Service Design And Development Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.		12
IV	Service Delivery And Promotion Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.		12
V	Service Strategies Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services		12
	Total		60 Hrs
Relevant Case Analysis for each units in Tutorial hour			

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011. 2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.
Reference Books	<ol style="list-style-type: none"> 1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004. 2. Halen Woodroffe, Services Marketing, McMillan, 2003. 3. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007. 4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001. 5. Gronroos, Service Management and Marketing –Wiley India.

Subject Title	Social Marketing	Semester	IV
Subject Code	14P4MBAM12	Specialization	Marketing

Type	Elective	L:T:P:C	3:1:0:3
Objectives			
<ol style="list-style-type: none"> To enhance Competiveness in Social Marketing by ethical values and social media in Marketing Applying Ethical Principles in Social Marketing through advanced marketing medias 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction Social marketing - Definition - Scope and concept - Evolution of Social marketing - Need for Social marketing - A comparative study between Commercial and Social marketing - Use of market research - social change tools - Factors influencing Social marketing - Challenges and opportunities.		12
II	Social Marketing Process And Planning Introduction - Environment Monitoring - Social Class and self-efficacy - social capital – Social ecology - Advocacy - A global phenomenon - Social marketing Process - Stages – Ethical considerations. Planning - Formative Research in Social marketing. Analysis - Problem - Environment - Resource. Segmentation - Motives and benefits - Sheth’s and Frazier’s attitude - behavior segmentation - Stage approach to segmentation - Selecting target audiences - Cross cultural targeting – cultural and individual tailoring.		12
III	Social Marketing Mix Social marketing mix - policy - product - place - price - promotion - people - partnership. Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing – Advertisement -Publicity - Edutainment - Civic or Public - Choosing media & methods. Role of media in social marketing campaigns - planning and developing Social media campaigning – Campaign vs Programme - Programme planning models – conceptual model Lawrence Green’s PRECEDE-PROCEED model.		12
IV	Ethical Issues And Challenges Ethical principles - Codes of behaviour - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing- Definition - monitoring - countering competition - competition and principle of differential advantage - Internal competition.		12
V	Trends In Social Marketing - Future of Social marketing - setting priorities in social marketing - Repositioning strategies- Future of Public sector – NGO		12

	– Private sector social marketing. Social Media marketing - Importance - Big Brands & Small business - E mail marketing - Social Media Tools –Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic	
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Rob Donovan & Nadine Henley. (2011). Principles and Practice of Social Marketing-an international perspective. Cambridge University Press. 2. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing – Influencing Behaviors for Good. 3. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc. ISBN: 978-1-4129-5647-5 (paperback).
Reference Books	<ol style="list-style-type: none"> 1. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010. 2. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes? Oxford 2007 3. Social marketing in the 21st Century- Alan R. Andreasen- sage Publication, 2012

Subject Title	Research And Development Management	Semester	IV
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Subject Code	14P4MBAP07	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:3
Objectives			
<ol style="list-style-type: none"> 1. To understand how to design and lead R& D processes and manage R & D Organization. 2. To ensure an effective, efficient and sustainable R & D 			
Unit	Syllabus Contents	Number of Sessions	
I	Introduction Introduction – historical perspective – validation and evaluation – basic research – applied research – technology in R&D – successful R&D management – basic condition – Elements – vision, mission, strategy – Deming cycle (PDCA), hypothetico deductive approach, competency matrices, thematic clustering	12	
II	Innovative Environment Structural Components – Organizational Environment, Functional Organization, organization structure for innovation, Corporate R & D, Global R & D, Outsourcing R & D, Virtual R & D. Creativity – Tools –Climate - MBTI Creativity Index. Innovation – Pathways, sources, business analysis techniques	12	
III	R & D Quality Management Quality management system, Good laboratory practices, Good management practice, Quality environmental management system- Data recording. TQM in R & D – Quality procedures, Continuous improvement, measurement techniques, Benchmarking.	12	
IV	People And R&D Building scientific skills base - Skill audit process, skill requirements, skills gap assessment, selection & induction, Developing people – Performance management , reviewing and monitoring, appraisal schemes, T & D, Career Management & Development - Succession planning. R & D team Manager – Leadership, Creative groups.	12	
V	R & D Support Support Services – Analytical, Manufacturing, Library service, IT & Telecommunication, legal. Laboratory Automation – Synthesis Lab – Micro scale experimentation. Intellectual property – patents – types, procedure. Publications – categories – Science Citation Index – impact factor – citation metrics. Intellectual property –patents- types, procedure. Financial Control – Budgets, Plans, Costs, research grants & funding, project proposal writing. Risk Assessment – Performance standards and indicators – Audit & review	12	
		Total	60 Hrs
Relevant Case Analysis for each units in Tutorial hour			

Learning Resources

Text Books	<ol style="list-style-type: none">1. R.K.Jain, Harry C Triandis, Management of Research and Development Organization : Managing the Unmanageable, John Wiley & Sons, 19962. George F Thompson, The Management of Research and Development, Batsford, 1970
Reference Books	<ol style="list-style-type: none">1. Peter Barnfield, Research and Development in the Chemical and Pharmaceutical Industry, Wiley, 2003.2. Alan Glasser, Research and Development Management, Prentice-Hall, 19823. Harold Arthur Collison, Management of Research and Development, Pitman, 19644. Andreas Holzinger, Successful Management of Research & Development, Books on Demand, 2011

Subject Title	Robust Design	Semester	IV
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Subject Code	14P4MBAP08	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To learn about effective methods of experimental research design 2. Ability to effectively plan the framework for experimentation 			
Unit	Syllabus Contents		Number of Sessions
I	Introduction Introduction to robust design - Robust Design and Experiments -Planning of experiments - Overview of quality by design - Quality loss function -ANOVA rationale -Single Factor Experiments.		12
II	Factorial Experiments Basic Definition and Principles - Two factor factorial designs - tests on means - EMS rule - 2K and 3K factorial designs -Fractional factorial design.		12
III	Special Experimental Designs Randomized blocks - Latin square design - Blocking and confounding - Response Surface method - Nested designs.		12
IV	Orthogonal Experiments Comparison of classical and Taguchi' s approach - Selection and application of orthogonal arrays for design - Conduct of experiments -collection and analysis of simple experiments – modifying orthogonal arrays - multi-response data analysis.		12
V	Making The Design Robust Variability due to noise factors - classification of quality characteristics and parameters – objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.		12
	Total		60 Hrs
Relevant Case Analysis for each units in Tutorial hour			

Learning Resources

Text Books	<ol style="list-style-type: none">1. Douglas.C. Montgomery, Design and Analysis of Experiments, John Wiley and Sons 2005.2. Phillip J. Rose, Taguchi techniques for quality engineering, Tata McGraw Hill, 2005.
Reference Books	<ol style="list-style-type: none">1. Nicolo Belavendram, Quality by Design: Taguchi techniques for industrial Experimentation, Prentice Hall 1999.2. Tapan. P. Bagchi, Taguchi methods explained: Practical steps to Robust Design, PHI, 1993.

Subject Title	Services Operations Management	Semester	IV
Subject Code	14P4MBAP09	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:4
Objectives			
<ol style="list-style-type: none"> To help understand how service performance can be improved by studying services operations Management To design and operate a service business using the concepts, tools and techniques of service operations management. 			
Unit	Syllabus Contents	Number of Sessions	
I	Introduction Services – Importance, role in economy, service sector – growth; Nature of services –Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies – Environmental strategies.	12	
II	Service Design: New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling	12	
III	Service Quality Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.	12	
IV	Service Facility Services capes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem	12	
V	Managing Capacity And Demand Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.	12	
		Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour		

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006. 2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition
Reference Books	<ol style="list-style-type: none"> 1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition. 2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005. 3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006 4. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition, 2004

Subject Title	Supply Chain Management	Semester	IV
Subject Code	14P4MBAP10	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.
2. Ability to build and manage a competitive supply chain using strategies, models, techniques and information technology

Unit	Syllabus Contents	Number of Sessions
I	Introduction Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.	12
II	Strategic Sourcing Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.	12
III	Supply Chain Network Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees.	12
IV	Planning Demand, Inventory And Supply Managing supply chain cycle inventory. Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products -multiple item -multiple location inventory management. Pricing and Revenue Management	12
V	Current Trends Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping - SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains - Reverse Supply chain. Agro Supply Chains.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009. 2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.
Reference Books	<ol style="list-style-type: none"> 1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007. 2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005. 3. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005. 4. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint , 2002. 5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management- A Balanced Approach, South-Western, Cengage Learning 2008.

Subject Title	Total Quality Management	Semester	IV
Subject Code	14P4MBAP11	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:3
Objectives			

1. To provide the students an overview of quality
2. Explaining the salient contributions of Quality Gurus and to General barriers in implementing TQM.

Unit	Syllabus Contents	Number of Sessions
I	Introduction To Quality Management Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.	12
II	Principles And Philosophies Of Quality Management Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology	12
III	Statistical Process Control And Process Capability Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.	12
IV	Tools And Techniques For Quality Management Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.	12
V	Quality Systems Organizing And Implementation Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none">1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.
Reference Books	<ol style="list-style-type: none">1. Goetsch, D.L. & Davis,S. : Introduction to Total Quality.2. Juran, J.M. & Gryna, F.M. : Quality Planning and Analysis.3. Ross, J.E. : Total Quality Management.4. Charantimath, P.M. : Total Quality Management.

Subject Title	Management of Manufacturing Systems	Semester	IV
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Subject Code	14P4MBAP12	Specialization	Production
Type	Elective	L:T:P:C	3:1:0:3
Objectives			
1. To understand the concepts of Production Planning and Management / Operation Management and its applications to industrial problems			
Unit	Syllabus Contents	Number of Sessions	
I	Introduction Nature, Scope, and Importance of Manufacturing Management, Manufacturing Systems and Decisions, Transformation Approach and Value Driven Approach, Interface with other Functions, The Role of Production Manager.	12	
II	Plant Location & Layout Plant Location, Levels of Location Problems, Factors Affecting Location Decisions, Plant Layout Decisions, Types of Plant Layout - Fixed Position, Process and Product Layout, Line Balancing.	12	
III	Planning, Scheduling & Control Concepts and Importance, Forecasting, Types of Manufacturing Plans, Capacity Planning, Measures of Capacity and Capacity Planning Decisions.	12	
IV	Plant Maintenance Concepts & Types, Maintenance Practices in Industry, Work Study & Method Study Concepts & Applications. Materials Handling - Concepts, Selection & Methods Inspection and Quality Control - Types of Inspection, Control Charts, Total Quality Management - Concept, Features & Need Cost of Quality, Kaizen, 7 QC Tools, 5s Concept, Value Engineering - Types of Value, Methodology and Applications.	12	
V	Materials Management Concepts & Importance, Integrated System of Materials Management, Materials Requirement Planning, Purchasing Systems , In-sourcing vs Outsourcing Decisions, Vendor Analysis & Control. Inventory Planning and Control Concepts, Lead Time, Reorder Point, Safety Stock, EOQ Models, Inventory Control – ABC Classification, JIT Manufacturing.	12	
			Total
			60 Hrs
Relevant Case Analysis for each units in Tutorial hour			

Learning Resources

Text Books	<ol style="list-style-type: none"> 1. Materials Management: An Integrated Approach, Gopalakrishnan and Sundaresan, TMH 2. Production and Operations Management by Upendra Kachru, Excel Books.
Reference Books	<ol style="list-style-type: none"> 1. Production and Operations Management, Bedi K. , Oxford University Press. 2. Modern Productions / Operations Management, Buffa, E. S. and Sarin, R. K., John Wiley 3. Operations Management for Competitive Advantage, Chase, Jacobs, Aquilano and Agarwal, Tata Mac Graw Hill 4. The Management and Control of Quality, Evans and Lindsay, Cengage Learning 5. Operations Management, Gaither and Frazier, Thomson Learning 6. Operations Management, Mahadevan B., Pearson Education 7. Business Logistics / Supply Chain Management - R. H. Ballou & S. K. Srivastava, Pearson.

Subject Title	Soft Computing	Semester	IV
Subject Code	14P4MBAS07	Specialization	System
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To gain knowledge about soft computing for business decisions

2. To gain Knowledge of soft computing techniques and its application in business

Unit	Syllabus Contents	Number of Sessions
I	Introduction History and Applications of Artificial Intelligence – Algorithmic versus Heuristic reasoning, Representation and Intelligence. Knowledge Representation: Rule based, Model based, Case based and hybrid systems. Logic based Abductive Inference, Stochastic approach to uncertainty.	12
II	Genetic Algorithms Introduction to Genetic Algorithms (GA): Reproduction, Cross over, Mutation - Applications and software — Intelligent Agents – Multiple Agents and Data Mining – Distributed Artificial Intelligence.	12
III	Neural Networks Machine Learning Using Neural Network, Adaptive Networks – Feed forward Networks – Supervised Learning Neural Networks – Radial Basis Function Networks - Reinforcement Learning – Unsupervised Learning Neural Networks – Adaptive Resonance architectures.	12
IV	Fuzzy Logic Crisp set versus Fuzzy Sets – Operations on Fuzzy Sets –Fuzzy Arithmetic - Fuzzy Relations – Membership Functions- Fuzzy Rules and Fuzzy Reasoning – Fuzzy Inference Systems – Fuzzy Expert Systems – Fuzzy Decision Making.	12
V	Hybrid Systems Adaptive Neuro-Fuzzy Inference Systems - Hybrid intelligence systems – Opportunistic Scheduling and Pricing Strategies for Automated Contracting in Supply Chains – AHP- ANP – SEM – DEA .	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Learning Resources	
Text Books	

	<ol style="list-style-type: none"> 1. Jyh-Shing Roger Jang, Chuen-Tsai Sun, Eiji Mizutani, “Neuro-Fuzzy and Soft Computing”, Prentice-Hall of India, 2003. 2. George J. Klir and Bo Yuan, “Fuzzy Sets and Fuzzy Logic-Theory and Applications”, Prentice Hall, 1995. 3. James A. Freeman and David M. Skapura, “Neural Networks Algorithms, Applications, and Programming Techniques”, Pearson Edn., 2003.
Reference Books	<ol style="list-style-type: none"> 1. Mitchell Melanie, “An Introduction to Genetic Algorithm”, Prentice Hall, 1998. 2. David E. Goldberg, “Genetic Algorithms in Search, Optimization and Machine Learning”, Addison Wesley, 1997. 3. Jacek M. Zurada, “Introduction to Artificial Neural Systems”, PWS Publishers, 1992. 4. Prasad, Bhanu (Ed.), Soft Computing Applications in Business Series: Studies in Fuzziness and Soft Computing, Vol. 230, 2010 5. Aliev, Rafik Aziz, Fazlollahi, Bijan, Aliev, Rashad Rafik, Soft Computing and its Applications in Business and Economics Series: Studies in Fuzziness and Soft Computing, Vol. 157, 2004

Subject Title	Software Project And Quality Management	Semester	IV
Subject Code	14P4MBAS08	Specialization	System
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			
1. To understand project management cycle in software development			

2. To study various project estimation and quality models in software development

Unit	Syllabus Contents	Number of Sessions
I	Introduction Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking.	12
II	Software Metrics Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.	12
III	Software Project Estimation Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points, Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management.	12
IV	Software Quality Quality Management Systems, Software Quality Models- FURPS, McCalls Models, Applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development.	12
V	Software Quality Assurance Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards- ISO 9000 models and standards for process improvement, ISO/IEC 9126-1 to 9126-4, SQuaRE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	
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	<ol style="list-style-type: none"> 1. Roger S. Pressman, Software Engineering A Practitioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010. 2. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009.
Reference Books	<ol style="list-style-type: none"> 1. Walker Royce, Software Project Management – A unified framework, Pearson Education Asia, New Delhi, 2000. 2. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2011. 3. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition, 2010) 4. Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2002. 5. Richard H. Thayer, Software Engineering Project Management, John Wiley, 2007

Subject Title	Relational Database Management System	Semester	IV
Subject Code	14P4MBAS09	Specialization	System
Type	Elective	L:T:P:C	3:1:0:3
<u>Objectives</u>			

1. Effective ways of building a model of the real world and optimizing it through normalization algorithms.

Unit	Syllabus Contents	Number of Sessions
I	Database Concepts Overview of database system, basic database system terminology, data model, Introduction of data base management System(DBMS), Feature of DBMS, Architecture of DBMS,	12
II	Physical Data Organization & Network Model Model for external storage organization Storage hierarchy, index files, B - Trees, Files with variable length record, DBTG definition Implementation of Network and programme environment.	12
III	Relational Database Concepts Introduction to Relational data base Management System, (RDBMS) Relational data Models, Features of RDBMS, Functional Dependencies, decompositio n of relational schema, Normal forms(1NF,2NF,3NF,BCNF).	12
IV	Recovery System Types of failures, Storage Structures, Recovery with concurrent transaction, Advanced recovery techniques- transaction rollback, fuzzy checkpoint, save point	12
V	Introduction to SQL SQL as standard relational database language, data definition language(DDL) data Manipulation language(DML), Embedded DML in a host programming language, Authorization and Integrity Specification, Transaction Control Statements.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none">1. Database Management System, Alex Leon, Mathews Leon, Pearson Education
Reference Books	<ol style="list-style-type: none">1. Database Management Concepts, Korth, McGraw-Hill Education2. Database Management System, C.J.Date, O'Reilly Media3. Relation Database: Theory & Practical, Val Occardi, BPB Publications, New Delhi,4. Oracle 8 –PL/SQL Programming, Scott Urman, McGraw-Hill

Subject Title	Business Data Communication	Semester	IV
Subject Code	14P4MBAS10	Specialization	System

Type	Elective	L:T:P:C	3:1:0:3
Objectives			
<ol style="list-style-type: none"> To familiarize with the concepts of communication networks. To learn the theoretical background of the data communications and networking, and their application into business organization 			
Unit	Syllabus Contents		Number of Sessions
I	Fundamentals of Communication System Communication Links, Communication System Formats, Character Codes, Digital Data Rates, Asynchronous and Synchronous Data. Basic Terminology - Data Rate, Bandwidth, error rate. Serial and parallel transmission, Standard packet formats – HDLC and SDLC.		12
II	Types of signals AM, FM, PM, PCM, PDM, TDMA, FDMA, SDMA, CDMA, ASK, FSK, PSK Features – Error detection and correction codes, Hamming codes.		12
III	LAN topologies Workstation; Server, Cables, Types of Ethernet, Broadband and base -band, Optical Fibers, Network Interface Card. Networks and accessories -LAN, MAN, WAN, Hub, Bridges, Switches, Routers, Gateways Cell Relay, Frame Relay, ISDN,B -ISDN		12
IV	Networking OSI Model, TCP/IP architecture and applications in Internet services -E-mail and Network file system, Comparison between peer to peer and client / server networking , Broadcasting, Multicasting, Point-to-point communication, IP Addressing, Concepts of Port, Socket, ATM,Tunneling, Virtual Private Network, Network Operating systems - Unix, Linux, Windows.		12
V	Mobile Communication Applications of Mobile Communication, Wireless Communication - Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Mobile Internet & WML- Mobile IP, Wireless TCP& UDP, WAP, WML.		12
Total			60 Hrs
Relevant Case Analysis for each units in Tutorial hour			

Learning Resources	
Text Books	1. Communication Networks , Widjaja L G ,Tata McGraw Hill
Reference Books	1. Computer Networks and Internets , Comer , Pearson Education 2. Data Computer Communication, Stallings W , Pearson Education 3. Computer Networks , Tanenbaum ,Prentice -Hall 4. Cryptography and Network Security Principle and Practice, William Stallings , Prentice Hall 5. Cryptography and Network security, Atul Kahate ,Tata McGraw -Hill.

Subject Title	Enterprise Resource Planning	Semester	IV
Subject Code	14P4MBAS11	Specialization	System
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To provide an understanding of the issues involved in design and implementation of ERP systems

Unit	Syllabus Contents	Number of Sessions
I	Overview of ERP Introduction of ERP, Need of ERP, Advantages of ERP, Growth of ERP, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India.	12
II	Communication in ERP Systems Enterprise Integration Application Tools for ERP, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems.	12
III	ERP and Related Technologies Business process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP), Supply Chain Management (SCM), Customer Relationship Management (CRM).	12
IV	ERP Implementation Life Cycles Evaluation and selection of ERP package, Project planning, Implementation team training & testing, End user training & Going Live, Post Evaluation & Maintenance.	12
V	ERP- Resource Management Perspective Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources	
Text Books	<ol style="list-style-type: none"> 1. ERP Demystified, Alexis, Leon, Tata McGraw Hill.
Reference Books	<ol style="list-style-type: none"> 1. ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications. 2. ERP: A Managerial perspective, Sadagopan, S ,Tata McGraw Hill. 3. Enterprise Resource Planning, Shankar, Ravi & Jaiswal, S , Galgotia Publications. 4. Enterprise Resources Planning and Beyond. Langenalter, A. Gary, St. Lucie Press, USA. 5. Building the Customer Centric Enterprise, Imhoff, C. Loftis Lisa & Geiger, G. Jonathan John Wiley & Sons. 6. Enterprise Resource Planning: A Manager's Guide, Diwan, Parag & Sharma, Sunil, Excel Books

Subject Title	Computer Aided Management	Semester	IV
Subject Code	14P4MBAS12	Specialization	System
Type	Elective	L:T:P:C	3:1:0:3

Objectives

1. To develop knowledge and understanding of contemporary theories and practices by examining the relationship between a theoretical understanding and real -life situations

Unit	Syllabus Contents	Number of Sessions
I	Management Support Systems Introduction, Objective and Characteristics, Collaborative Computing Technologies: Group Support System, Technologies, Data Reviewing Concept and Applications.	12
II	Decision Support Systems Introduction to Decision Support Systems, Decisions and Decision Makers, Decision in the Organization, Modeling Decision Processes, Group Decision Support and Groupware Technologies, Executive Information Systems, Designing and Building Decision Support Systems, Implementing and Integrating Decision Support Systems	12
III	Knowledge Management Concepts, Development Methods, Technologies & Tools, Electronic Document Management, Knowledge - Based Decision Support-Artificial Intelligence - Concept, Definition, AI Vs Natural Intelligence. Expert System -Concept, Structure, Working, Benefits & Limitations, Knowledge Acquisition & Validation - Scope, Methods, Validation, Verification, Analyzing, Coding, Documenting & Diagramming , Knowledge Representation, Inference Techniques.	12
IV	Data Warehousing &Data Mining Access, Analysis, Mining & Visualization - Data Mining: What is Data Mining? Motivating Challenges, The Origins of Data Mining, Data Mining Tasks, Exploring Data- Summary Statistics, Visualization, Multidimensional Data Analysis, Classification: Preliminaries General Approach to Solving a Classification Problem, Effect of Skewed Support Distribution.	12
V	Neural Computing Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks.	12
	Total	60 Hrs
	Relevant Case Analysis for each units in Tutorial hour	

Learning Resources

Text Books	<ol style="list-style-type: none">1. Decision Support System & Intelligent System, Turban, Aronson, Pearson.
Reference Books	<ol style="list-style-type: none">1. Business Intelligence: data mining and optimization for decision making, Vercellis Carlo , Wiley2. Key Issues in the New Knowledge Management, Joseph M. Firestone, Mark W. McElroy, Butterworth-Heinemann Publication, USA3. Introduction to Knowledge Management, Todd Groff, Thomas Jones, Butterworth - Heinemann Publication, USA

Extra Departmental Course

Subject Title	TEAM BUILDING AND CONFLICT MANAGEMENT	Semester	III
Subject Code	16P3MBAED1	Specialization	EDC
Type	EDC	L:T:P:C	3 : 0 : 1 : 4
<u>Objectives</u>			
<ol style="list-style-type: none"> 1. To understand the purpose and the value of team building. 2. To apply the principles of conflict resolution to make teams more effective. 3. To comprehend the value of and the techniques of conflict resolution 			
Unit	Syllabus Contents	Number of Sessions	
I	GROUP DYNAMICS Group dynamics – Importance - Functions of groups - Group Decision Making.	12	
II	TEAM WORKING Team working - team roles - types of teams - team building - stages of team development - team effectiveness - Dynamics of power and politics.	12	
III	TEAM BUILDING Creating Effective Teams – Turning individuals into team players – Teams and Quality Management.	12	
IV	CONFLICT MANAGEMENT Conflict Management - Role of conflict - Sources of conflict – Consequences – classification of conflicts-approaches to conflict management	12	
V	COLLABORATION Collaboration – Functions - Bases - Intervention for collaboration Case studies related to concepts and application of Team building and Conflict management	12	
Relevant Case Analysis for each units for practical hours			

Learning Resources

Text Books	1. 1. Stephen P.Robins, Organisational Behavior , Prentice Hall of India, N.Delhi, 2010.
Reference Books	1. Dwivedi R.S, Human Relations and Organisational Behaviour , Macmillan N. Delhi, 2009 2. Udai Pareek, Understanding Organisational Behaviour , Oxford University Press, N.Delhi, 2011 3. Lan Brooks, Organizational Behaviour , Pearson Education, Delhi, 2010
Web Sites / Links	7. www.focusadventure.in/ 8. web.mwi.org/teambuilding 9. www.transconflict.com/ 10. www.mindtools.com 11. www.conflict911.com/