SYLLABUS PERTAINING TO MBA DEGREE OF BANGALORE UNIVERSITY

Revised MBA (Day & Evening) Syllabus for the Academic Year 2021-2022

CANARA BANK SCHOOL OF MANAGEMENT STUDIES

BANGALORE UNIVERSITY

Dear all,

Dr Y Nagaraju, Professor, and I thank all the Director/Heads of affiliated MBA Institutions who supported us in this endeavour of upgrading the MBA Syllabus.

Our special thanks to:

Dr S R Sridharamurthy, President, NSB Academy and team,

Dr Kiran Reddy, CEO, AIMS,

Dr K M Nagendra, Director, BIMS,

Dr K Y Reddy, Director, PIMS,

Dr Geetha Rajaram, Director, GIMS,

Dr Venkatesh, ABBS,

Dr Binu Paul, Christ Academy,

Dr Venkatesh Shastry and Dr Badarinath, Imperial Institute of Management,

Dr Usha Prabhu, City College,

Dr Arijit Roy, St Claret College and

Prof Fakru Khan, Vidya and Mahadevi of our Department for their hard work and inputs.

Grateful thanks to all the members of the MBA Board of Studies.

Dr. Cynthia Menezes,

Director, Canara Bank School of Management Studies, Bangalore University,

Dean, Faculty of Commerce and Chairperson, Board of Studies of MBA

COURSE MATRIX

Course Matrix of I Semester MBA (DAY)

Paper Code	Subject	Credit	Contact Hours	I.A.	U.E.	Total Marks
1.1	Economics for Managers	4	60	30	70	100
1.2	Organizational Behaviour	4	60	30	70	100
1.3	Accounting for Managers	4	60	30	70	100
1.4	Statistics for Management	4	60	30	70	100
1.5	Marketing for Customer Value	4	60	30	70	100
1.6	Legal Aspects and Intellectual Property Rights	4	60	30	70	100
1.7	Managerial Skills-1	2	30	30	70	100
Total		26	390	210	490	700

Course Matrix of II Semester MBA (DAY)

Paper Code	Subject	Credit	Contact Hours	I.A	U.E	Total Marks
2.1	Technology for Management	4	60	30	70	100
2.2	Management Research Methods	4	60	30	70	100
2.3	Entrepreneurship & Ethics	4	60	30	70	100
2.4	Human CapitalManagement	4	60	30	70	100
2.5	Financial Management	4	60	30	70	100
2.6	Quantitative Techniques and Operation Research	4	60	30	70	100
2.7	Managerial Skills-2	2	30	30	70	100
Total		26	390	210	490	700

Course Matrix of I Semester MBA (Evening)

Paper Code	Subject	Credit	Contact Hours	I.A.	U.E.	Total Marks
1.1	Economics for Managers	4	60	30	70	100
1.2	Organizational Behaviour	4	60	30	70	100
1.3	Accounting for Managers	4	60	30	70	100
1.4	Statistics for Management	4	60	30	70	100
1.5	Marketing for Customer Value	4	60	30	70	100
1.6	Legal Aspects and Intellectual Property Rights	4	60	30	70	100
				180	420	600
1.7	Project Work- I	2	-	-	-	100
Total		26				700

Course Matrix of II Semester MBA (Evening)

Paper Code	Subject	Credit	Contact Hours	I.A	U.E	Total Marks
2.1	Technology for Management	4	60	30	70	100
2.2	Management Research Methods	4	60	30	70	100
2.3	Entrepreneurship & Ethics	4	60	30	70	100
2.4	Human CapitalManagement	4	60	30	70	100
2.5	Financial Management	4	60	30	70	100
2.6	Quantitative Techniques and Operation Research	4	60	30	70	100
				180	420	600
2.7	Project Work-11	2				100
Total		26				700

MBA COURSE MATRIX-YEAR 2

III SEMESTER	IV SEMESTER
CORE COURSES	
3.1. Strategic Management and Corporate Governance	4.1. International Business
3.2. Project and Operations Management	

III SEMESTER	IV SEMESTER
3.3 FINANCE	**4.2 FINANCE**
3.3.1 Business Valuation and Value Based Management	4.2.1 Financial Techniques for Strategic Decision-making
3.3.2 Indian Financial Systems	4.2.2 International Financial Management
3.3.3. Investment Analysis and Management	4.2.3 Risk Management and Derivatives
3.3.4. Business Analytics using Excel	4.2.4 Data Analysis and Visualization using Tableau
3.4 MARKETING	**4.3 MARKETING**
3.4.1 Retailing Management and Services	4.3.1 Strategic Brand Management
3.4.2 Consumer Behaviour	4.3.2 Marketing Research and Metrics
3.4.3 Rural and Agricultural Marketing	4.3.3 Digital Marketing
3.4.4. Business Analytics using Excel	4.3.4 Data Analysis and Visualization using Tableau
3.5 HUMAN RESOURCES	**4.4 HUMAN RESOURCES**
3.5.1 Learning And Development	4.4.1 Strategic HRM
3.5.2 Team Dynamics at work	4.4.2 International HRM
3.5.3 Performance Management Systems	4.4.3 Talent and Knowledge Management
3.5.4 Business Analytics using Excel	4.4.4 Data Analysis and Visualization using Tableau
3.6 HEALTHCARE MANAGEMENT	**4.5 HEALTHCARE MANAGEMENT**
3.6.1 Perspectives On Health Care Sector	4.5.1 Basic Management Aspects of Health Care
3.6.2 Management Of Public Health Systems	4.5.2 Strategic Management in Health Care Settings

3.6.3 Health Economics	4.5.3 Management of Hospital Services
3.6.4. Business Analytics using Excel	4.5.4 Data Analysis and Visualization using Tableau
3.7 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)	**4.6 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)**
3.7.1 Strategic Credit Management In Banks	4.6.1 Banking Technology and Management
3.7.2 Insurance Planning & Management	4.6.2 International Financial Management
3.7.3 Indian Financial System	4.6.3 Risk Management for Banks and Insurance Companies
3.7.4. Business Analytics using Excel	4.6.4 Data Analysis and Visualization using Tableau
3.8 STARTUPS AND SMES MANAGEMENT	**4.7 STARTUPS AND SMES MANAGEMENT**
3.8.1 Perspectives On Start-ups And SME	4.7.1 Technology and Innovation
3.8.2 Basic Management Aspects Of Small Business	4.7.2 Internationalization of SMEs
3.8.3 Establishment Of SMEs	4.7.3 Management of Start-ups
3.8.4. Business Analytics using Excel	4.7.4 Data Analysis and Visualization using Tableau
3.9 BUSINESS ANALYTICS	**4.8 BUSINESS ANALYTICS**
3.9.1 Data Science Using R And Python	4.8.1 Data Visualisation
3.9.2 Advanced Statistical Methods For Business Decision Making	4.8.2 Business Forecasting
3.9.3 Analytics For Decision Making	4.8.3 Data Warehousing and Data Mining
3.9.4. Business Analytics using Excel	4.8.4 Data Analysis and Visualization using Tableau
3.10 LOGISTICS AND SUPPLY CHAIN MANAGEMENT	**4.9 LOGISTICS AND SUPPLY CHAIN MANAGEMENT**
3.10.1 Inventory Management	4.9.1 Supply Chain Planning and Strategies
3.10.2 Supply Chain Management	4.9.2 Global Procurement and Sourcing
3.10.3 Logistics Management Systems and Practices	4.9.3 Vendor Management
3.10.4. Business Analytics using Excel	4.9.4 Data Analysis and Visualization using Tableau

Name of the Program: Master of Business Administration Course Code:1.1 Name of the Course: Economics for Managers		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Learning Objectives:

1. To introduce the concepts of Scarcity and Efficiency.
2. To explain principles of micro-economics relevant to managing an organization.
3. To describe principles of macroeconomics to understand the economic environment of business.
4. To learn the basic Micro and Macroeconomic concepts.
5. To have an understanding of Demand, Production, Cost, Profit and Market competitions
   with reference to a firm and industry.

Course Outcomes: On successful completion of the course, the students will be able to;

1. Understand the application of Economic Principles in Management decision making.
2. Learn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
3. Understand, assess and forecast Demand.
4. Apply the concepts of production and cost for optimization of production.
5. Design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.

Module 1: Introduction 8 HOURS

Introduction to Managerial Economics, Economic Systems, Principles of managerial economics, Integration with other managerial decision-making process, Tools and analysis for optimization, Roleof Government and private sector, Competition Vs Cooperation. Relationship with other management subjects. Production Possibility Frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Microeconomies and Macroeconomies – the role of markets and government – Positive Vs Negative externalities.

Module 2: Demand and Supply Analysis 10 HOURS

Definition of demand, Law of demand and its determinants and exceptions, elasticity of demandand supply, movement along the demand curve and shift in demand curve, Demand and supply relationship. Definition of supply, Law of supply, Movement along the supply curve and shift in supply curve. Relationship of Revenue and elasticity of demand, Methods of Demand forecastingand its use in demand. Interpretation of Quantitative and Qualitative demand techniques- model specification using regression and OLS.

Module 3: Consumer and Producer Behavior 12 HOURS

Introduction to Consumer behavior, Utility, Cardinal approach, Ordinal approach, Consumer's equilibrium using Indifference curve analysis and Consumer surplus, Application of Indifference curve analyses Market, Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale, ISO-Quants & ISO-Cost line, – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function, Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).

Module 4 Market Structure and Pricing Practices: 12 HOURS

Different Market structure, features, determination of price under perfect competition and equilibrium in the short run and the long run, Monopoly - features, equilibrium condition, Price discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition Oligopoly: Features, Kinked demand

Curve, Cartels, Price leadership., Game theory-types, static and dynamic games Pricing Approaches: Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

Module 5: Business Environment and Economy Performance 10 HOURS

Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment, Macro-economic aggregates – circular flow of macroeconomic activity – National income determination– Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect.

Module 6: Industrial Policies 8 HOURS

Industrial Policies of India, New Industrial Policy 1991; Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects. Fiscal policy and Monetary Policy. Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

Skill Development Activities:

1. Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
2. Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
3. Preparing a Project proposal for a Business Venture.

SUGGESTED READINGS:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, (2019), Economics, 20th ed, Tata McGraw Hill, New Delhi.
2. Ritika Sinha : Managerial Economics, SBPD Publishing House
3. Richard Lipsey and Alec Charystal, (2015), Economics, 13th edition, Oxford, University Press, New Delhi.

4. Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). Managerial economics. John Wiley & Sons.
References: 1. H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, (2019), Managerial Economics, 8th Edition, Pearson Education 2. Dominick, S., Siddhartha K. Rastogi (2018) Managerial Economics, Eighth Edition, Oxford University Press.

Name of the Program: Master of Business Administration Course Code: 1.2 Name of the Course: Organizational Behaviour		
Course Credits	No. of Hours per Week	Total No. Of Teaching Hours
4 Credits	4 Hrs.	60 Hrs

Course Learning Objectives:

1. To understand the nature of organization and interaction between individuals and the organization.
2. To acquire the knowledge, skills and behaviors to work in different teams and situation towork in global environment

Course Outcomes: On successful completion of the course, the students will be able to;

1. Demonstrate understanding and application of Concepts and principles of Organizational behavior, perception and personality.
2. Improving practical experience in the field of Management and Organization Behaviour
3. Develop skills and ability to work in groups to achieve organizational goals.
4. Develop a greater understanding about Behavioral aspects to analyze the conceptsrelated to individual behavior, attitude, and personality.
5. Design motivational techniques for job design, employee involvement, incentives,rewards & recognition.

Module 1: Nature and Principles of Management 8 HOURS

Evolution of management, Indian contributions to Management practices roles and skills of managers, Foundations of OB, OB models, reasons and benefits of studying OB, OB is an Inter-disciplinary subject, challenges and opportunities of OB.

Module 2: Personality 10 HOURS

Shaping of personality, types of personalities, determinants of personality, personality and workperception, process of perception and managing the perception process, perception influencing decision making and ethical issues in decision making from an individual and Organization perspective. Learning, explicit and implicit knowledge, principles of learning, learning process and theories of learning, Organizational reward system. Attitudes, changing and work-related attitudes, components and types of attitudes, values and Human dignity

Module 3: Motivation Theories 12 HOURS

Motivation across cultures, managerial issues and motivational challenges, Motivation in work settings, employee Involvement, Organizations are social system Stress management, work stress model, stress and performance Group and team dynamics, group development, group decision making, types of teams, team vs groups, team issues and effective teamwork. Leadership and management, Theories of leadership, leadership styles and their implications, power and politics,ethics of power and politics.

Module 4: Communication and Conflict 8 HOURS

Organization communication, methods and tools used in communication, informal communications, changing views of conflict, the process of conflict, conflict resolution, effects of conflicts in organization, Transactional analysis, Johari window.

Module 5: Organizational Structure and Types 12 HOURS

Organization structure, organizational design and organizations for future Organizational culture creating and sustaining a positive culture, effects of culture, types of culture in the organization
changing culture.

Module 6: Organizational Development 10 HOURS

Types of change, forces for change in organizations, resistance to change, Organizational development, human resource policies and methods of OD.

Skill Development Activities:

- Students will be divided into groups to identify, analyze, and develop a plan for resolvinga key problem that an organization is facing and to analyze and apply OB concepts in a real organization.
- Identifying any five job profiles and listing out the various types of abilities required forthose jobs and also the personality traits required for the jobs.
- Based on learning concept of perception, conduct a role play in an organization to findout the impact of perceptual errors on perceptual interpretation.
- Develop few questions, interact with people in the organization to observe their personality and reaction

Suggested Readings:

1. Fred Luthans, “Organizational Behaviour”, (2019)12th Edition, McGraw Hill International Edition

2. Stephen P. Robbins, “Organizational Behaviour, (2018) , 8th Edition, Prentice Hall
3. Buchanan, D. A., & Huczynski, A. A. (2019). Organizational behaviour. Pearson UK.

References

1. Aswathappa K, (2017), Organizational Behaviour (Text, Cases and Games). 12th Edition, Himalaya Publication House.

Name of the Program: Master of Business Administration Course Code:1.3 Name of the Course: Accounting for Managers		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4Hrs	60 Hrs

Course Objectives:

1. To introduce students to Accounting Process, Accounting Standards and modern accounting softwareand IFRS.
2. To orient the students about Financial Statements, its analysis and interpretation for decision making.
3. To provide skills for eliciting information and making decisions.
4. To give knowledge on the latest trends and developments in the field of accounting.

Course Outcomes: By the end of this course, a student would be able to;

1. Demonstrate theoretical knowledge and its application in real time accounting.
2. Capable of preparing financial statement of companies.
3. Independently undertake financial statement analysis and take decisions.
4. Comprehend emerging trends in accounting and computerization of accounting systems.

Course Contents:

Module One: Conceptual Basis for Accounting 10 HOURS

Introduction, Meaning and definition, understanding forms of Business Organizations, Framework and process of Accounting (Journalizing business transactions, posting into ledger accounts and preparation of Trial Balance), objectives and purpose of accounting information, users of Accounting information, Branches of Accounting, Basic terminology, Fraud and Ethical Issues in accounting.

Module Two: Orientation to Financial Statement 10 HOURS

Financial Statements of Companies: Income statement, Balance sheet, Statement of Changes in Equity,Cash Flow Statement and Notes to accounts – Terms and Jargons in financial statements, accounting concepts and conventions. Orientation to Indian Accounting Standards.

Module Three: Analyzing and Interpreting Financial Statements 12 HOURS

Objectives of financial statements analysis, sources of information, standards of comparison, Quality of earnings, window dressing, Beating window dressing, Presentation of Financial Statements for analysis and interpretation. Analyzing financial statements - Ratio Analysis, Du-Pont Model, Altman’s Z score, Modified C Score, Piotroski’s F Score; Trend Analysis, Comparative Statements, Common Size Statements; Reading Cash Flow Statement.

Module Four: Orientation to Cost Accounting 8 HOURS

Meaning of Costs, Classification of Costs on the basis on elements, functions and behaviour. Costascertainment – preparation of Cost Sheet.

Module Five: Managerial Decision-making 12 HOURS

Cost Management – Techniques for controlling and reducing cost – Marginal Costing and CVP Analysis,Decision areas – Make or Buy, Profitable Product Mix and Addition of a New product line Budgetary Control – Preparation of Flexible budgets and reporting of variances.

Module Six: Trends and Developments in Accounting 8 HOURS

Orientation to Accounting Packages. Cloud Accounting, Responsibility Accounting, ForensicAccounting, Human Resource Accounting, Corporate Social Reporting (Triple Bottom Line),Environmental Accounting.

Skill Development Activities:

- Preparation of Financial Statements using quarterly / yearly transactions of a small businessenterprise
- Listing the contents of Annual Reports of at least 10 companies
- Analyzing performance of a company based on its annual report, using DU PONT Model, Altman's ZScore and Piotroski's F Score.
- Eliciting information from annual report and presenting it for facilitating decision making Hands-on practice on any accounting software.

Suggested Readings:

1. Narayanaswamy R (2019), Financial Accounting – A Managerial Perspective, Eight Edition, PHI Learning Pvt. Ltd. Publication.
2. Jain and Khan (2020), Management Accounting- Text, Problems and Cases, Sixth Edition, Tata McGraw Hill Publication.
3. S.N Maheswari & S.K Maheswari, (2018), Corporate Accounting, Sixth Edition, Vikas Publishing House Pvt. Limited.

References:

1. Prasanna Chandra (2017), Finance Sense- Finance for Non- finance Executives, Sixth edition, Tata McGraw Hill Publication.
2. Anthony Robert and S Recce James (2019), Accounting Principle, Sixth Edition, A.I.T.B.S Publication.

Name of the Program: Master of Business Administration

Course Code:1.4

Name of the Course: Statistics for Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits: 4	Hours: 4	60 Hrs

Course Learning Objectives:

1. To elevate students' awareness of data in everyday life and prepare them for a career intoday's age of information
2. To have a proper understanding of Statistical applications in Management.
3. To develop statistical literacy skills in students in order to comprehend and practice statistical ideas at many different levels
4. To learn some common and simple concepts of applied statistics which will be useful tothem while analyzing data sets obtained from different scientific experiments.
5. To promote the practice of the scientific method in our students: the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results.
6. To provide students with the foundations of probabilistic and statistical analysis mostlyused in varied applications.

Course Outcomes: On successful completion of the course, the students will be able to:

1. Acquire knowledge of statistics and its scope and importance in various areas.
2. Achieve statistical literacy and will be able to find ways to move beyond the-what ofstatistics to the how and why of statistics.
3. Describe and discuss the key terminology, concepts tools and techniques used in businessstatistical analysis.
4. Critically evaluate the underlying assumptions of analysis tools.
5. Identify the type of statistical situation to which different distributions can be applied.
6. Demonstrate understanding of the concepts of time series and its applications in differentareas.

COURSE CONTENTS

MODULE 1- Introduction to Statistics 10 HOURS

Statistical Data: Primary and Secondary data – Sources of Data – Classification of data - Frequency Distribution – Diagrammatic and Graphic Representation of Data – Graphs – Advantages and Limitations of Diagrams and Graphs - Tabulation: Types of Tables-Construction of one way and two way tables. Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis

MODULE 2: Correlation & Time Series 12 HOURS

Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Concept of Multiple and Partial Correlation. Regression Analysis: Concept, Least Square fit of a Linear Regression, Two lines of Regression, and properties of Regression coefficients. Time series analysis: Concept, Additive and Multiplicative models, Components of time series. Trend analysis: Least Square method, Linear and Non- Linear equations, Exponential shooting method, Applications in business decision-making. Index Numbers: Meaning, Types of index numbers, Uses of index numbers,Construction of Price, Quantity and Volume indices, Fixed base and Chain base methods

MODULE 3 – Probability and Probability Distribution 10 HOURS

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

MODULE 4 - Sampling Distribution and Estimation 8 HOURS

Introduction to sampling distributions, Sampling distribution of mean and proportion, Sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

MODULE 5 - Testing of Hypothesis 12 HOURS

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F- test for two sample standard deviations. ANOVA one and two way – Design of experiments. Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit, Rank sum test, Kolmogorov-Smirnov, Mann – Whitney U test and Kruskal Wallis test

MODULE 6 Decision Theory 8 HOURS

Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty. Decision Tree – Concept – Construction of Decision Tree and Analysis.

Skill Development Activities:

- Collect primary data by constructing a questionnaire
- Analyze the trend on sales of an automobile industry for past 10 years.
- Assess the degree of relationship between Income and savings of your parents for past 6months.
- Form a Hypothesis and test for its significance
- Case studies on Decision Tree.

SUGGESTED READINGS

1. P. N. Arora, S. A. (2018), Comphrehensive Statistical Methods, S. Chand Publishers, 7th Edition, New Delhi
2. Richard I. Levin, D. S. (2020), Statistics For Management (Seventh Edition ed.), Pearson Publi, 9th Edition, New Delhi
3. Sharma, J. (2014), Busiuness Statistics (4th Edition ed.), Vikas Publishing House Pvt Limited, New Delhi, India
4. T N Srivastava, S. R. (2018), Statistics For Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, India

REFERENCES

1. SC Gupta, Fundamentals of Statistics, Himalaya Publications.2019, latest Edition
2. N.D. Vohra, Business Statistics, Tata McGraw Hill, 2018, latest Edition
3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics,12th edition, Thomson (South – Western) Asia, Singapore, 2019.

Name of the Program: Master of Business Administration Course Code:1.5 **Name of the Course: Marketing for Customer Value**		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4Hrs	60 Hrs

Course Learning Objectives:

1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates.
2. To analyze the motives influencing buying behavior & Describe major bases for segment marketing, target marketing, and market positioning.
3. Identify a Conceptual framework, covering basic elements of the marketing mix.
4. To understand fundamental premise underlying market driven strategies.
5. Giving them hands on practical approach to subject study.

Course Outcomes:

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

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
3. Understand concept of Branding, development of product and significance of market segmentation, targeting and positioning.
4. Identifying marketing channels and the concept of product distribution.
5. Identifying techniques of sales promotion, significance of marketing research.

COURSE CONTENT

MODULE 1: Introduction to marketing 12 HOURS

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview. Market Analysis and

Selection: Marketing environment – macro and micro components and their impact on marketing decisions. concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning.

MODULE 2: Product Decisions: 8 HOURS

Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

MODULE 3: Distribution Channels: 8 HOURS

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions;Retailing and wholesaling.

MODULE 4: Promotion Decisions 12 HOURS

Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

MODULE 5: Marketing Research 8 HOURS

Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations

MODULE 6: Issues and Developments in Marketing 12 HOURS

Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

Suggestive Readings:

1. Kotler, Gary, (2019). Principles of Marketing, (16th ed.), Pearson Publications, Noida.
2. Kotler, Kevin Lane, Keller. (2018). Marketing Management (15e ed.), Pearson, Noida:
3. V S Ramaswamy, N. Namakumari. (2018). Marketing Management. (Fifth, Ed.), McGraw Hill Education, New Delhi, India:
4. Michael J. Etzel, Bruce J. Walker, William J.Stanton, Ajay Pandit. (2018). Marketing, 14e ed, McGraw Hill Education, Chennai, India.

References

1. Prachi Gupta, Ashita Aggarwal, Hufrish Majra, Isaac Jacob, Varsha Jain, Ritu Narang. (2017), Marketing Management-Indian Cases, 1st Edition, Pearson, Chennai.
2. Rajan Saxena. (2017). Marketing Management. (Fifth.Ed.), McGraw Hill Education, New Delhi, India.

Name of the Program: Master of Business Administration Course Code: 1.6 Name of the Course: **Legal Aspects and Intellectual Property Rights**		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits:4	Hrs:4	60 Hrs

Course Learning Objectives:

1. To find out the key components of intellectual property and their use in business
2. To compare and contrast the different forms of intellectual property from the perspective ofnature and subject matter of legal protection.
3. To identify the real-life examples of application of different intellectual property in businesses
4. To analyze the legal disputes involving companies in relation to intellectual property
5. To explain the integration of intellectual property with businesses with examples
6. To develop an ability to apply for the acquisition of different types of intellectual property

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Find out the key components of intellectual property and their use in business.
2. Compare and contrast the different forms of intellectual property from the perspective ofnature and subject matter of legal protection.
3. Identify the real-life examples of application of different intellectual property in businesses.
4. Analyze the legal disputes involving companies in relation to intellectual property
5. Explain the integration of intellectual property with businesses with examples
6. Develop an ability to apply for the acquisition of different types of intellectual property

COURSE CONTENT

Module 1: Introduction to Labour Codes, Code on Wages, Occupational Safety, Health and Working Conditions Code. 10 HOURS

Introduction to labor codes, Importance and Evolution of labor codes, comparison of new labor codes and old labor related acts. Code on Wages, 2019; Definitions, Minimum Wages, Payments of Wages, Payment of Bonus, Central and state Advisory board, payment of dues claims and audits, offenses, and penalties, miscellaneous.

Occupational Safety, Health and working Conditions Code, 2020- preliminary definitions, Registration of establishments, duties of employer and employees, occupational safety and health, health safety and working conditions, hours of work and annual leave with wages, maintenance of registers, records and returns, special provisions relating to employment of women, contract labor and interstate migrant workers, offenses and penalties, social security fund, miscellaneous.

Module 2: Social Security Code and Industrial Relations Code 10 HOURS

The Code on Social Security, 2020, preliminary definitions, social security organizations, employees provident fund, employee state insurance corporation, gratuity, maternity benefits, employees' compensation, social security and cess, social security for unorganized, gig and platform workers, offenses and penalties, employment information and monitoring, miscellaneous.

Industrial Relations Code, 2020, preliminary definitions, bipartite forums, trade unions, standing orders, notices of change, voluntary reference of disputes to arbitration, mechanism for resolution of industrial disputes, strikes and lockouts, layoff, retrenchment and closure-special provisions, unfair labor practices, offenses and penalties and miscellaneous

Module 3: Information Technology Act, 2000 8 HOURS

IT Act 2000, preliminary definitions, Amendments, digital signature, electronic governance, attribution, acknowledgement and dispatch of electronic records, secure electronic records and digital signature, regulations of certifying authority, duties of subscribers, penalties and adjudication, cyber regulations appellate (tribunal), offenses and miscellaneous.

Module 4: Introduction to IPR 8 HOURS

IPRs – Invention and Creativity, Intellectual Property, Importance and Protection of Intellectual Property Rights (IPRs), A brief summary of patents. Copyrights, Trademarks, Industrial designs, Integrated circuits, Geographical Indications, Establishment of WIPO, Applications and procedures of WIPO

Module 5: Law of Copyrights and Designs 10 HOURS

Introduction to Copyright Law, International Conventions relating to Copyright Law, Core Principles: Idea-Expression Dichotomy, Originality and Fixation Under Copyright Law, Original Literary, Dramatic, Musical and Artistic works, Sound Recording and Cinematograph Films, Authorship, Ownership, Transfer of Rights and Registration of Copyright, Rights of Copyright Owner under Copyright Law, Infringement of Copyright, Fair Use-Fair Dealing & Secondary Liability, limitations on the Right of the Copyright Owner Fair Use-Fair Dealing as a Defense under Copyright Law.

Module 6: Law of Patents and procedures 10 HOURS

Patent System: An Overview, Patentability, Patent/Prior Art Search, drafting a Patent Specification, Patent Procedure in India, Patent Cooperation Treaty, Patent Infringement, Freedom to Operate, Defenses For Infringement Action & Remedies; Prosecution History Estoppel- Defenses, Experiment, Research Or Education, Government Use, Patent Exhaustion, Patent Misuse, Inequitable Conduct, Remedies - Relevant Cases.

Skill Development Activities:

1. Conducting model Group Discussion
2. Download and fill form for Patent or Copyright
3. Group Discussion on cases relating to copyrights in Indian film industry

Suggestive Readings:

1. New Labour and Industrial Laws, (2020), October 2020th Edition, Taxmann Publication Pvt. Ltd.
2. Intellectual property law, Revised and updated, Eastern Law House; 3rd edition (1 December 2020).
3. Egazette.nic.in

References:

1. Fundamentals of Intellectual Property, Kalyan C. Kankanala, (2017), 3rd Edition, Asia Law House.
2. Subbaram N R, Handbook on Intellectual Property Law and Practice, S Vishwanathan, (1998), Printers and Publishing Private Limited.
3. Susan K Sell, Private Power, Public Law: The Globalization of Intellectual Property Rights, Cambridge University Press, 2003

<table>
<tr><td colspan="3" align="center">Name of the Program: Master of Business Administration
Course Code:1.7
Name of the Course: Managerial Skills-1</td></tr>
<tr><td align="center">Course Credits</td><td align="center">No. of Hours per Week</td><td align="center">Total No. of Teaching Hours</td></tr>
<tr><td align="center">Credits:2</td><td align="center">Hrs:2</td><td align="center">30 Hrs</td></tr>
</table>

Course Learning Objectives:

1. To learn the basic skills of managing people, leading teams and improving work processes.
2. To enable the students to become aware of their communication skills and sensitize them about the importance and barriers to communication and to make themaware of gateways so as to enhance their potential to become successful managers.
3. To enable learners to draft reports, resumes, emails and business letters effectively.
4. To prepare students to develop the art of negotiation with emphasis on empatheticlistening and decision making.
5. To train students towards Inter-Personal Skills – working in teams and conflict managementskills.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Describe and understand the elements of managerial skills.
2. Communicate better across teams and clients.
3. Demonstrate empathy in negotiations with assertiveness.
4. Apply creative thinking to reach a beneficial outcome.
5. Know their strengths and build on the essential Managerial Skills.

Module 1: Introduction to Essential Skills for Managers 5 HOURS

Definition, Importance of Managerial Skills, Essential Skills - Problem solving, Critical thinking,Creativity, Leadership, Collaboration and Communication, Interpersonal Skills; Forward planning- Strategic thinking, Motivation; Empathy, Value and Culture.

Module 2: Communication Skills 6 HOURS

Fundamentals, Types - horizontal, vertical, oral, written, email etiquettes; Virtual meetings; Delegation, assigning tasks, Building Communication matrix, Report writing, Journaling, Feedback, Difficult conversations.

Module 3: Motivation Skills: 5 HOURS

Meaning, Hierarchy of Motivation; Power and Purpose, 8 skills of Motivation,Situational motivation, and stimulus control, Solving Behavioral problems; Motivating teams; keys to Intrinsic motivation, Motivation and Organizational Cycles.

Module 4: Team Formation Skills 4 HOURS

Teams- meaning, types; team structure, Stages of Team Development; Writing a Team Charter; Roles and Responsibilities on a Team; Leading Teams; Gain Consensus, Team facilitation.

Module 5: Listening Skills 5 HOURS

Importance and need, types of listening active and empathic listening, listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, features of a good Listener; Acknowledgment and use of Silence; Body Language, Feedback.

Module 6: Interpersonal Skills for Managers 5 HOURS

Forms - building trust, emotional intelligence, empathy, vulnerability, and listening skills; Negotiation skills - persuading or influencing others, Differing in ideas; Relationship Management; Receptiveness to Feedback, Self Confidence.

Skill Development Activities:

- Design a Self-Assessment Test for understanding essential skills.
- Role Play to initiate meaningful communication.
- Role play through any given situation to motivate Teams.
- Writing a Team Charter.
- Arrange a virtual meeting and test the negotiation skills.
- Case Study to observe the empathetic behavior skills.

Suggested Readings:

1. Stephen R Covey, (2018), The 7 Habits of Highly Effective People, 12th Edition, Simon & Schuster.
2. Nierenberg, Calero and Grayson, (2018), The New Art of Negotiating, Rupa Publishers.
3. Nierenberg Bovee, Till and Schatzman, (2003), Business Communication today, 7th Edition, Pearson.
4. Zenger, Hougaard, Carter, Bregman, (2019), Mindful Listening, HBR Emotional Intelligence Series.

REFERENCES

1. Scot Ober, (2007), Contemporary Business Communication, 7th Edition, Houghton Mifflin.
2. Richard Banks, (2021), The Art of Active Listening, Nxt Level International
3. Chaturvedi P. D, &Mukesh Chaturvedi, (2011) Business Communication: Concepts, Cases AndApplications —2/e, Pearson Education

Master of Business Administration Course Code: 2.1 **Name of the Course: Technology for Management**		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Learning Objectives:

1. To evaluate the role of technology in achieving competitive business advantage through strategic decision making
2. To help students in developing the ability to develop, deploy and manage technology interms of creating firm's value creation
3. To elevate student's consciousness about the ethical responsibilities while dealing with the information and technology

Course Outcomes: On successful completion of the course, the students will be able to:

1. Analyze the role of technology in gaining a strategic perspective on business decisionmaking
2. Gain the skills required in deploying, developing and managing the applicable firm'stechnological importance
3. Understand and behave ethically while dealing with information and technology

Course Content

Module 1: Introduction to Information Systems 12 HOURS

Information System: Concept of Data and Information, Meaning and Role of Information Systems, Elements and types of a System, Conversion/Installation modes of Information System, Strategic Information System. Classification of Information Systems: Management Information System (MIS), Transaction Processing Systems (TPS), Decision Support System(DSS), Knowledge Management System (KMS), Operations Support System (OSS), Management Support System(MSS), Process Control System(PCS), Enterprise Collaboration System(ECS), Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control Systems, Virtual Reality, Expert Systems (ES), Executive Information Systems (EIS)

Module 2: Management Information System 10 HOURS

Management Information System (MIS): Definition and characteristics of MIS, Components of MIS, Function and Role of MIS, Process of MIS Implementation, Applications of MIS, System view of Business, Development of MIS within the organization, System approach in Planning, Organizing and Controlling MIS, Reasons for the failure of MIS.

Database Management Systems (DBMS): Overview; Components, Objectives of DBMS, Functions performed by DBMS, Recent trends in DBMS, The Concept of RDBMS;

Module 3: Information Systems Analysis and Design 12 HOURS

Applications of Information System: Information System for Strategic Advantage, Strategic role for information system, Breaking business barriers and Improving business qualities, Business process reengineering. Information system analysis and design: Information SDLC, Stages in System Analysis – Structured SAD and tools like DFD (Data Flow Diagram), Context Diagram Decision Table, System Development models: Water Flow, Prototype, Spiral; Hardware and Software acquisition, system testing, documentation and its tools, conversion methods. Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP, Introduction to Data Warehousing, Data Mining andits Applications

Module 4: E-commerce and its Applications 10 HOURS

Technology Adoption, Diffusion, and Absorption: New Technologies, Automation decisions, Technology Adoption, Perspectives of innovation diffusion process, Technology absorption – Role, benefits; Issues Involved in the Management of Technology and Government Initiatives E-commerce: Introduction, Comparison between Traditional commerce and E-commerce, Advantages & disadvantages of E-commerce, Buying & Selling on Internet, Challenges in Implementing Electronic Commerce, Electronic Payment System, Electronic Commerce and banking, E-Security in cyberspace payment

Module 5: Ethics in IT 4 HOURS

Security and Ethical challenges of IT: Ethical Responsibility- Business Ethics, Technology Ethics; Ethical responsibilities of Business Professionals, environmental impact analysis, CyberCrime and Privacy Issues – Hacking, cyber theft, unauthorized use at work, Software and Intellectual property, Issues on internet privacy.

Ethical issues pertaining to Technology: Cloud and mobile computing, Internet of Things, M-Commerce, IT influence on the changing business environment, Health and Social Issues, Ergonomics and Cyber terrorism

Module 6: Introduction to Application Software 12 HOURS

Basics of MS-Word, MS-Excel and MS-Power point; Application of these software's for documentation and making reports; Preparation of questionnaires, Presentations, Tables and reports (Practical). Basic ways of connecting to the internet, Internet Protocol, IP Address, Working with Google Services: Docs, Spreadsheet, presenter, sites etc;

Introduction to Oracle or MySQL, MS Access: Overview of MS-Access. Creating tables, queries,forms and reports in MS-Access

Skill Development Activities:

1. Students should study the adoption of technology by various business entities
2. Students should simulate a business environment, access its technological needs and create
3. Hypothetical technological framework for its strategic building

Suggested Readings:

1. Rohtagi P K, Rohtagi K and Bowonder B, (2018), Introduction to Technological Forecasting, Tata McGraw Hill, New Delhi, Single Edition.
2. Ramesh, B. (2018), Computer Fundamentals and Information Technology. New Delhi: Laxmi Publication Pvt. Ltd, Single Edition.
3. David Cyganski, John A. Orr , Richard F. Vaz (2000) Information Technology: Inside and outside. New Delhi: Prentice Hall, Single Edition.

References:

1. Leon, A. (2019). Fundamentals of Information Technology. New Delhi: Vikas Publishing, Second Edition.
2. Goel, R & Kakkar, D.N. Computer Applications in Management. New Delhi: New Age International, Third Edition.
3. Laudon, K. & Laudon J. (2014). MIS: Managing the Digital Firm. New Delhi: Pearson Education. Sixteen Edition.
4. James, O. B. (2015). Introduction to Information Systems. New Delhi: Tata McGraw Hill, Thirteen Edition.

Name of the Program: Master of Business Administration Course Code: 2.2 **Name of the Course: Management Research Methods**		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits: 4	Hrs: 4	60 Hrs

Course Learning Objectives:

1. To understand the concepts, tools and terminologies used in research world.
2. To identify the methods best suited for investigating different types of problems and questions.
3. To construct research questions that are based on and build upon a critical appraisal ofexisting research.
4. To develop a research design and analysis the results to provide suggestions based onresearch findings.
5. To apply Data visualization for exploratory analysis and communicate effectively to diverseaudience.

Course Outcomes: On successful completion of the course, the students will be able to

1. Demonstrate ability to understand different research terminologies.
2. Identify research problems and questions
3. Develop methodology for research problems
4. Analyse data required for business decision-making.
5. Propose suggestions based on the findings from the research
6. Apply Data visualization for exploratory analysis and communicate effectively to diverseaudience

Course Content

Module 1: Business Research 8 HOURS

Meaning, Objectives, purpose, types, scope and significance of research in business and industry. Criteria for Good research, Ethics in research. Research Process - Steps in research, identification and formulation of research problem, extensive literature review, Research gap, statement of the problem, need for the study, Variables-meaning and types. Theoretical framework, research questions. Deductive and inductive logic.

Module 2: Formulation of Research Problem and Hypotheses 10 HOURS

Identifying and formulating research problem, Diagnosis of symptoms and problem. Setting research objectives. Doing review of literature – purpose, methods. Hypothesis – Meaning, Purpose, Sources, characteristics of hypotheses, types of hypotheses, Formulation of hypothesis.

Module 3 Measurement and Data Collection concepts 12 HOURS

Sample design, steps in sampling process, sampling methods – probability Sampling and non- probability sampling, sampling error, Criteria for good sample, determining sample size (infinite and finite). Measurement – Types of Scales, Scaling techniques.

Meaning of Primary and Secondary data, Primary data collection methods - observations, survey, interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages.

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling. Case Study as per the chapter needs.

Module 4 Data Analysis 12 HOURS

Data processing – Editing, coding, tabulation, normality and stationary test, pictorial and graphical presentation of Data, Parametric and non-parametric hypothesis testing, hypothesis testing using statistical tools such as descriptive statistics, Chi–square, t-test, ANOVA, Correlation and Regression.

Module 5 Report Writing and Presentation of Results 8 HOURS

Classification and tabulation, Research presentation, Types of report - Research proposal, research report. Format of a report- Layout, Precautions. Citation and referencing.

Module 6 Introduction and Application to Business Analytics 10 HOURS

Data – Information – Intelligence – Knowledge Approach, Types of Analytics, Types of Digital Data, Sources of Data, Importance of Data Quality, Looking at Data from many perspectives, Evolution of Business Analytics, Business Analytics Process, Business Analytics Architecture and Framework. Analytics in Business Support Functions, Analytics in Industries – Sports Analytics, Social Media Analytics, Social Networking Analytics, Recommendation Systems.

Skill Development Activities:

1. To identify research problem and collect relevant literatures for data analysis.
2. To write the research design by using exploratory and descriptive research methods.
3. To conduct Market survey and to investigate consumer perception towards any FMCG and to conduct the data analysis and submit a small report.
4. To demonstrate Report writing and Presentation method skills.
5. To demonstrate the data using analytical tools

Suggested Readings:

1. William G. Zikmund, Barry J. Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin. (2019). Business Research Methods., Delhi: Cengage Learning India Pvt. Ltd, Eight Edition
2. Kothari, C. R. (2019). Research Methodology Methods & Techniques. New Delhi: Vishwa Prakashan, Fourth Edition
3. Naresh K. Malhotra and Satyabhusan Das (2019). Marketing Research : An Applied

Orientation | Seventh Edition | By Pearson Publication 4. R N Prasad and Seema Acharya (2018), “Fundamentals of Business Analytics”, Second Edition, Wiley India Pvt. Ltd
References: 1. Bryman, Alan and Bell, Emma (2018), Business Research Methods, Oxford University Press. Third Edition 2. Chawla, D. & Sondhi, N. (2017). Research Methodology: Concepts and cases. New Delhi: Vikas Publishing House, Second Edition. 3. Gupta, S. L and Gupta, Hitesh (2017), Business Research Methods, McGraw Hill Education (India) Private Limited, New Delhi, 1st Edition **4.** Krishnaswami, O., & Ranganatham, M. (2013). Methodology of Research in Social Sciences. Mumbai: Himalaya Publishing House, Second Edition

Name of the Program: **Master of Business Administration** Course Code: 2.3 Name of the Course: Entrepreneurship and Ethics		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4Hrs	60 Hrs

Course Learning Objectives:

1. The objective of the course is to understand the students with the entrepreneurship concepts, develop entrepreneurial talents and generate innovative business ideas in emerging industrial scenario and to understand the ways of starting a company of their own and also to create a conscious effort to treat people and companies with respect andestablish a positive working environment.

2. To motivate the students on entrepreneurial opportunities and to run a business efficiently by various sources of financial supporting institutions for young entrepreneurs.

Course Outcomes: On successful completion of the course, the students will be able to

1. Understand of starting a company by the various financial institutions support
2. Develop new innovative business ideas.
3. Understand the marketing demand in various forms of business
4. Aware of alternative to jobs and employment which will make themjob providers in an ethical manner

Course Content

Module 1: Introduction to Entrepreneurship 8 HOURS

Concepts of entrepreneur and entrepreneurship, Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Benefits and potential risks of entrepreneurship, Myths of Entrepreneurship, Factors affecting growth of

Entrepreneurship in India, Role of Entrepreneurship in Economic Development, Competency requirement for entrepreneurs - Awareness of self-competency and its development.

Module 2: Opportunity Assessment and Entrepreneurial Finance 10 HOURS

Opportunity Identification and Selection, Environmental dynamics and changes, Business Opportunities in emerging environment, challenges of new venture start-ups, Pit falls in selecting new ventures, Critical factors for new venture development, why new ventures fail, Sources of Finance for New Venture. Institutional support for Enterprises-Central & State Government Policy regarding Small and Medium Scale Enterprises in India.

Module 3: Feasibility Analysis and Business plan 12 HOURS

Feasibility analysis of Industry, Market, Product or service and Finance; Business plan Meaning, Significance, contents, formulation and presentation of Business Plan, preparing a model project report for starting a new venture, Final project report with feasibility studyCommon errors in Business Plan formulation.

Module 4: Legal forms of Entrepreneurial Organizations 10 HOURS

Identifying legal structures, Selection of an appropriate legal structure, Sole Proprietorship's, Partnerships, Companies, Companies under section 25, Franchising, Legal environment – patents, copyrights, trademarks.

Module 5: Social Entrepreneurship 8 HOURS

Introduction, Meaning, Perspective of social entrepreneurship, Social entrepreneurship in practice, Boundaries of Social entrepreneurship, growth of entrepreneur communities, Fewexperiments.

Module 6: Corporate Ethics 12 HOURS

Meaning and Need for business ethics, Arguments for and against Business ethics, Business Ethics in an Evolving Environment, Entrepreneurship and Start-Up Culture, ethical issues in start –up, Ethics and laws, Establishing strategy for ethical responsibility, Approaches to managerial ethics, Ethics and Business decisions, Frame work for ethical decision making, WhyEthics Still Matter, Becoming an Ethical Professional , Making a Difference in the Business World, CSR, Environmental awareness, Ethical leadership by entrepreneurs, Corporate citizenship.

Skill Development Activities:

1. Understand types of entrepreneurs and what motivated them to start their career as entrepreneurs- Make Presentations
2. Students to identify their own innovative business ideas
3. Prepare a business plan and how to give a presentation of business plan for financialinstitutions and banks
4. Discuss with bankers / financial institutions to find out what they look for in a business plan - modify accordingly and present it in the class.
5. Identify the legal forms for organization and intellectual property rights for their business ideas
6. Submit business plan report at the end of the course in groups
7. Identify the social problems and business ideas to solve the problems faced by society and to know the impact of social entrepreneurs on society.
8. Create an awareness for entrepreneurs about ethics and CSR
9. Identify the organizations which are engaged in CSR and impact of that towards society.

Suggested Readings:

1. Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
2. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, & Sabyasachi Sinha (2020), 'Entrepreneurship '. McGraw – Hill, Eleventh Edition
3. Laura Hartman & Abha Chatterjee (2017), Perspectives in Business Ethics, McGraw Hill, Third Edition
4. Vasant Desai , The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House. Single Edition

References:

1. Ashwathappa K “Essentials of Business Environment”, Himalaya Publishing House, Fifteen Edition
2. Jeffry .A. Timmons & Stephen spinelli, New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill, Seventh Edition
3. John R Boatright, "Ethics and the Conduct of Business". Pearson Education, Sixth Edition.
4. Prof. P S Baja] and Raj Agrawal. "Business Ethics — An Indian Perspective". Biztantra. New Delhi. 2004, Single Edition

Name of the Program: **Master of Business Administration** Course Code: 2.4 Name of the Course: Human Capital Management		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Learning Objectives:

1. To clarify the character of the special capital – humanresource as capital.
2. To develop the basic set of methods and techniques neededfor managing human capital
3. To learn about basic administrative processes related to human capital management.
4. To inculcate in the students an awareness of legal framework within which the businessfunction

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Know new trends in human capital management.
2. Understand the work, competencies tasks and organization of Human Resource Specialist
3. Know basic processes related to Human Capital Management Skills:
4. Assess the human capital potential assessment and planning
5. Recruiting and keeping proper candidates.

Course Content

MODULE 1: Introduction to HRM 8 HOURS

Human Resource Philosophy – Changing environments of HRM – Using HRM to attain competitive advantage – Trends in HRM – Organization of HR departments – Line and stafffunctions – Role of HR Managers-Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe.

MODULE 2: Human Capital Planning and Employee Hiring 12 HOURS

Nature of job Analysis, job design, Job evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring- Nature of Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection.

MODULE 3: HR Development 10 HOURS

Orientation & Training: Orienting the employees, Nature and importance of Training, Methods of training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training, Contemporary HRD practices

MODULE 4: Performance Appraisal 10 HOURS

Methods - Problem and solutions - The appraisal interviews - Performance appraisal in practice. Managing careers: Career planning and development - Managing promotions, demotion, transfers and separation.

MODULE 5: Industry Relations 12 HOURS

Employer, Employee, Rights of an Employee at Work Place. HR Policy- Meaning and ItsImportance. Legal Issues Related to HR in the Organization. Compensation Act, 1923-TheWorkmen's Compensation Act,1923- Introduction, Main Features of the Act, Definitions, Provisions Under the Act

MODULE 6: Strategic HRM 8 HOURS

Introduction, characteristics and scope of SHRM, SHRM Vs HRM, Barriers tostrategic HRM, Linking HR strategy with business strategy, SHRM and business performance.

Skill Development Activities:

1. Conducting model role play
2. A write up on HRM at an organization- Split the class into teams with two members. Each team must choose one organization in any industry. They must write a report onthe HR department at the organization and the HR practices there.

Suggested Readings:

1. Gary Dessler & Biju Varkkey (2018). Human Resource Management, Pearson Education India, Fifteen Edition.
2. Robbins & DeCenzo (2017). Personnel/Human Resource Management, Prentice Hall. Latest Edition, Third Edition
3. V.S.P. Rao and C.B. Mamoria (2012), “Personal Management (Text and Cases)”, Himalaya Publications, Thirtieth Edition.

References

1. Snell and Bohlander, Human Resource Management, South-Western Cengeage Learning. Indian Edition, (2019) Latest edition.
2. Uday Kumar Haldar and Juthika Sankar, Human Resource Management. Oxford HigherEducation, 2013, Single Edition
3. K. Aswathappa, Human Resource Management, McGraw Hill Education Seventh Edition.
4. K. R. Bulchandani, Business Laws for management, Latest Edition, Himalaya PublishingHouse, Bombay, (2020), Eight Edition.

Name of the Program: **Master of Business Administration**

Course Code: 2.5

Name of the Course: Financial Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits: 4	4 Hrs.	60 Hrs

Course Learning Objectives

1. To provide the concepts and foundations of managing finance in business enterprises.
2. To equip students with tools and techniques for managing financial resources.
3. To orient the students regarding financial management practices in Indian companies and Global enterprises.

Course Outcomes: By the end of this course, a student would learn:

1. Identification of financial challenges faced by a business enterprise,
2. Tools and techniques for making financial decisions,
3. Financial management practices in corporate sector.

Course Content

Module 1: Introduction to Financial Management 6 HOURS

Concept of Financial management - Meaning and definitions, Scope of Financial Management, finance functions, Financial Goals of a firm, Agency problem, Emerging role of finance manager inIndia.

Module 2: Time Value of Money 6 HOURS

Compounding, Continuous Compounding, Effective Rate of Interest, Discounting – Single CashFlows & Series of Cash Flows, Annuity – Future Value and Present Value, Present Value of Growing Annuity, Perpetuity – Present Value, Present Value of Growing Perpetuity, Equated Annual Installments.

Module 3: Long-term Financing Decisions

(Capital Structure Decisions) 14 HOURS

Sources of Funds: Short term sources, Long term sources, Venture Capital: features, stages and types of venture capital. Factors influencing capital structure, Benefit to Owners – EBIT –EPS Analysis, Point of Indifference, Financial Break-even Point, Cost of Capital- Methods of computing cost of capital: Cost of Equity Capital, Cost of Preferred Capital, Cost of Debt Capital,Cost of internally generated funds, Weighted Average Cost of Capital (Theory and Problems), Leverages-Types and Measurement

Module 4: Capital Budgeting Decisions 14 HOURS

Meaning of Capital Budgeting, significance, principles, capital budgeting proposals, methods of appraising Proposals. Payback period, ARR, IRR, MIRR, NPV, Profitability Index, APV Method,Capital Rationing.

Module 5: Working Capital Management 14 HOURS

Concept of working capital, factors determining working capital, Sources of working capital, estimating working capital needs, Managing cash, marketable securities, debtors and inventory

Module 6: Dividend Decisions 6 HOURS

Meaning, Theory of relevance on Theory of Irrelevance. Walter's Model, Gordon's Model (Theoryand Problems) Types of dividends, Bonus Shares, Stock Splits

Skill Development Activities:

1. Draw an organization chart showing the steps used in financial planning of a company
2. Capital structure analysis of companies in different industries.
3. Take a company as example and show how firm borrows money and uses financial leverage.
4. Bring out the structure of dividend policy and the factors included in any 5 companies

Suggested Readings:

1. Corporate Finance – A Focused Approach (2017)-Brigham and Ehrhardt, Edition, Cengage Learning, Sixth Edition
2. Corporate Finance (2015)- Jeffrey Jaffe, Prof Stephen A. Ross, Randolph W Westerfield, Bradford D Jordan, Tata McGraw Hill Publication, Eleventh Edition
3. Financial Management: Theory & Practices (2015): Prasanna Chandra, Ninth Edition, Tata McGraw Hill Publication, Tenth Edition.

References;

1. Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].
2. Anand, Manoj (2002), "Corporate Financial Practices in India: A Survey", Vikalpa, Volume27, Number 4.
3. Jain and Yadav (2002), "Financial Management Practices in India, Singapore and Thailand","Management and Accounting Research", Volume 3, No. 4, April-June, pp 84-102.
4. Ryan and Ryan (2002), "Capital Budgeting Practices of Fortune 1000: How have thingschanged", Journal of Business and Management, Volume 8, Number 4.
5. Block, Stanley (2005), "Are there differences in capital budgeting procedures betweenindustries? – An Empirical Study", The Engineering Economist, pp 55-67

<table>
<tr><td colspan="3" align="center">Name of the Program: Master of Business Administration
Course Code:2.6
Name of the Course: Quantitative Techniques and Operation Research</td></tr>
<tr><td align="center">Course Credits</td><td align="center">No. of Hours per Week</td><td align="center">Total No. of Teaching Hours</td></tr>
<tr><td align="center">Credits:
4</td><td align="center">4 Hrs.</td><td align="center">56 Hrs.</td></tr>
</table>

Course Learning Objectives:

1. Ability to understand and analyze managerial problems in industry so that they are able touse resources (capitals, materials, staffing, and machines) more effectively. 2.
2. Knowledge of formulating mathematical models for quantitative analysis of managerialproblems in industry.
3. Skills in the use of Operations Research approaches and computer tools in solving realproblems in industry.
4. Mathematical models for analysis of real problems in Operations Research
5. To build capabilities in the students for analyzing different situations in the industrial/ business scenario involving limited resources and finding the optimal solution within constraints.
6. Develop mathematical skills to analyze and solve integer programming and network modelsarising from a wide range of applications.

Course Outcomes:

On successful completion of the course, the students will be able to:

1. Understand the application of Operation Research and frame a Linear Programming Problemwith solution – graphical and through solver add in excel (software).
2. Analyze any real-life system with limited constraints and depict it in a model form.
3. Build and solve Transportation and Assignment problems using appropriate method.
4. Design and solve simple models of CPM and queuing to improve decision making anddevelop critical thinking and objective analysis of decision problems.
5. Solve simple problems of replacement and implement practical cases of decision makingunder different business environments.
6. Take best course of action out of several alternative courses for the purpose of achievingobjectives by applying game theory and sequencing models.
7. Understand different queuing situations and find the optimal solutions using models fordifferent situations.
8. Develop a report that describes the model and the solving technique, analyse the results andpropose recommendations in language understandable to the decision-making processes in Management

Course Content

MODULE 1 - Introduction to Operations Research 10 HOURS

Introduction, Historical Background, Scope of Operations Research, Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools, Structure of the Mathematical Model, Limitations of Operations Research

Linear programming problem, Mathematical Formulation of LPP, Graphical method, Simplex method (standard maximization) problems, Formulation of duality.

MODULE 2 – Minimization Techniques 12 HOURS

Transportation: Importance, terminologies used, methods for finding Initial basic feasible solution; NWCM, LCM and VAM, unbalanced, degeneracy in transportation, test for optimality (MODI method only), maximization problems.

Assignment: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem.

MODULE 3 - Sequence and Replacement 10 HOURS

Sequencing: terminologies and notations, types of sequencing problems; processing ‘n’ jobs through 2 machines, processing ‘n’ jobs through ‘m’ machines.

Replacement Models: Failure mechanism of items, assumptions of replacement theory, types of replacement problems, replacement of items which deteriorates with time, group replacement

MODULE 4 - Network analysis 10 HOURS

Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Concept of Project Crashing

MODULE 5 – Game Theory 10 HOURS

Introduction, Types, pure and mixed strategies with two people zero sum game, Maximin – Minimax Principle, Saddle point, principle of dominance. Graphical method of solving a game.
Queuing Theory (waiting line): Single server/single queue, essential features of queuing system, single queue, operating characteristics of queuing system, probability distribution in queuing system, multi-server, description of other queuing models (only description).

MODULE 6 - Simulation 8 HOURS

Basic concepts, procedures and application, Monte Carlo simulation using Random numbers, Application of simulation in Inventory Management, Marketing Management, Financial Management

Skill Development Activities:

1. Construct linear integer programming models and discuss the solution techniques.
2. Set up decision models and use some solution methods for nonlinear optimization problems
3. Use computer software's to solve decision models
4. Understand the usage of game theory and Simulation for Solving Business Problems.
5. Formulate and solve problems as networks and graphs.

Decide an optimal replacement period/policy for a given item/equipment/machine.

Suggested Readings:

1. Cynthia Menezes Prabhu, Operations Research Techniques (2021), First Edition, Better Yourself Books Publishing.
2. K.K. Chawla and Vijay Guptha, Operation research, quantitative techniques for management, Kalyani publishers, Seventh Edition
3. N.D. Vohra (2012), "Quantitative techniques in management", Tata McGraw-Hill Publications, 4th Edition.

References

1. David M. Lenine (2012), quantitative techniques for management. Pearson publication.
2. Fedric S Hiller and Gerald J Lieberman (2012), introduction to operation

research. 8th Edition.

3. Er. Prem Kumar Guptha and Dr. D.S. Hira (2014), Operation research. S. Chand publications, Third Edition

Name of the Program: **Master of Business Administration** Course Code:2.7 **Name of the Course: Managerial Skills-2**		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
Credits:2	2 Hrs.	30 Hrs

Course Learning Objectives:

1. To assess the students' understanding of self-development.
2. To enable the students to have a clarity about required employee's skills and work process.
3. To appraise the students on the importance of goal setting for the organization.
4. To understand the Problem Solving and Conflict management techniques.
5. To identify and apply facilitating skills and leadership competencies.
6. To create awareness of professional ethics, Work life balance and Time Management.

Course Outcomes: On successful completion of the course, the students will be able to:

1. Demonstrate an understanding of managerial skills and apply some ofthem for self-development.
2. Demonstrate an understanding of work process and employability skills
3. Manage Teams and Set Goals for the teams effectively.
4. Undertake Root Cause Analysis for problem solving.
5. Learn and apply Design thinking Skills for problem solving.
6. Exhibit an awareness and importance of professional ethics and manage timeand stress effectively.

Course Content

Module 1: Skills for Self-Development: 4 HOURS

Need for Self-Development, Self-awareness by taking the help of JOHARI Window-SWOT Analysis; Showing initiative, Self-confidence, Problem-solving, Communication, Adaptability.

Module 2: Developing Employee Skills 6 HOURS

Employee Skills: Need for development; Define the Skill, Steps required for Employee Skill development, Prepare and Practice; Create a Skill Development Plan, Review the Plan; Action and Control of the plan.

Module 3 Skills for Improving Work Process 6 HOURS

Processes and Capabilities – Know your customer (exercise), Define the process of work, eliminate the waste from the work process, Reduce Variances, Improve process; Mapping value stream; Work Process and Relationship Maps; Work System Architecture.

Module 4 Goal Setting 4 HOURS

Goal Setting – Need & Importance, life cycle of goals; Develop Team Scorecard; Balanced ScoreCard; Target, Goals and Objectives; MBO & Self Control;

Module 5 Problem Solving Skills and Conflict Management 6 HOURS

Importance, Attitudes of Problem Solving, Root-Cause Analysis; Plan-Do-Check- Act (PDCA) model; the 5 Whys, Fish Bone Model, Cause-Effect analysis; Pareto Analysis; Affinity Diagram; Design Thinking for Problem Solving. Conflict Management skills: Types and sources of conflicts; the influence of various cultures on the solving of conflicts.

Module 6 Facilitation Skills 4 HOURS

People Skills, Networking Skills, Critical thinking: Emotional Intelligence or Emotional Quotient-Spiritual Quotient, Resilience; Professional ethics and code of conduct- Work life balance, Time management: importance of time management: various steps for better time management process.

Skill Development Activities:

1. Conducting model Group Discussion
2. Conducting model Personal Interview
3. Use of Psychometric instruments to assess the student's managerial competencies.

Suggested Readings:

1. M.Ganesh Sai and M. RamakrishnaSayee, (2011), Skills for your career success: Touch your tipping point, Shroff publishers & Distributors Pvt. Ltd, Single Edition
2. Pavan Soni, (2020), Design Your Thinking: The Mindsets, Toolsets and Skill Sets for CreativeProblem-solving, First Edition
3. Susan Raines, Conflict Management for Managers: Resolving Workplace, Client, and PolicyDisputes (2019), Second Edition.
4. Developing management skills -David. A. Whetten, & Kim S. Cameron, PHI, Eighth Edition

References:

1. Enhancing employability at soft skills -Shalini Varma, Pearson, First Edition.
2. Skills Development for Business and Management Students -Kevin Gallagher, OxfordUniversity Press, Third Edition.
3. Personality Development and Soft skills, Oxford University Press by Barun K. Mitra, Second Edition.

Soft skills for everyone Butterfield Cengage, Second Edition.

MBA COURSE MATRIX-YEAR 2

III SEMESTER	IV SEMESTER
CORE COURSES	
3.1. Strategic Management and Corporate Governance	4.1. International Business
3.2. Project and Operations Management	

III SEMESTER	IV SEMESTER
3.3 FINANCE	**4.2 FINANCE**
3.3.1 Business Valuation and Value Based Management	4.2.1 Financial Techniques for Strategic Decision-making
3.3.2 Indian Financial Systems	4.2.2 International Financial Management
3.3.3. Investment Analysis and Management	4.2.3 Risk Management and Derivatives
3.3.4. Business Analytics using Excel	4.2.4 Data Analysis and Visualization using Tableau
3.4 MARKETING	**4.3 MARKETING**
3.4.1 Retailing Management and Services	4.3.1 Strategic Brand Management
3.4.2 Consumer Behaviour	4.3.2 Marketing Research and Metrics
3.4.3 Rural and Agricultural Marketing	4.3.3 Digital Marketing
3.4.4. Business Analytics using Excel	4.3.4 Data Analysis and Visualization using Tableau
3.5 HUMAN RESOURCES	**4.4 HUMAN RESOURCES**
3.5.1 Learning And Development	4.4.1 Strategic HRM
3.5.2 Team Dynamics at work	4.4.2 International HRM
3.5.3 Performance Management Systems	4.4.3 Talent and Knowledge Management
3.5.4 Business Analytics using Excel	4.4.4 Data Analysis and Visualization using Tableau
3.6 HEALTHCARE MANAGEMENT	**4.5 HEALTHCARE MANAGEMENT**
3.6.1 Perspectives On Health Care Sector	4.5.1 Basic Management Aspects of Health Care
3.6.2 Management Of Public Health Systems	4.5.2 Strategic Management in Health Care Settings

3.6.3 Health Economics	4.5.3 Management of Hospital Services
3.6.4. Business Analytics using Excel	4.5.4 Data Analysis and Visualization using Tableau
3.7 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)	**4.6 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)**
3.7.1 Strategic Credit Management In Banks	4.6.1 Banking Technology and Management
3.7.2 Insurance Planning & Management	4.6.2 International Financial Management
3.7.3 Indian Financial System	4.6.3 Risk Management for Banks and Insurance Companies
3.7.4. Business Analytics using Excel	4.6.4 Data Analysis and Visualization using Tableau
3.8 STARTUPS AND SMES MANAGEMENT	**4.7 STARTUPS AND SMES MANAGEMENT**
3.8.1 Perspectives On Start-ups And SME	4.7.1 Technology and Innovation
3.8.2 Basic Management Aspects Of Small Business	4.7.2 Internationalization of SMEs
3.8.3 Establishment Of SMEs	4.7.3 Management of Start-ups
3.8.4. Business Analytics using Excel	4.7.4 Data Analysis and Visualization using Tableau
3.9 BUSINESS ANALYTICS	**4.8 BUSINESS ANALYTICS**
3.9.1 Data Science Using R And Python	4.8.1 Data Visualisation
3.9.2 Advanced Statistical Methods For Business Decision Making	4.8.2 Business Forecasting
3.9.3 Analytics For Decision Making	4.8.3 Data Warehousing and Data Mining
3.9.4. Business Analytics using Excel	4.8.4 Data Analysis and Visualization using Tableau
3.10 LOGISTICS AND SUPPLY CHAIN MANAGEMENT	**4.9 LOGISTICS AND SUPPLY CHAIN MANAGEMENT**
3.10.1 Inventory Management	4.9.1 Supply Chain Planning and Strategies
3.10.2 Supply Chain Management	4.9.2 Global Procurement and Sourcing
3.10.3 Logistics Management Systems and Practices	4.9.3 Vendor Management
3.10.4. Business Analytics using Excel	4.9.4 Data Analysis and Visualization using Tableau

III Semester

Core Courses

Name of the Program: Master of Business Administration Course Code:3.1 Name of the Course: Strategic Management and Corporate Governance		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Objectives:

1. To enlighten the students with the concepts and practical applications of Strategic Management and Corporate Governance.
2. To instill a comprehensive and step-wise understanding of the principles of strategy formulation and competitive analysis

Course outcomes:

1. This course will equip the students with required skills of managerial decisions and actions.
2. This will enable students to transfer conceptual learning to strategic application in their professional lives.

Module 1: Strategy and Process **4 Hours**

Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy and Strategy Formation Process – Stakeholders in business –Vision, Mission and Purpose – Business definition, Objectives and Goals. The SM model

Module 2: Competitive Advantage **12 Hours**

External Environment – PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model, The Competitive Profile Matrix (CPM), Globalization and Industry Structure – Resources, Capabilities and competencies – Value Chain Analysis – Core competencies, generic building blocks of Competitive Advantage- Distinctive Competencies - Avoiding failures and sustaining competitive advantage.

Module 3: The Strategic Alternatives **12 Hours**

Corporate Level Strategies – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy: Cost, Differentiation, and Focus Strategies- Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – BCG Matrix - Balance Score Card, Internal Factor Evaluation (IFV) Matrix

Module 4: Strategy Implementation & Evaluation 8 Hours

The implementation process, Resource allocation, designing organizational structure, Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change, Politics-Power and Conflict-Techniques of strategic evaluation & control.

Module 5: Current Strategic Issues 10 Hours

Managing Technology and Innovation- Blue Ocean Strategy, managing in an economic crisis, new directions in strategic thinking, Strategic issues for Non Profit organizations, Small Scale Industries, New Business Models and strategies for Internet Economy.

Module 6: Corporate Governance 10 Hours

Defining Corporate Governance, Exploring Corporate Governance and the Relationships between Internal and External Stakeholders, The organization’s Responsibility and Accountability to Its shareholders, The Organization’s Accountability to Its Board of Directors, Role and Responsibilities of the Board, Integrity and Ethical Behavior: Disclosure and Transparency. Development and critical appraisal of corporate governance in India.

Suggested Readings:

1. David,F. R., & David,F. R., (2016) Strategic Management: A Competitive Advantage Approach, Concepts and Cases, 16 e , Pearson.
2. Charles W.L. Hill, Melissa A. Schilling & Gareth R. Jones (2016) Strategic Management: Theory: An Integrated Approach, South Western Educational Publishing
3. Thomas L. Wheelen, (2017) Strategic Management and Business policy, 15 ed. Pearson Education.

References:

1. Gregory Dess, G.T., Lumpkin, Alan Eisner & Gerry McNamara (2013), Strategic Management: Text and Cases,7 ed McGraw-Hill Education

Name of the Program: Master of Business Administration

Course Code: 3.2

Name of the Course: Projects and Operations Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Objectives:

1. To impart the concepts, tools and techniques of project management
2. To gain clear understanding of Operations Management
3. To gain a perspective on quality improvement and cost reduction

Course outcomes:

1. At the end of the courses, the students must have better insight in to project and operations management.

Module 1 **4 Hours**

Definition of Project, Five phases of project management- Project Initiation, Project Planning, Project Execution, Project Monitoring and Controlling, Project Closing.

Module 2 **10 Hours**

Project management knowledge areas: Project integration management. Project scope management. Project time management. Project cost management. Project quality management. Project resource management. Project communications management. Project risk management.

Module 3 **10 Hours**

Nature and Scope of Production and operations Management, its relationship with other Systems in Organizations, Functions of Production and material management, Types of production Systems.

Forecasting as a planning tool, Forecasting types and methods. Problems.

Facility Planning: Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities. Problems.

Module 4 **10 Hours**

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

Time and Motion Study, Work Study in Management Science

Maintenance: Reactive (run-to-failure), Predetermined maintenance, Preventive maintenance, Corrective maintenance, Condition-based maintenance, Predictive maintenance.

Introduction to Lean operations and elimination of 7 wastes

5S of housekeeping.

Module 5 **10Hours**

Quality management: Introduction; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheets, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control charts;

Quality assurance; Total quality management (TQM) model; Service quality, Concept of Six Sigma and its application.

Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction – QC tools, Introduction to the current ISO for Production Management.

Contribution of Quality Gurus.

Module 6 **8Hours**

Meaning of Productivity and different types of productivity

Materials Management: Role of Materials Management – materials and profitability, Purchase functions, Procurement procedures

Vendor selection and development, Vendor rating, ethics in purchasing.

Inventory Management: Concepts of inventory, types, Classification, selective inventory

management, ABC, VED and FSN analysis. Inventory costs, Inventory models – EOQ, safety stocks, Reorder point, Quantity discounts.
Suggested Readings: 1. Mahadevan B., (2015)., Operations Management: Theory and Practice Pearson, Concepts and Cases, 16 e , Pearson. 2. Saxena J.P., (2012)., Production and Operations Management, Tata Mcgraw-Hill Education Pvt Ltd 3. Ajay K.Garg., (2011)., Production and Operations Management", Tata McGraw-Hill Education Pvt Ltd
References: 1. Martand T. Telsang, (2005)., Production Management, 1ed., S Chand & Company Pvt Ltd 2. Chase, Shankar & Jacob., Operations & Supply Chain Management, 14th Edition, McGraw Hill (2014): Indian Reprint: McGraw Hill, New Delhi

Common Elective

Name of the Program: Master of Business Administration Course Code:3.4.4, 3.5.4, 3.6.4, 3.7.4, 3.8.4, 3.9.4 & 3.10.4 Name of the Course: Business Analytics using Excel		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Objectives:

1. Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
2. Gain an understanding of different mathematical and statistical models available for modeling of various business scenarios including customer value assessment, customer segmentation, discrimination, choice, preference models and decision analysis methods.
3. To develop and use advanced predictive analytics methods
4. To develop expertise in the use of popular tools and software for predictive analytics
5. To learn how to develop predictive analytics questions, identify and select the most appropriate predictive analytics methods and tools, apply these methods to answer the respective questions and presenting data-driven solutions.

Course outcomes:

Competency 1: Predictive Analytics Methods

1. Ability to apply specific statistical and regression analysis methods applicable to predictive analytics to identify new trends and patterns, uncover relationships, create forecasts, predict likelihoods, and test predictive hypotheses.
2. Ability to develop and use various quantitative and Predictive models based on various regression models

Competency 2: Predictive Analytics Tools

1. Develop familiarity with popular tools and software used in industry for predictive analytics, especially R, R Studio and R Markdown.

Competency 3: The Predictive Analytics Cycle

1. Understanding of how to formulate predictive analytics questions.
2. Learn how to select the appropriate method for predictive analysis, and how to

build effective predictive models.

3. Learn how to search, identify, gather and pre-process data for the analysis.
4. Learn how to evaluate the soundness, appropriateness and validity of their models and how to interpret and report on results for a management audience.

Module 1: Introduction to Business Analytics **4 Hours**

Introduction to Business Analytics (BA)*. Evolution and Scope of Business Analytics. Data for Business Analytics. Decision Models – Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process.

Analytics on Spread sheets

Basic Excel skills. Using Excel functions and developing Spread Sheet Models. Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Debugging a spread sheet model.

Module 2: Storytelling in a Digital Era **10 Hours**

A Visual Revolution, From Visualization to Visual Data Storytelling: An Evolution, From Visual to Story: Bridging the Gap - Power of Visual Data Stories: The Science of Storytelling. The Brain on Stories, The Human on Stories, The Power of Stories, The Classic Visualization Example, Using Small Personal Data for Big Stories, The Two-or-Four Season Debate, Napoleon’s March, Stories Outside of the Box

Module 3: Getting Started with Tableau **10 Hours**

Using Tableau, Why Tableau, The Tableau Product Portfolio, Tableau Server, Tableau Desktop, Tableau Online, Tableau Public, Getting Started, connecting to Data, connecting to Tables, Live Versus Extract, connecting to Multiple Tables with Joins, Basic Data Prep with Data Interpreter, Navigating the Tableau Interface, Menus and Toolbar, Data Window, Shelves and Cards, Legends, Understanding Dimensions and Measures: Dimensions, Measures, Continuous and Discrete

Module 4: Descriptive Analytics **6 Hours**

Visualizing and Exploring Data. Descriptive measures to summarize the data. Application of Excel Descriptive statistics tool. Probability distributions and Data modelling. Sampling and Inferential statistical methods. Using Excel Data Analysis add in for estimation and hypothesis testing

Module 5: Predictive Analytics **15 Hours**

Introduction, Statistical Model, Inference about regression coefficient, Multicollinearity, Include/Exclude Decisions, Stepwise Regressions, The Partial F test, Outliers, Violation of Regression Assumptions, Prediction, Multiple Regression: Interpretation of regression coefficients, Interpretation of Standard error of estimate and R Square, Modelling Possibilities, Validation of Fit. Binomial Logistic Regression, Multinomial Logistic Regression.

Module 6 : **Time Series Analysis** **15 Hours**

Introduction – Time Series, Time Series Vs Regression, Components – Predictable, Unpredictable, Local Global, Trend, Seasonality, Additive & Multiplicative models, Cyclicity, Seasonality, Stationary, Noise, Single and Double Exponential Smoothing (Holt's Method), Autocorrelation function, AR Model, MA Model, ARMA Model, ARIMA, GARCH Model.

SKILL DEVELOPMENT

i. Bring out the application of predictive analytics in Marketing, Insurance, Supply chain management, and Education with suitable examples.
ii. Identify the profile of customers for a Digital fitness band that different brands offer. Investigate differences across the usage patterns and product lines concerning customer characteristics such as age, gender, annual income, and the number of miles walks every week. Use the appropriate measure of central tendency and dispersion.
iii. Build a visualization by using tableau based on publicly available Covid Data. The attributes may be a seven-day average of cases and death, Positive rate and number of tests, etc.
iv. Build a regression model by identifying dependent and independent variables. Test model fit and Multicollinearity and Interpret R-Square. Find whether the predictor variables are statistically significant and interpret the regression coefficients.
v. Using Binary logistic regression, identify characteristics that indicate people who are likely to default on loans and use those characteristics to identify good and bad credit risks.
vi. Estimate the stock market return and volatility on selected Thematic Indices. Apply the appropriate Time-series Model for the study.

Suggested Readings:

1. Evans J. R (2013). Business Analytics Methods, Models and Decisions. Pearson,

Upper Saddle River, New Jersey.
Reference Books: 1. Albright C. S., Winston Wayne L. and Zappe C. J (2009). Decision Making Using Microsoft Excel (India Edition). Cengage Learning. 2. Forte, R. M., (2015)., Mastering Predictive Analytics with R., Packt Publishng Limited. 3. Rees, M. (Jully 2015). Business Risk and Simulation Modelling in Practice: Using Excel, VBA and @RISK. John Wiley & Sons. **4.** Richard, M., McCarthy, M., Ceccucci, W., & Halawi, L. (2019). Applying Predictive Analytics: Finding Value in Data. Springer.

3.3 Finance Specialization

Name of the Program: Master of Business Administration Course Code:3.3.1 *Name of the Course: Business Valuation and Value Based Management*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Objectives:

1. To provide knowledge on valuation of business enterprises.
2. To make students understand the various models of value-based management.
3. To give insight on various forms of corporate restructuring.

Course outcomes:

1. The basic concepts required for corporate valuation.
2. The various methods of valuation.
3. Valuation in special cases.
4. Models of value-based management.
5. Strategies for 'value maximization' – corporate restructuring, with special focus on mergers and acquisitions.
6. Financial modelling skills for valuation of business enterprises.

Module 1: Introduction to Fundamental tools of Finance — 8 Hours

Meaning of Financial Management – Goals of Financial Management - Analysis of Financial Statements – DU PONT ANALYSIS; Time Value of Money – Compounding, Discounting, Annuity and Perpetuity; Weighted AverageCost of Capital – CAPM based calculation. Beta – Un-levering and Re-levering

Module 2: Corporate Valuation — 16 Hours

Valuation of Firm and Valuation of Equity – Net Assets Method, Earnings Capitalisation Method, Relative Valuation, Chop Shop Method. Valuation of Firm and Valuation of Equity – Discounted Cash Flow (DCF) Method, Adjusted Present Value (APV) Method, Economic Value Added (EVA) Method. **Indian Valuation Standards issued by ICAI.**

Module 3: Advanced issues in Valuation — 10 Hours

Valuation of High Growth Companies, valuation of Cyclical Companies, Valuation of Banks, valuation of InsuranceCompanies. Cross-border Valuation, Valuation in Emerging Markets, Valuation of Private Companies. Valuation of Intangible Assets. Human Resource Valuation. Brand Valuation.

Module 4: Value Based Management and Corporate Restructuring — 8 Hours

Marakon Approach, Alcar Approach, Mc Kinsey Approach, Stern-Stewart Approach and BCG Approach.Performance Measurement and Analysis. Balanced Scorecard.

Module 5- Corporate Restructuring **8 Hours**

Corporate Restructuring – Ownership Restructuring, Business Restructuring, Asset Restructuring, Organisational Restructuring. Financial Restructuring - designing or redesigning capital structure, financial restructuring in the event of change in legal requirements, financial restructuring in the event of continuous losses, Buy-back of Shares, Rights Issue,Convertible Instruments, Callable Bonds.

Module 6: Mergers and Acquisition **10 Hours**

Valuation for Merger / Acquisitions, financing a merger, Determining Exchange Ratio – Range and Terms.Feasibility of Mergers and Acquisitions

PRACTICALS / SKILL ENHANCEMENT ACTIVITIES

1. Perform Du Pont Analysis for any listed company and identify the areas of concern.
2. Calculate Beta for a listed company using spreadsheet and ascertain its cost of equity.
3. Find value of any company using DCF method, making necessary assumptions.
4. From the latest media reports, identify and list corporate restructuring strategies of at least 5 Indian companies.
5. Make a list of domestic and international mergers and acquisitions over the last 5 years in any industry.
6. Design Excel Templates for Corporate Valuation

Suggested Readings

- Strategic Financial Management - Managing for value creation | Second Edition. (2020). (n.p.): McGraw-Hill Education.
- Strategic Financial Management. (2018). (n.p.): Kojo Press.
- Pettit, J. (2011). Strategic Corporate Finance: Applications in Valuation and Capital Structure. Germany: Wiley.
- Jarrell, S. L., Morin, R. A. (2000). Driving Shareholder Value: Value-Building Techniques for Creating Shareholder Wealth. United States: McGraw-Hill Education.
- Chandra, P. (2011). Corporate valuation and value creation. Tata McGraw-Hill Education.

Name of the Program: Master of Business Administration Course Code:3.3.2 Name of the Course: Indian Financial System		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Objectives:

1. To provide an insight into the functioning of Indian financial system.
2. To make students understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise

Course outcomes:

The student will have improved ability to

1. The framework of Indian Financial System.
2. The various financial institutions that have impact and influence on business organizations and their functioning.
3. The financial markets and their mechanism, with special emphasis on Stock Exchanges.
4. Various financial services available for a business enterprise

Module 1: Overview of Financial system **6 Hours**

Indian Financial System – Features, Constituents of Financial System – Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Overview of Global Financial System

Module 2: Financial Institutions **12 Hours**

Meaning of Financial Institutions, Special Characteristics, Broad Categories – Money Market Institutions and Capital Market Institutions. Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, , National Small Industrial Development Corporation, National Industrial Development Corporation, Life Insurance Corporation of India, Unit Trust of India

Module 3: Non-Banking Financial Institutions **8 Hours**

Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.

Module 4: Financial services **12 Hours**

Concept, Objectives / Functions, Characteristics, Financial Services – Concept, Classification, Regulatory Framework. Merchant Banking, Mutual Funds, Leasing, Credit Rating.

Module 5: Financial Markets **12 Hours**

Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.

Module 6: Stock Exchange **6 Hours**

Meaning and definition, Role and Functions, Regulatory Framework of Stock Exchange, Profile of Indian Stock Exchanges, Listing, Trading

PRACTICALS / SKILL ENHANCEMENT ACTIVITIES

1. Identifying the organisation structure, functions and who's who of select 3 financial institutions.
2. Writing a commentary on the latest measures and policies of the Reserve Bank of India
3. Preparing a list of money-market and capital market instruments and identifying the pros and cons of each of them
4. Identifying the financial services offered by 1 bank and 1 financial institution and listing the features of all the services.
5. Writing a report on the trading activities and modus operandi of BSE / NSE.

Suggestive Readings

1. Guruswamy, S, "Indian Financial System", McGraw Hill Companies
2. L.M. Bhole,"Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
3. Khan, M.Y, "Indian Financial System", TheMcGraw Hill Companies.
4. Sharma, Meera, "Management of Financial Institutions", Eastern Economy Edition.
5. Bhole and Mahakud, "Financial Institutions and Markets – Structure, Growth and

Innovations”, TheMcGraw Hill Companies
6. Guruswamy, S, “Financial Services and System”, McGraw Hill Companies
7. Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill, New York, 1986.
8. Karkal G.C,Unorganised money markets in India, Lalwani, Bombay.
9. Khan. M.Y, Indian Financial System, Vikas
10. H.R Machiraju, Indian Financial System, Vikas Pub. House.
11. E.Gorden& K. Nataraj, Financial Markets and Services, Himalaya Publishing house

References

1. ICWA, Financial Services, ICAI, Publication.
2. G.S. Patel, Capital Market, Functioning and Trends, ICFAI Publication.
3. J.N. Dhonkar, A Treatise an Merchant Banking, Skylark Pub. Delhi.
4. Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
5. SEBI Guidelines issued from time to time.
6. K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications.
7. Gledstone, Venture Capital Investing, NY, Prentice Hall.
8. Smith P.F., Money and Financial Intermediation, The Theory and Structure of Financial Systems, Prentice Hall, New Jersey.

Name of the Program: Master of Business Administration *Course Code:3.3.3* *Name of the Course: Investment Analysis and Management*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Investing surplus funds for generating some returns is common among individuals and organizations. When a business enterprise has idle funds for a certain period of time, it is prudent on the part of the enterprise to invest it wisely and generate decent returns, the onus of which lies on finance manager. Hence, it is essential for finance professional to have knowledge on the process of making and managing investments. This course entitled "Investment Analysis and Management" is introduced to orient a finance professional regarding the process of making and managing investments.

Course Objectives:

- To provide knowledge and skill in identifying various investment alternatives and choosing the suitable alternatives.
- To orient on the procedures and formalities involved in investing.
- To train the learners on portfolio construction and management

Course outcomes:

This course will equip the students with required skills of Investment decisions and actions.

- Identifying investment alternatives
- Choosing the best / suitable alternatives.
- How to construct a portfolio
- Portfolio management

MODULE 1: BASICS OF INVESTMENTS 6 HOURS

Investments – Meaning. Differences between Investment, Trading and Speculation. Process of making andManaging Investments. Investment Goals and Constraints.

MODULE 2: INVESTMENT ALTERNATIVES 6 HOURS

Non-marketable Financial Assets, Money Market Instruments, Fixed Income Securities, Equity Shares, MutualFunds, Derivatives, Life Insurance Policies, Real Estate, Precious and Valuable items.

MODULE 3: STOCK SELECTION AND PORTFOLIO CONSTRUCTION 10 HOURS

Stock Selection: Fundamental Analysis – Economy Analysis, Industry Analysis, Company Analysis and StockValuation. Technical Analysis. Efficient Market Hypothesis. Portfolio Construction: Calculation of Return and Risk, Decomposition of Risk. Portfolio Construction Theories –Markowitz Theory, Sharpe's Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

MODULE 4: BONDS 12 HOURS

Pricing of Bonds, Returns on Bonds, Risks associated with Bonds, Duration and Modified Duration. Bond PortfolioConstruction – Immunization Strategy

MODULE 5: MUTUAL FUNDS 8 HOURS

Mutual Funds – Net Asset Value. Mutual Fund Returns. Selection Criteria – Sharpe's Measure, Treynor's Measure,Jensen's Measure.

MODULE 6: PORTFOLIO EVALUATION AND REVISION 6 HOURS

Selection criteria: Performance Evaluation- Sharpe's Performance Index, Treynor's Performance Index and Jensen's Measure to identify the predictive ability, Evaluation of Mutual Fund. -NAV method, Portfolio Revision Methods- Investment Timing, Formula Plans Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan

PRACTICALS / SKILL ENHANCEMENT ACTIVITIES

1. Administering 'Risk Measurement Tools' and identifying the type of risk takers of at least 5 individuals.
2. Perform Fundamental Analysis and identify at least 5 stocks suitable for long-term investment
3. Perform Technical Analysis and identify at least 5 stocks for short-term investment
4. Construct Portfolio of selected stocks using Sharpe's Model or CAPM
5. Identify and suggest at least 5 Mutual Funds suitable Mutual Funds, on the basis of different parameters

Suggestive Readings:

- Charles P. Jones (2007); “Investments Analysis and Management”, Wiley, 9th Edition
- Punithavathy Pandian, (2007); *“Security Analysis and Portfolio Management*”, Vikas Publishing House Private Limited, Fifth Reprint Edition.
- Reily and Brown (2007); *“Investment Analysis and Portfolio Management*”, Thomson South Western, 8th Edition, First Indian Reprint.
- Fischer, E Donald and Jordan, J Ronald (2005); “*Security Analysis and Portfolio Management”*, Prentice Hall of India Private Ltd., 6th Edition.

Additional Readings:

- Haugen Robert (2003); “Modern Investment Theory”, Pearson Education, 5th Edition.
- Bhalla, V.K. (2006); “Investment Management”, S. Chand; 12th Edition.
- Hirschey and Nofsinger (2008); “Investments – Analysis and Behaviour”, Tata McGraw Hill Publishing Company Limited, Special Indian Edition.
- Avadhani V.A (2006), “Securities Analysis and Portfolio Management”, Himalaya Publishing House, Eighth Revised Edition.
- Sharpe, Alexander and Bailey (1996); “Investments”, Prentice Hall of India Private Limited, 5th Edition.
- Kevin (2008); “Security Analysis and Portfolio Management”, Prentice Hall of India Private Limited, First Reprint Edition.

1.4 MARKETING SPECIALIZATION

Name of the Program: Master of Business Administration Course Code: 3.4.1 Name of the Course: Retailing Management and Services		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Objectives:

1 To understand the services domain from a marketing perspective.

2 To understand retailing as a business and have a comprehensive view of the marketing and store management functions in a retailing organization.

Course Outcomes:

1. At the end of the course, student must be able to understand the essential components of a service business and manage retailing.

COURSE CONTENT

MODULE 1: INTRODUTION TO SERVICES MARKETING 8 HOURS

Foundations of services marketing - The services concept- Service Industry –Nature of Services, Distinctive Characteristics of Services, Classification of Services – Importance of Services Marketing - The Growth in Services – Global & Indian Scenarios, Extended Services Marketing Mix: 7 Ps of Services Marketing.

MODULE 2: SEERVICE QUALITY 10 HOURS

The GAP model, Customer expectations of services, Customer perceptions of Service and Measurement of quality in services, Servqual model and measurement methods, Employees role in service delivery, Creating a culture of service, the services marketing triangle, Customers role in service delivery, Services -Market Segmentation –Positioning and Differentiation of Services, Strategies for managing closing the five gaps.

MODULE 3:SERVICE BLUE PRINT 10 HOURS

Managing the Service Process – new service development, Service Blueprints, Customer defined service standards, Physical Evidence and Cape Services. Service encounter, Service failure and recovery, Service pricing, Customer relationship management and Loyalty in services, Role of social media in customer services.

MODULE 4: INTRODUCTION TO RETAILING 10 HOURS

Introduction to retailing, types of retailers and Retail formats including e-tailers, theories of retail development, Consumer shopping behaviour and decision-making process, the concept of franchising, Retail mix, measuring performance in retail, Introduction to multi-channel retailing, Retail Strategy

MODULE 5: STORES MANAGEMENT 8 HOURS

Key elements of store operations and managing touch points, role of a store manager, Retail location selection, Segmenting and targeting in retail, shopper marketing - components, store design and layouts, Visual Merchandising**.**

MODULE 6: IMC IN RETAILING 10 HOURS

Integrated marketing Communications in retailing, Merchandising concept and functions, Merchandise Management, Concept of CPFR, Category Management - Definition and process, Introduction to private labels. Customer services in retailing.

Suggested Readings:

- Valarie A Zeithml, Mary Jo Bitner and Ajay Pandit. 7th edition (2018). *Services Marketing – Integrating customer focus across the firm*. Paco Underhill.
- K Rama Mohana Rao. 2nd edition (2011). *Services Marketing*. Pearson Education India.
- W. Jochen. L Christopher. Chatterjee Jayanta. (2017). *Services Marketing -People Technology Strategy*. Pearson Education.

References:

- Simon & Schuster. (2008). *Why we buy – The Science of Shopping*. Paco Underhill.
- G.P.Sudhakar. (2012). *Integrated Retail Communication*. Prentice Hall of India Pvt Ltd.
- Rosemary Varley and Routledge. (2005). *Fundamentals of data visualization: a primer on making informative and compelling figures*. O'Reilly Media.

Name of the Program: Master of Business Administration

Course Code: 3.4.2

Name of the Course: Consumer Behavior

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Objectives:

1 To gain clear understanding of the factors that shape consumer behavior

2 To understand various theoretical models of consumer behavior.

3 To gain a perspective on consumer behaviour research and some important tools and techniques used.

Course Outcomes:

1. At the end of this course, students will be able to appreciate the importance of understanding consumer behaviour for marketing success, understand the various factors shaping consumer behaviour and choice, be able to conduct exploratory research in consumer behavior and be able to use understanding of consumer behaviour in making marketing plans.

COURSE CONTENT

MODULE 1: INTRODUCTION TO CONSUMER BEHAVIOUR 8 HOURS

Introduction: The Scope and importance of consumer behaviour, Concept, diversity of consumer behavior, Characteristics of Indian Consumers. Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.

MODULE 2: INDIVIDUAL & GROUP BEHAVIOUR 10 HOURS

Influences on the Consumer: Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups - opinion leaders - family decision making and consumption related roles - family life cycle - social class and consumer behaviour - influence of culture on consumer behaviour- cross cultural context. Diffusion of innovations: the diffusion and adoption process - consumer innovativeness and personality traits.

MODULE 3: CONSUMER DECISION MAKING MODELS 8 HOURS

Consumer decision making: Models of consumer decision making - Engle-Kollatt Blackwell model, Howard-Sheth Model, Bettman's Model, HCB Model. Concept of involvement, extensive/limited problem solving – routinized responsive behavior.

MODULE 4: CONSUMER SATISFACTION MODELS 8 HOURS

Post purchase behavior: Consumer satisfaction concept & Models – Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behavior.

MODULE 5: CONSUMERISM 12 HOURS

Consumerism: Evolution of consumer society. Definition of consumerism, buyers & sellers rights, effects of consumerism. Organizational Buying: Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities.

MODULE 6: 10 HOURS

Organizational Influences on Buying Behavior: Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying.

Suggested Readings:

- DebrajDatta and MahuaDatta. 1ST edition (2011). *Consumer behaviour and Advertising Management*. Vrinda Publication Pvt Ltd.
- K Rama Mohana Rao. 2nd edition (2011). *Services Marketing*. Pearson Education India.
- S.Sumathi and P. Saravanavel.. (2017). *Marketing Research and Consumer Behaviour*. Vikas Publishing House Pvt Ltd.

References:

- Rama Bijapurkar. (2013). *We are like that only*. Penguin India.
- Matinkhan. (2007). *Consumer Behaviour and Advertising Management* new age publishers.
- Conner Acevedo. (2018). *Consumer Behaviour and Advertising Management*. ED-TECH press.

<table>
<tr><td colspan="3" align="center">Name of the Program: Master of Business Administration
Course Code: 3.4.3
Name of the Course: Rural and Agricultural Marketing</td></tr>
<tr><td>Course Credits</td><td>No. of Hours per Week</td><td>Total No. of Teaching Hours</td></tr>
<tr><td>4 Credits</td><td>4 Hrs</td><td>60 Hrs</td></tr>
<tr><td colspan="3">Course Objectives:
1 To understand the opportunities and challenges in rural marketing
2 To understand the differences between Rural and Agricultural marketing.
3 To evaluate different marketing strategies used in rural distribution and promotion.</td></tr>
<tr><td colspan="3">Course Outcomes:
1. At the end of the course, the student must develop an appreciation for rural and agricultural marketing.</td></tr>
<tr><td colspan="3">COURSE CONTENT
MODULE 1:INTRODUCTION TO RURAL MARKETING 8 HOURS
Introduction to Rural Marketing: Definition and Scope of Rural Marketing, Components of Rural Markets, Classification of Rural Markets, Rural vs. Urban Markets. Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land Use Pattern, Irrigation, Rural Development Programs, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets.</td></tr>
</table>

MODULE 2:RURAL MARKETING MIX 10 HOURS

Segmenting Rural Markets, Rural Marketing Mix Strategies: Positioning in rural markets, Rural Product Strategies and Brand Management – Rural Pricing Strategies – Rural Distribution Strategies – Innovative Distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti, Mahindra Samriddhi sand Godrej Sakhi. Rural Promotional Strategies, Challenges in Rural Communication, Rural Media- Mass Media, Non- Conventional Media, Personalized Media, Rural Media Typology, Rural Media Innovation, Influence of Consumer Behaviour on Communication. Cases on FMCG /Beverages /OTC marketing in rural markets.

MODULE 3: RURAL MARKETING STRATEGIES 8 HOURS

Marketing strategies for rural markets, Market Research in rural India including findings published reports like Thompson's rural market index and similar ones, Consumer Finance, Public-Private Partnership, E-Rural Marketing, Role of Government and NGOs in Rural Marketing. Qualitative research techniques for rural research, NSSO rural consumption studies

MODULE 4: AGRICULTURAL MARKETING 12 HOURS

Agricultural Marketing: Nature and Scope, Objectives of Agriculture Marketing, classification of agricultural products and markets, how agricultural marketing is different from rural marketing, Challenges in Agricultural Marketing, Channels of Distribution for agricultural products, Managing rural distribution networks. Government led incentives for agricultural marketing like Krishimarata Vahini, online trading in Karnataka, and Agmarknet, Impact of Rural Credit and Finance on Rural Consumerism – Scope and role of Banking and NBFCs in Rural markets.

MODULE 5: COOPERATIVE MARKETING 8 HOURS

Export potential for farm products - Role of APEDA, Global GAP, International Marketing and Export process -Supporting Services, Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector and successful cases such as Amul. Supply Chain Management in Agricultural products including Post harvest processes and cold chains, commodity markets and futures, understanding the economics of fresh, chilled and frozen produce.

MODULE 6: FUTURE OF RURAL MARKETING 10 HOURS

The Future of Rural Marketing, Concept and working of contract farming in India. Suggestions and group discussions from students on the future of Rural Marketing in India.

Case studies of Safal, Gherkin exports, and Poultry farming may be useful.

Suggested Readings:

- Kashyap. 3rd edition (2016). *Rural Marketing*. Pearson Education India.
- BalramDogra&KarminderGhuman.(2007). *Rural Marketing: Concepts and Cases*. Tata McGraw Hill Education Pvt Ltd
- Krishnamacharyulu. 2nd edition(2010). Rural Marketing: Text and Cases. Pearson India

References:

- D Kumar.P Gupta. (2017). *Rural Marketing: Challenges and Opportunities*. SAGE Publications Pvt. Ltd.
- NilabjaGhosh. (2013). *India's Agricultural Marketing: Market Reforms and Emergence of New Channels.* Springer India.
- Dr. SubhashBhave. Agribusiness Management in India –Text & Cases

3.5 HUMAN RESOURCES

Name of the Program: Master of Business Administration Course Code:3.5.1 Name of the Course: Learning and Development		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Objectives:

1. To enable the students to understand the concepts, principles and process of learning and development.
2. To develop an understanding on various non-training solutions to improve employee performance

Course outcomes:

1. By the end of this course, a student would learn to develop an understanding of how to assess training needs and design training programmes in an Organisational setting. To familiarize the student with the levels, tools and techniques involved in evaluation of training effectiveness

Module 1: INTRODUCTION **8 Hours**

Introduction - Need and importance of Training and development in organizations - A Systematic approach to Training & Development - Assessment, Training and Development and Evaluation Phases, Training administration, difference between training and learning.

Module 2: ORGANISATIONAL DEVELOPMENT **10 Hours**

Need Assessment and Analysis - Organizational Support for need assessment - Operational / Organizational analysis - Requirement analysis - Individual analysis - Motivational aspects of HRD - Development cycle - Reinforcement for behaviour modification - Challenges to become learning organization - Trainee readiness - Trainee motivation to learn.

Module 3: TRAINING METHODS **10 Hours**

An overview of Instructional Approaches - Traditional and modern Instructional

Approaches - Internal Vs External Training - Training Methods - On the Job - Apprenticeship working – mentoring; Off the Job - Case studies - lectures - vestibule – sensitivity - in-basket - role plays - audio-visual & other contemporary methods - Adult learning principles or methods

Module 4: TRAINING EVALUATION AND MEASUREMENT 10 Hours

Training Evaluation and Measurement - Introduction to evaluation process - Criteria development - choosing criteria measures - Evaluation of Criteria - Experimental Designs - quasi experimental designs - Other methods of evaluation - External Training Validity - Models of Evaluation - ROI on Training

Module 5: HUMAN RESOURCE DEVELOPMENT 10 Hours

Human resource development - HRD at micro and macro levels - Sub-systems of HRD - role of HRD function - Concept of career – Career Stages - Steps in career Planning - Methods of career planning and development - Career development Actions and programs - Career problems and solutions - Guidelines for Career management – Concept, need and importance of management development - Management development process - Leader centred techniques of management development.

Module 6: Valuation of Mergers & Acquisition 8 Hours

Practical - Design and conduct training program and visit vocational training institutes.

- Create and implement a training needs analysis
- Develop and implement a training plan
- Assess and/or evaluate a training plan
- Propose alternatives to training

Suggested Readings

1. Goldstein, I. L., & Ford, J. K. (2002). Training in organizations: Needs assessment, development, and evaluation (4th ed.). Belmont, CA: Wadsworth.
2. Lynton & Parekh, (2011)., Training for Development, 3 ed. Sage Publications
3. Robert L. Craig, “ASTD Training and Development”, McGraw Hill Publications

References

1. Dugan laird, (2003), Approaches to Training and Development, Perseus Publishing.
2. Noe, A Raymond & Kodwani, Deo Amitabh, (2012), Employee Training and Development”, 5e, McGraw Hill Publications, 2012

Name of the Program: Master of Business Administration Course Code:3.5.2 Name of the Course: Team Dynamics at Work		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	58 Hrs

Course Objectives:

1. To understand the purpose and the value of team building.
2. To apply as when teams are important and when they are not.
3. To describe how teams are formed and how they operate.
4. To comprehend and apply the techniques and principles of conflict resolution to make teams more effective.
5. To interpret the application of talent development within a team environment.
6. To evaluate the techniques to assure good team function.
7. Apply team-building activities.

Course outcomes:

1. To impart the fundamentals of the key elements of a business organization
2. To develop analytical skills to identify the link between the management practices in the functional areas of an organization and business environment.
3. To provide insights into latest technology, business communication, management concepts and to build team work and leadership skills among them.
4. To inculcate the habit of inquisitiveness and creativeness aimed at self-actualization and realization of ethical practices.

Module 1: INTRODUCTION **10 Hours**

Team composition, formation of teams and development- Intra team Dynamics -Inter group relations -Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making, Group dynamics, Dynamics of teams and Team building

Module 2: LEADERSHIP TEAM DECSION MAKING **10 Hours**

Leadership-Team Decision Making, Discovering the interpersonal orientation through, training needs analysis, STAR team model (Strengths, Teamwork, Alignment and Results), Experiential learning Methodologies-T- group sensitivity training, encounter groups Culture, Types of culture in the organization, Culture, Discipline, Organizational Effectiveness in creating team culture

Module 3: TALENT MANAGEMENT **10 Hours**

Elements, benefits and challenges of Talent Management System - Building blocks of Talent management: competencies, performance management, evaluating employee Potential - Modern practices in talent attraction, selection, retention and engagement

Module 4: GROUPS **10 Hours**

Introduction to Groups, Nature of groups, stages of group development, Encounter groups, appreciative enquiry, Discover the facets of interpersonal trust through Johari window, communication skills.

Module 5: NEGOTIATION **8 Hours**

Introduction to Negotiation, Negotiation skills and strategies for team building, team morale, team building strategies at work place.

Module 6: CONFLICT AND STRESS **10 Hours**

Nature of conflict, theories of conflict, work place conflict, Conflict resolution in teams, competitive vs collaborative behaviour, developing collaboration. work stress and stress management

Suggested Readings

1. Levi, Daniel. (2014). Group Dynamics for Teams, 5th Edition, SAGE Publications.
2. Simon Hartley, Stronger Together: How Great Teams Work , Little, Brown Book Group UK

References

1. Greg L stewart, Charles C manz, Team Work and Group Dynamics, John Wiley and Sons

Name of the Program: Master of Business Administration Course Code:3.5.3 Name of the Course: Performance Management System		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Objectives:

1. The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations.

Course Objectives

1. It is particularly intended for students as future managers and supervisors who will conduct the performance appraisal of their subordinate

Module 1: INTRODUCTION **10 Hours**

Conceptual aspects of Performance System, Dimensions and excellence in performance- Pillars of human performance - Theoretical base for PMS - Objectives and functions of PMS - Performance Management Prism - Competency based PMS - Electronic PMS- Potential appraisal and HRM, Performance Management and Employee Development – Emerging trends in performance appraisal.

Module 2: TEAM PERFORMANCE MANAGEMENT **12 Hours**

Team performance Management - Building and leading high performance teams - Virtual teams - Remote working, prerequisites of remote team performance -Role of team leaders - Drivers of performance - Designing appraisal programs - Conducting appraisals - individuals and teams - Feedback mechanisms – Individual and team rewards.

Module 3: PERFORMANCE APPRAISAL **8 Hours**

Objectives, process, pros and cons of Performance appraisal - Design of appraisal forms using rating scales - Different methods of appraisals – Past, present and future oriented methods.

Module 4: PERFORMANCE MANAGEMENT CHECKLISTS 8 Hours

Data collection on Performance information - Presentation, interpretation and corrective action - Performance management guidelines and checklists for managers - Common problems in assessment - Ways to avoid pain during appraisals.

Module 5: PAY AND PERFORMANCE 8 Hours

Managing high performance - Pay for performance - Performance improvement - Identification of gaps - Creative performance strategies - Performance management skills

Module 6: ISSUES IN PERFORMANCE APPRAISAL 10 Hours

Legal issues associated with performance appraisals - Mentoring and coaching - Counselling and Monitoring Managing development - Guidelines on appraising expatriate's Performance, counselling for better performance - Six sigma and bench marking.

Suggested Readings

1. B D Singh,(2012), Performance Management System – A Holistic Approach", Excel books
2. S Kohli and T Deb,(2008) "Performance Management", Oxford Higher Education

References

1. SoumendraNarainBagchi, (2013) "Performance Management 2 ed., Cengage Learning
2. Herman Aguinis, (2013) Performance Management" 3 ed. , Pearson.

3.6 HEALTH CARE MANAGEMENT

Name of the Program: Master of Business Administration

Course Code:3.6.1

Name of the Course: Perspectives On Health Care Sector

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

The healthcare sector is one of the important social sectors operating in the economy which has a bearing on the performance of other sectors within the economy. This course will provide bird's eye view of health sector, including the policies pertaining to healthcare set- up in India. The course will help the participants to be familiar with terminology as applicable to healthcare set up including having overview of non-clinical disciplines. The course will also provide understanding of the roles of the government and different constituents in healthcare industry. It provides the general understanding of the gamut of the operations and impact of the same being undertaken by various stakeholders.

Course Objectives:

- To introduce the student to the overview and perspectives of healthcare sector.
- To develop sense of interest about healthcare sector among students.

Course Outcomes:

- By the end of the course, the student is expected to develop sensitivity about healthcare issues.

Unit 1: Introduction **8 Hours**

Meaning, Scope & Dimensions of health and well-being, Determinants of health, Role of healthcare in Human Development, economic Development and inclusive growth.

Unit 2: Healthcare Terminology **8 Hours**

Introduction to Epidemiology, Human Biology; Familiarization with terms like Bio-chemistry, Physiology, Anatomy, Microbiology, Pathology & Pharmacology.

Unit 3: Indian Healthcare **10 Hours**

Constitutional rights and obligations for citizens, Healthcare Delivery in India, Primary, Secondary and Tertiary Levels, Public and Private Health Systems-Indigenous Systems of Medicine, Health Policy, Healthcare Reforms in the recent years.

Unit 4: Healthcare Sector **12 Hours**

Introduction to Medical Diagnostics, Devices and Imaging Industry, Pharmaceuticals, Medical Tourism and Health Insurance-Drivers of healthcare industry-Government Policies and Regulations-Profiles of the major companies -Outsourcing; Challenges and Opportunities-Recent Trends-Research and Development Activities.

Unit 5: Status of the Healthcare Sector **12 Hours**

Introduction to Demographics- Statistics on healthcare infrastructure in India- Overview of international health systems as compared to Indian Health System-Plurality of healthcare situation-Coverage and the impact of the health services-Future of the Indian Health System-Challenges and emerging domains in the healthcare delivery- Social Audit

Unit 6: Practical Interaction **6 Hours**

Case Study Discussion and interaction with healthcare professionals from constituents of the healthcare sector.

References:

- Goel, S.L. (2004). "*Health Care Organization and Structure*", Deep and Deep Publications.
- Majumdar, P.K (2010). " *Fundamentals of Demography*", Rawat Publications.
- Moisio, Marie A (2000). "*A Guide to Health Insurance Billing*", Delmar Cengage Learning, Ist Edition.
- Kumar, Rajesh (2009). " *Global Trends in Health and Medical Tourism*", SBS Publishers and Distributors Pvt Ltd.

Name of the Program: Master of Business Administration

Course Code:3.6.2

Name of the Course: Management of Public Health Systems

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

“Prevention is better than cure”. This adage goes well with the public health systems. This course will help in learning, develop, implement and evaluate effective public health initiatives within the country. The knowledge attained by this course will enable professionals to conceptualize and analyze programs in the context of the communities they serve, taking into account cultural, social, economic, ethical and legal factors.

Course Objectives:

- To introduce the student to public health domain.
- To make the student understand the principles and dimensions of public health.

Course Outcomes:

- The student shall be in a position to appreciate the role and importance of public health in healthcare

Unit 1: Introduction to Public Health **8 Hours**

Meaning and scope - Changing concepts in public health – Concept of disease - Principles of disease transmission & disease control- Health for All vs Health for only those who can pay.

Unit 2: Public Health System **10 Hours**

Healthcare of community-Public Health Planning and Management- Role of environment (air, water and land) in Health-Disaster Management-Prediction, Preparation and Rehabilitation-Communitization of Health

Unit 3: Principles and Methods of Public Health **10 Hours**

Epidemiology of communication and non-communicable diseases-Vital Statistics of Public Health – Principles of epidemiological studies and epidemiological methods – Types of epidemiological studies- Surveillance, Monitoring.

Unit 4: National Health Programmes 12 Hours

Health Programmes on Maternal and Child Health, Family Welfare, Occupational Health, Environmental Health, Genetics, Geriatric Health, Nutrition and Health and Mental Health-Evaluation of the programmes and schemes-National Health Mission- Community Health Programs-Community Participation-Role of NGOs-Advocacy Campaigns

Unit 5: Health Education and Communication 10 Hours

Information, Communication and Education (ICE) in Health; Principles, Methods, and Materials-Role of Mass Media-Mass Communication.

Unit 6: Medical Ethics 6 Hours

Codes of Conduct: MCI Regulations (Professional conduct etiquette and ethics) – Ethics of trust vs ethics of rights– Understanding of patient rights-Distributive justice in health care – Ethics in organ transplantation, clinical trial, care of terminally ill, Euthanasia (Assisted Death)

References:

- K Park. (2011). "*Text Book of Preventive and Social Medicine*", BanarasidasBhanot, 21edition .
- Webber, Roger. (2005). "*Communicable Disease Epidemiology and Control: A GlobalPerspective*" , Oxford University Press ; 2nd Edition.
- Rao, A.A. Kameswara. (2005). "*Community Medicine: Practical Manual*"
- Schneider, Mary-Jane. (2012). "*Introduction to Public Health*" ., Jones & Bartlett Publishers; 3 edition.
- Sathe&Sathe. (1997). "*Epidemiology & Management for Healthcare for all*", PopularPrakashanam.
- Francis C M. (1993). "*Medical Ethics*", Jaypee Brothers Medical Publishers (Pvt Ltd), NewDelhi.
- S. L Goel. (2001). "*Healthcare Systems and Managements; Primary Healthcare Management*", Deep and Deep Publications, New Delhi , Vol 4.

Name of the Program: Master of Business Administration

Course Code:3.6.3

Name of the Course: Health Economics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

Health Economics course has been designed to develop basic understanding and skills necessary to analyze issues and problems in utilization of health services from an economic perspective. Health sector consumes a large proportion of resources. As a consequence, there are major economic issues involved, not only on whether this amount is right, but how best to spend it and on whom. Therefore, this course becomes imperative for policy makers, planners, and managers in the field of healthcare. The course covers the basic theory of microeconomics in health care such as demand, supply, pricing; production, cost, competitive market equilibrium, monopoly and monopolistic market etc.

Course Objectives:

- To introduce the student to the micro and macro-economic principles as applicable to healthcare.
- To make the student to understand healthcare markets.

Course Outcomes:

- By the end of the course, the student shall be in a position to understand the application of healthcare economics.

Unit 1: Nature and Scope of Health Economics 6 Hours

Definition , Concept and application in Health Systems-Health Economics vs Healthcare Economics-Basic Economic Concepts - Circular Flow of Economic Activity - Using Economics to Study Health Issues - Nature and relevance of Economics to Health and Medical care.

Unit 2: Healthcare and Macroeconomics **10 Hours**

Unique nature of health as an economic activity-Demand and supply of healthcare- Health as a consumer and investment good- Macro economic theory and policy - Valuation & Measurement of Health-Monetary evaluation of length of life- Valuation of the quality of life-Economic Evaluation in healthcare– Understanding of welfare economics.

Unit 3: Healthcare and Microeconomics **10 Hours**

Current Assets, Inventory valuation, Cost formulas (AS-2) Fixed Assets Cost of Acquisition (AS-10), Depreciation methods (AS-6), Liabilities and its classification.

Unit 4: Healthcare Economics and Planning **10 Hours**

Basic Economic Aspects in Healthcare-Externalities (Spillover Effects)-Equity and Health-Techniques of Economic Efficiency, Operational Efficiency and Allocative Efficiency - Economic aspects of Public Private Partnership (PPP).

Unit 5: Healthcare Market **12 Hours**

Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.

Unit 6: Practical Assignment **8 Hours**

Assignment on demand and supply analysis of new hospitals.

References:

- Getzen, Thomas E. (2006). ”*Health Economics and Financing*” , Wiley , 3rd Edition.
- Dutta, ShuvenduBikash. (2014). ”*Health Economics for Hospital Management*” ,Jaypee Brothers Medical Publication Ltd.
- N K Anand&ShikhaGoel. (2010). “*Health Economics*”, A.I.T.B.S Publishers India, New Delhi,2nd Edition.
- V Raman Kutty. (1999). “*A Premier of Health Systems Economics*”, Allied Publishers, New Delhi.
- James Henderson. (2011). ”*Health Economics and Policy*”, Cengage Learning, 5 Edition.

3.7 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)

Name of the Program: Master of Business Administration

Course Code:3.7.1

Name of the Course: Strategic Credit Management in Banks

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60Hrs

Course Overview

Major challenge faced by every bank is its deteriorating quality of assets, specially the'advances'. A liberal lending policy of a bank can lead to high volume of non-performing assets while a rigid lending policy could get no business. Further, the competition amongbankscouldforcebankstoadoptshort-termmeasuresforboostingmeasures, having impact on long-run record of the business. Hence, it is essential for banks to have the idea of managing credit strategically. This course provides a framework of Credit Management of Banks from strategic perspective.

Course Objectives:

1. To provide a framework of banking in general, and functioning of banks in Indian context, in particular.
2. To provide knowledge of the credit management strategies of banks.
3. To make understand the process and procedures adopted by banks for processing loan applications.
4. Toprovideknowledgeofmanagementofnon-performingassetsofvariousbanks.

Course Outcomes:

1. Know the regulation of banks in Indian environment and their functioning.
2. Know the process, systems and procedures of sanctioning credit by various banks.
3. Obtain the skill of evaluating financial statements and other documents as appraised by the banks.

4. Know about the strategies used by banks for managing non-performing assets

COURSE CONTENT

Unit 1: EVOLUTIONOFBANKINGINSTITUTIONS 10 Hours

Introduction to banking business, Commercial Banking, Functions, Services, General Structure and methods of Commercial Banking in India, Mechanism of Credit Creation, Liabilities, Assets of Banking, Systems of Banking, Banking innovations, RBI, Function sand Role of RBI, Monetary policy of RBI.

Unit 2: OVERVIEW OF BANK'S CREDIT POLICY 8 Hours

Introduction to Credit policy, Importance, Objectives and Formulation of Loan policy, Credit Exposure and RBI norms, Different types of Loan and Advances, Fund based and Non-Fund based facilities.

Unit 3: APPRAISAL OF CREDIT PROPOSALS:SANCTIONING OF CREDIT LIMITS 10 Hours

Introduction, Meaning and Scope of Credit Appraisal, The credit process, Pre appraisal stage, Appraisal stage, Post-sanction Compliance: Monitoring and Supervision of Advances, Documentation, Purpose, Process for Fresh Advances, Documentation at time of Renewal/Enhancement/Death of a borrower.

Unit 4: CREDITANALYSIS: DIFFERENT TYPES OF BANK BORROWERS 10Hrs

Introduction, Credit Analysis of Sole Proprietary concern, Partnership firms, Limited companies, Local Bodies and Statutory Bodies/Corporations.

Unit 5: EVALUATING COMMERCIAL LOAN REQUEST: FINANCIAL STATEMENT ANALYSIS 10 Hours

Introduction, Financial statements, Ratio Analysis as a tool for Financial Statement analysis, Accounting ratios, Types of ratios used for appraisal of Credit Proposal

Unit 6: MANAGEMENT OF NON-PERFORMING ASSETS 8 Hours

Introduction, Meaning and Definition, Importance, and Classification of Non-Performing assets, Guidelines for classification, Provisioning norms, Recovery of NPA's, Strategies for reducing NPA's

Suggested Reading

1) Popli, G. S., & Puri, S. K. (2013). Strategic Credit Management in Banks. PHI Learning Pvt. Ltd..

2) Suresh, P., & Paul, J. (2014). Management of banking and financial services. Pearson Education India.

3) Gordon, E., & Natarajan, K. (2009). Financial markets and services. Mumbai: Himalaya Publishing House.

4) Khan, M. Y. (2013). Indian financial system. Tata McGraw-Hill Education.

5) Gupta, P. K. (2011). Insurance and risk management. Himalayan Books.

References

1) LOOMBA, J. (2013). Risk management and insurance planning. PHI Learning Pvt. Ltd.

2) Sethi, J., & Bhatia, N. (2012). Elements of Banking and Insurance. PHI Learning Pvt. Ltd..

Name of the Program: Master of Business Administration Course Code:3.7.2 **Name of the Course:** Insurance Planning &Management		
Course Credits	No of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60Hrs

Course Overview

Many Financial Products and Services have been innovated and introduced in financial markets over centuries. One of the Prominent Financial Products is Insurance. Being the need of every individual and organization, knowledge of its spread, systems and operations is essential for every person planning a career in Finance. This Course is introduced to provide a broad-based knowledge about various insurance products and the operational procedures associated with the major products.

Course Objectives:

1. To provide knowledge on the various forms of Life, Health and Property Insurance.
2. To provide orientation on selection of insurance products.
3. To outline the mechanism of pricing insurance products.
4. To orient about the operational procedures of various forms of insurance

Course Outcomes:

1) Know about the various forms of insurance and their suitability.
2) Know about the criteria for selection of various insurance products.
3) Know the pricing mechanism of insurance products.
4) Know the systems and procedures associated with various forms of insurance.

COURSE CONTENT

Unit 1: INTRODUCTION TO INSURANCE 8 Hours

Introduction, Meaning, Origin and Development of Insurance, Characteristics, Purpose and Need, Benefits, Functions and Importance of Insurance, Principles and Nature of Insurance Contract,TypesofInsuranceContracts,FundamentalsofInsurability,Classifications of Insurance, Structure of Insurance Industry in India

Unit 2: LIFEINSURANCE,NEEDANDPOLICY ANALYSIS 10 Hours

Introduction, Motives of Purchasing Life Insurance Policy, Life's need analysis, Determining the amount of Life Insurance, Human value approach, Need's approach, Capital retention approach, Life Insurance Policy, Types of Life Insurance Policy, Benefits of Life Insurance, Policy selection, Determining the cost of Life Insurance, Factors to consider while buying Life insurance.

Unit 3: MEDICALINSURANCE 10 Hours

Health Insurance Policy, Health Insurance Policies in India-An Overview, Types of Health Insurance, Types of Coverage, Personal Accidents/Disability Income Insurance, Factors to consider while buying Medical Insurance

Unit 4: PERSONAL PROPERTY AND LIABILITY INSURANCE 8 Hours

Home Owner's Insurance, Coverage Types, Claims procedure, Motor Vehicle Insurance-Types, Overseas and Travel Insurance-Types, Travel Insurance Policy exclusion

Unit 5: INSURANCE PRICING 10 Hours

Pricing Objectives, Rate making, Life Insurance Pricing elements, Objectives of Rate making, Basis of rating in Indian context, calculation of Premium, Rate making in property and Liability Insurance, Method so floating

Unit 6: POLICY SERVICING AND CLAIMS SETTLEMENT 10 Hours

Insurance Documents, Nomination, Alterations, Revival, Policy loans, Surrender value and Paid up value, Issue of Duplicate Policies, Cost Policies, Claim settlement Objectives, Types and Steps in Settlement of Claim, Claim settlement process for Life

Insurance,HealthInsurance,Re-Insurance,Need,TypesandAlternatives.

Suggested Reading

1. Jatinder Loomba : Risk Management and Insurance Planning PHI,2014
2. Misra M.Nand Misra S.R, Insurance Principles and Practice, S. Chand and Co. New Delhi, 2007
3. P.K.Gupta,InsuranceandRiskManagement,Himalayapublishinghouse,2015
4. Ganguly , Anad, "Insurance Management", New Age International ,New Delhi

References:

1. JaveS. Trieschimam, Sandra G.Guatarson, Robert E Houyt, Risk Management and Insurance, ThomsonSowllaWesternSingapore,2003
2. Black, Kenneth and Horord D Shipper," Life and health Insurance", Pearson Education, New Delhi.

Name of the Program: Master of Business Administration Course Code:3.7.3 Name of the Course: Indian Financial System		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60Hrs

Course Overview

A finance professional needs knowledge of financial management practices within the organization, and financial systems which influence the organization from outside. The financial system comprises of financial institutions, financial markets, financial instruments, financial products and services. A thorough understanding of all these components will equip a finance manager to make better and informed decisions. Hence, the course on"IndianFinancialSystem"whichorientsthelearneralltheexternalforcesinfluencingfinancialandstrategicdecisionsofa business enterprise is introduced.

Course Objectives:

1. To provide an insight into the functioning of Indian financial system.
2. To make students understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise.

Course Outcomes:

1. The frame work of Indian Financial System.
2. The various financial institutions that have impact and influence on business organizations and their functioning.
3. The financial markets and their mechanism, with special emphasis on Stock Exchanges.
4. Various financial services available for a business enterprise

COURSE CONTENT

Unit 1: OVER VIEW OF FINANCIAL SYSTEM **6 Hours**

Indian Financial System – Features, Constituents of Financial System –Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Overview of Global Financial System

Unit 2: FINANCIALINSTITUTIONS **12 Hours**

Meaning of Financial Institutions, Special Characteristics, Broad Categories – Money Market Institutions and Capital Market Institutions. Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India,, National Small Industrial Development Corporation, National Industrial Development Corporation, Life Insurance Corporation of India, Unit Trust of India

Unit 3: NON-BANKING FINANCIAL INSTITUTIONS **8 Hours**

Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.

Unit 4: FINANCIALSERVICES **12 Hours**

Concept, Objectives/Functions, Characteristics, Financial Services–Concept, Classification, Regulatory Framework. Merchant Banking, Mutual Funds, Leasing, Credit Rating.

Unit 5: FINANCIAL MARKETS **12 Hours**

Meaning and definition, Role and Functions of financial markets, constituents of Financial Markets, Money Market and instruments, Capital Markets and Instruments.

Unit 6: STOCK EXCHANGE **6 Hours**

Meaning and definition, Role and Functions, Regulatory Framework of Stock Exchange, Profile of Indian Stock Exchanges, Listing, Trading.

Suggested Reading :

1. Guruswamy,S., “Indian Financial System”, The McGrawHill Companies.
2. L.M.Bhole: Financial Institutions & Markets, TataMcGrawHill, NewDelhi.
3. Khan,M.Y;“IndianFinancialSystem”,TheMcGrawHillCompanies.
4. KarkalG.C:Unorganised money markets in India, Lalwani, Bombay.
5. H.RMachiraju:Indian Financial System, VikasPub.House.

References:

1. ICWA, Financial Services, ICAI, Publication.
2. G.S.Patel CapitalMarket, Functioning and Trends, ICFAI Publication.

3.8 START-UPS AND SMEs MANAGEMENT

<table>
<tr><td colspan="3">Name of the Program: Master of Business Administration
Course Code:3.8.1
Name of the Course: perspectives on Startups and SMES</td></tr>
<tr><td>Course Credits</td><td>No. of Hours per Week</td><td>Total No. of Teaching Hours</td></tr>
<tr><td>4 Credits</td><td>4 Hrs</td><td>60 Hrs</td></tr>
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Course Overview

Micro, Small and Medium Enterprises (MSME) contribute nearly 8 percent of the country's GDP, 45 percent of the manufacturing output and 40 percent of the exports. An estimated 47 million enterprises with an investment of Rs.13 trillion in fixed assets accounted for an employment of 106 million people in 2012-13. They provide the largest share of employment after agriculture. They are the nurseries for entrepreneurship and innovation. They are widely dispersed across the country, in both urban and rural areas, and produce a diverse range of products and services to meet the needs of the local markets, the global market and the national and international value chains. For these reasons, MSME is rightly recognized as an engine of economic growth and as an important and vibrant socio- economic actor in the national ecosystem. But, in an increasingly globalizing market, competitiveness is the key for the survival and growth of an MSME. This demands sound strategic and operational management of the enterprise. This course is aimed at imparting knowledge and skills to address this demand. This course exposes students to the objectives, challenges, and requirements for effectively managing the small to mid-sized business. The course assumes the venture in question is in existence, and therefore spends little or no time with startup related issues, which are covered in another elective in this stream.

Course Learning Objectives:

- To develop perspective and an appropriate understanding of Startups and SMEs inthe Indian context

Course Outcomes: On successful completion of the course, the students will be able to;

- By the end of the course, students will build an awareness and application level on the startups and SMEs.

MODULE 1: INTRODUCTION 8 HOURS

Definition and meaning SMEs & startups, role, importance and present status in Indian economy, Factors influencing their emergence, Government Policies for startups and SMEs in India, Monetary and Fiscal Policies, Problems and Challenges.

MODULE 2: PROCESS OF NEW VENTURE 10 HOURS

Registration & Licensing, bank & other statutory formalities. Organizing the basic infrastructure such as premises, water, power, transport etc., procurement of machinery & equipment, mobilization of human and material resources, trial run.

MODULE 3: LAUNCHING OF STARTUPS 10 HOURS

Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.

MODULE 4: SUPPORTING INSTITUTIONS 12 HOURS

Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, International price discrimination and dumping, Pricing methods.

MODULE 5: FINANCING 8 HOURS

Theories of factor pricing: wages and rent, Theories of interest and investment decisions, Profit and profit functions.

MODULE 6: PRACTICALS 8 HOURS

Discussions on Live Case studies of two Enterprises, Talk by/ Interaction with two entrepreneurs from the start ups and established SME.

Suggested Reading:

- K.V. SubbaRao , "Entrepreneurial Development and New Enterprise Management", Adhyayan Publishers and Distributors, 2009
- Indian Institute of Banking and Finance , "Small and Medium Enterprises in India"Taxmann Publishers, 2013
- Dr. Vasant Desai, "Small scale industries and entrepreneurship", Himalaya Publishing House,9th Edition, 2014
- Preeti Singh , "Dynamics of Indian Financial System: Markets, Institutions and Services, Global Professional Publishing Ltd, 2012
- Longenecker, Moore et al , "Small Business Management", Thomson Publishing Company ,14th edition, 2008

References:

1. Prof. AnjanRaichaudhuri, Managing New Ventures – Concepts and Cases on Entrepreneurship, PHI Learning Pvt Ltd,2010
2. Report of the Working Group on MSME for the 12th Five-Year Plan, Ministry ofMSME, Government of India.

Name of the Program: Master of Business Administration Course Code:3.8.2 Name of the Course: Basic Management Aspects of Small Business		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

Management includes management of business organizations, whether large, medium, small or micro. Small businesses are not necessarily managed in a way similar to that of large and multinational organizations. In other words, management of functional area of large organizations is different from that of small businesses because of size, resources, challenges and nature of the business. Hence entrepreneur of small business has to have better understanding of management of business organizations in general and management of small business in particular. This will ensure success in not only establishment but also in management and growth of small business.

Course Learning Objectives:

- To make the students understand the managerial dimensions of small business.
- To help the students get equipped with necessary managerial skills for managing their enterprises in case of potentiality.

Course Outcomes:

By the end of the course, the confidence of students in managing the small businesses will increase.

MODULE 1: INTRODUCTION 8 HOURS

Characteristics of the small business – Differences with Large Business, Management of Small business Vis-a-Vis large business, Managing Business Environment for SMEs.

MODULE 2: MANAGING MARKETING 10 HOURS

Internal and External environment scanning, Business Model Development, Idea Management, Marketing Plan, formal and informal Market Research, distribution channels, Role of ICT.

MODULE 3: MANAGING FINANCES 10 HOURS

Challenges of Managing Finance, Taxation and Costing. Sources of Finance, Traditional costing vs Activity based costing, Handling petty cash, Business and checks, computerised accounting – advantages, Merchant accounts, accounting software.

MODULE 4: MANAGING HUMAN RESOURCE 10 HOURS

Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, International price discrimination and dumping, Pricing methods.

MODULE 5: MANAGING PRODUCTION AND OPERATIONS 10 HOURS

Production in small business vis-a-vis production in large business, size of the plant, process, planning and control of production in small business, cost of production, utilization of production capacities, technical knowhow.

MODULE 6: PRACTICALS 8 HOURS

Interaction with any 3 small business entrepreneurs on experiences of managing Marketing, Finance, Human Resources & Production.

Suggested Reading:

1. Dr. Vasant Desai, “Dynamics of entrepreneurial development and management”, Himalayan Publishing House ,5th edition, 2014
2. Richard M. Hodgetts, Donald F Kuratko and Margaret Burlingame,”Small BusinessManagement” , Wiley Publishing, Ist Edition, 2007

References:

1. Fred S. Steingold, “Hiring your first employee: A step-by-step guide “, NOLO Ist Edition, 2008
2. Stuart Atkins MBA, “Small Business Marketing: A Guide for Survival Growth andSuccess”, Book Surge Publication, 2009
3. James Stephenson, “Ultimate Small Business Marketing Guide”, Entrepreneur Press, 2nd Edition, 200
4. Colin Barrow, “Financial Management for the small business”, Kogan Page Ltd, 6thEdition, 2006

Name of the Program: Master of Business Administration Course Code:3.8.3 Name of the Course: Establishment of SMEs		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

Many will have dreams of becoming an entrepreneur. It is required to recognize such instinct among student community by imparting such an education which will help them to become an entrepreneur. This course is intended to introduce and sensitize the potential onthe basic processes involved in starting a new business ventures.

Course Learning Objectives:

- The primary objective of this course is to encourage entrepreneurial thinking in the student community and give them a chance to evaluate their personal prospects for continuing or starting a business venture.
- Another objective is to make students to understand the essentials of establishing SMEs.

Course Outcomes: By the end of the course, the students must get clarity of vision and roadmap forestablishing a new business venture

MODULE 1: INTRODUCTION 8 HOURS

Evolution of SMESs in India-Relevance to Indian Economy-Growth and development of SMEs before and after 1991-Government policies on SMEs-Present status of sector wise SMEs.

MODULE 2: ENTREPRENEURSHIP AS A CAREER 8 HOURS

Choice of Entrepreneurship as a Career, Factors favouring entrepreneurship as a career - Reasons for the failure of entrepreneurship venture – Avoidance of failure - Concept & importance of Competence - Awareness & Assessment of Competence - Development of Competencies.

MODULE 3: ENTREPRENEURIAL PROCESS 10 HOURS

Developing Successful Business Ideas - Recognizing and Evaluating the Opportunity - Feasibility Analysis - Industry and Competitor Analysis - Developing an Effective Business Model - Moving from an Idea to an Entrepreneurial Firm - Managing and Growing the Enterprise and Exercises – Types of entry strategies and selection.

MODULE 4: RESOURCE PLANNING AND DETAILED PROJECT REPORT 12 HOURS

Locational Considerations - Procurement of Land and Buildings- Procurement of Machinery-Equipment, Preparation of the Detailed Project report - Filing of Entrepreneur Memorandum - Processing for Financial Assistance - Obtaining Statutory Licenses and Clearances, Trail Production, Commercial Production.

MODULE 5: TOOLKIT FOR ENTREPRENEURS 8 HOURS

Experiences of Entrepreneurs looking beyond placements & salaries - Entrepreneurs roadmap - Successful Entrepreneur’s Personality - Managing excellence in Career - Business Start-up Checklist - Self Assessment Checklist for Entrepreneur, Critical thinking skills -Case Studies & Work Sheets etc.

MODULE 6: PRACTICALS 8 HOURS

Reading of News Papers or a good business magazine and look for example, Reading of small or medium entrepreneur in Indian small or medium magazine, YFS Magazine Young, Fabulous and Self Employed, SME and Entrepreneurship Magazine, Reading of Forbes, Fast Company Inc., HBR

Suggested Reading:

1. Poornima M Charntimath, “Entrepreneurship development and small business enterprise”, Pearson Publishers, Ist Edition, 2005
2. David, Otes “A Guide to Entrepreneurship”, Jaico Books Publishing House Delhi,2004
3. A Sahay& V Sharma, “Entrepreneurship & New Venture Creation”, Excel Books, 1st Edition, 2008.

References:

1. William J. Stolze , “ Startup: an entrepreneur's guide to launching and managing a new venture, Rock Beach Press, 1989.
2. Justin Longenecker, Leo B. Donlevy, Terri Champion, Carlos W. Moore, J. William Petty, Leslie E. Palich “Small Business Management: Launching and Growing New Ventures, 5th Edition, 2013
3. Morse and Mitchell, “Cases in Entrepreneurship” Sage South Asia Edition, 2006
4. K Ramachandran, “Entrepreneurship – Indian cases on Change Agents” TMGH.

3.9 Business Analytics

Name of the Program: Master of Business Administration

Course Code:3.9.1

Name of the Course: The Data Science using R and Python

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

The field commonly known as "Data Science" lies at the intersection of mathematics, computer science, and domain expertise. Within the data science (DS) world, there are a multitude of areas of study, and exploration. The demand for skilled data science practitioners is rapidly growing, and this course prepares you to tackle real-world data analysis challenges. This course will introduce you to the basics of R programming.

Course Objectives:

- To make students understand the implementation of R and Python for data analytics
- To equip students to be skilled in the data analytics tools

Course outcomes:

- Analyze data sets using the various functions available in R and Python
- Create dashboards by visualization techniques in R and python

Unit 1: Introduction to R **8 HOURS**

Basic Concept in R, Data Structure, Import of Data. Graphic Concept in R: Graphic System, Graphic Parameter Settings, Margin Settings for Figures and Graphics, Multiple Charts, More Complex Assembly and Layout, Font Embedding, Output with cairo pdf, Unicode in figures, Colour settings, R packages and functions related to visualization.

Unit 2: Descriptive Analysis using R **12 Hours**

Computing an overall summary of a variable and an entire data frame, summary() function, sapply() function, stat.desc() function, Case of missing values, Descriptive statistics by groups, Simple frequency distribution: one categorical variable, Two-way contingency table: Two categorical variables, Multiway tables: More than two categorical variables.

Unit 3: Visualization of Data in R **10 Hours**

Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labeling, Column chart with 45o labeling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables, Distributions: Histogram overlay, Box Plots for group, Pyramids with multiple colors, Pyramid: emphasis on the outer and inner area, Pyramid with added line, Aggregated Pyramids, Simple Lorenz curve.

Unit 4: Introduction to Python **10 Hours**

Juypter Notebook, Python Functions, Python Types and Sequences, Python More on Strings, Reading and Writing CSV files, Advanced Python Objects, map(), Numpy, Pandas, , Series Data Structure, Querying a Series, The DataFrame Data Structure, DataFrame Indexing and Loading, Querying a DataFrame, Indexing Dataframes, Merging Dataframes

Unit 5: Data Aggregation, processing and Group Operations **10 Hours**

Time Series, Date and Time, Data Types and Tools, Time Series Basics, Date Ranges, Frequencies, and Shifting, Time Zone Handling, Periods and Period Arithmetic, Resampling and Frequency Conversion, Time Series Plotting, Moving Window Functions, Natural Language Processing, Image Processing, Machine Learning K Nearest Neighbors Algorithm for Classification, Clustering

Unit 6: Visualization of Data with Python **10 Hours**

Using Matplotlib Create line plots, area plots, histograms, bar charts, pie charts, box plots and scatter plots and bubble plots. Advanced visualization tools such as waffle charts, word clouds, seaborn and Folium for visualizing geospatial data. Creating choropleth maps

Reference Books:

- Ozdemir, S. (2016). *Principles of data science*. Packt Publishing Ltd.
- Grus, J. (2019). *Data science from scratch: first principles with python*. O'Reilly Media.
- Wickham, H., & Grolemund, G. (2016). *R for data science: import, tidy, transform, visualize, and model data*. " O'Reilly Media, Inc."
- VanderPlas, J. (2016). *Python data science handbook: Essential tools for working with data*. " O'Reilly Media, Inc.".

Name of the Program: Master of Business Administration

Course Code:3.9.2

Name Of the Course: Advanced Statistical Methods For Business Decision Making

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview:

The course is designed for acquiring professional skills and knowledge in the area of statistics. The students will be enabled to independent treatment of statistical research issues. Data analysis of typical research problems will be done to equip the students to better work with statistical tools like R and Python.

Course Objectives:

- To make students understand the importance of statistics for data analytics
- To equip students with strong theoretical knowledge of statistics and its applicability in data analysis

Course outcomes:

- Understand the various concepts of statistics used in data analysis

- Evaluate the best fit concept as a solution to problem
- Execute and solve problems using statistical concepts

Module 1: Introduction to Statistical Analysis

Introduction to Statistics – Descriptive and Inferential Statistics- Data Collection and Presentation - Categories of Data Groupings- Exploring Data Analysis - Descriptive Statistics: Measure of Central Tendency, Measure of Dispersion. Sampling and Inference about population- Hypothesis Testing Basics

Module 2: Essential Probability Distributions in Decision Making

Discrete and Continuous Probability Distributions - Normal Distribution- Chi Square Distribution- Poisson Distribution- F Distribution – Exponential Distribution- T- Distribution- Properties and Applications in Business

Module 3: Analysis of Cross Sectional Data Using Regression

Introduction to Cross Sectional Data- Analyzing Cross Sectional Data -Introduction to Linear Regression- OLS Estimation- Assumptions of Multi Collinearity, Heteroscedasticity and Auto Correlation in Model Estimation-Statistical Tests for Model Stability- Interpretation of Regression Coefficients- Model Testing- Prediction Accuracy Using Out of the Sample Testing

Module 4: Classification Methods- Multiple Discriminant Analysis and Logistic Regression

Discriminant model and analysis: a two-group discriminant analysis, a three-group discriminant analysis, the decision process of discriminant analysis (objective, research design, assumptions, estimation of the model, assessing overall fit of a model, interpretation of the results, validation of the results). Logistic Regression model and analysis: regression with a binary dependent variable, representation of the binary dependent variable, estimating the logistic regression model, assessing the goodness of fit of the estimation model, testing for significance of the coefficients, interpreting the coefficients.

Module 5: Dimension Reduction Techniques- Principal Components and Common Factor Analysis

Population and sample principal components, their uses and applications, large sample inferences, graphical representation of principal components, Biplots, the orthogonal factor model, dimension reduction, estimation of factor loading and factor scores, interpretation of factor analysis.

Module 6: Structural Equation Modeling

Concept of structural equation modeling, Confirmatory factor analysis, canonical correlation analysis, conjoint analysis.

References:

- Adams, J., Khan, H. T., & Raeside, R. (2014). *Research methods for business and social science students*. SAGE Publications India.

- Marcoulides, G. A., & Hershberger, S. L. (2014). *Multivariate statistical methods: A first course*. Psychology Press.

- Ott, R. L., & Longnecker, M. T. (2015). *An introduction to statistical methods and data analysis*. Cengage Learning.

- Mertler, C. A., & Reinhart, R. V. (2016). *Advanced and multivariate statistical methods: Practical application and interpretation*. Routledge.

Name of the Program: Master of Business Administration

Course Code:3.9.3

Name of the Course: ANALYTICS FOR DECISION MAKING

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview:

This course focuses on the best practices and approaches for measurement and analysis of the crucial factors that impact the decision in the corporate world. The course will help to discover the techniques to develop quantitative models that leverage business data, statistical computation to enhance the various key factors in this field.

Course Objectives:

1. Get insights on various analytical tools to solve real-life challenges.
2. **Use the models and the tools to meet customer demands and make optimal decisions.**

Course Outcomes

1. To understand the advanced statistical tools used for analytics.
2. Use the data gained from the various sources to evaluate strategic alternatives.
3. Make efficient investments and assess your efforts.
4. Understand regression and conjoint analysis along with the topics of social media analytics.

Unit 1: Introduction to Business Analytics

What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

Unit 2: Data

Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

Unit 3: Introduction to Data Mining

The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

Unit 4: Introduction to Machine Learning

History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

Unit 5: Decision Making Under Uncertainty:

Introduction to business decision making, Elements of decision analysis, One stage decision problems, The precision tree Add-in, Multi stage decision problems, Role of Risk Aversion

Unit 6: Application of Business Analysis

Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

Reference Books:

- Evans, J. R. (2017). *Business analytics* (p. 656). England: Pearson.
- Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. (2016). *Essentials of business analytics*. Cengage Learning.
- Laursen, G. H., & Thorlund, J. (2016). *Business analytics for managers: Taking business intelligence beyond reporting*. John Wiley & Sons.
- Albright, S. C., & Winston, W. L. (2014). *Business analytics: Data analysis & decision making*. Cengage Learning.

3.10 SUPPLY CHAIN AND LOGISTICS MANAGEMENT SPECIALIZATION

Name of the Program: Master of Business Administration

Course Code:3.10.1

Name of the Course: **Inventory Management**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Objectives: The objective of this course is to:

1. Understand and analyze managerial problems in industry so that they are able to use resources and inventory management more effectively.
2. Knowledge of formulating and executing various quantitative analysis of managerial problems in industry.
3. Use of inventory operations methods and computer tools in solving real problems in industry.
4. Understand various real-life problems in warehouse planning.

Course Outcomes:

On successful completion of this course students shall be able to:

1: Apply various inventory planning methods to execute day to day operations effectively.

2: Analyze the strengths and weaknesses of various inventory methods and perform cost analysis.

3: Develop the strategies that can be taken to manage inventories, including deciding the timing and quantity for replenishments without hurting the level of product availability..

4: Evaluate warehouse planning systems and apply these systems to improve management decision making

COURSE CONTENT

Module 1: Introduction 8 HOURS

Introduction to Inventory Management, Working Capital Cycle, Importance of Inventory Management, The Financial Implications of Holding Inventory, Inventory Carrying Cost, Effect on Financial, and The Role of the Inventory Manager, Independent and dependent demands, Deterministic and stochastic demands, Different inventory systems.

Module 2: Inventory Planning 8 HOURS

Introduction to Inventory Planning, Service Level Policies – OTIF,ABC Analysis, Traceability and Variety Reduction, Inventory Coding Systems, The Inventory Management Plan, Stages of Inventory Management Plan.

Module 3: Inventory Models: 12 HOURS

Deterministic demand model, Independent and dependent demands, Joint replenishment inventory problem Series, assembly, tree and general production network systems, Optimal solution, heuristics and approximation, Bill of material and material requirements planning (MRP), Material management organization, Centralized and decentralized management.

Module 4: Inventory Operations 8 HOURS

Introduction to Inventory Operations, Monitoring Movements– Inventory Accuracy, Measuring and Valuation of Inventory, Receipt & Issuance of Inventory, Systems to Replenish Inventory, EOQ, ROP, JIT.

Module 5: Effective Inventory Management System 10 HOURS

Introduction to Effective Inventory Management System, Stages of Effective Inventory Management System, Inventory Management& the Supply Chain Strategy, Demand Forecasting, Lead time Management, Understanding ERP Fundamentals & Terminology.

Module 6: Warehouse Planning and System 10 HOURS

Introduction to Warehouse Planning & Systems, Warehouse Location & Acquisition Options, Warehouse Design and Layout, Materials Handling & Equipment, Warehouse Operations, Record Keeping & Communication, Perpetual

Systems/Continuous Review Systems, International Quality Standards, Physical Inventory & Cycle Counting.

SUGGESTIVE READINGS:

1. Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C. (2013). Supply Chain Logistics Management. (4 th ed.), McGraw Hill/Irwin.

2. Toomey, J. W., Inventory Management: Principles, Concepts and Techniques. Kluwer Academic Publishers, 2000.

REFERENCES:

1. Zipkin, Paul H., Foundations of Inventory Management. The McGraw-Hill Company, 2000.

2. Silver, E. A., Pyke, D. F. and Peterson, R., Inventory Management and Production Planning and Scheduling. 3rd Edition, Wiley, 1999.

Name of the Program: Master of Business Administration *Course Code:3.10.2* *Name of the Course:* **Supply Chain Management**		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

COURSE OBJECTIVES

1. Impart the fundamentals of supply chain management and to apply them in real world problems.
2. Describe the increasing significance of logistics and its impact on both costs and service in business and commerce.
3. Incorporate and learn the critical elements of logistics and supply-chain management processes based on the most relevant application in forward-thinking companies.
4. Develop criteria and standards to achieve improved business performance by integrating and optimizing the total logistics and supply-chain process.

Course Outcomes:

On successful completion of this course students shall be able to:

1: Understand the importance of supply chain of an organization and its application in various sectors & sourcing management techniques to manufacturing systems.

2: The students should be able to apply the right information through the help of forecasting techniques in case of transportation, warehousing & distribution.

3: Apply various analytical methods and tools so that students are able to measure and evaluate various facets of supply chain performance.

4: Understand the global perspectives of planning and implementing supply chain practices in the operations.

COURSE CONTENT

Module 1: Introduction 8 HOURS

Understanding the Supply Chain--The changing business landscapes driving forces --Supply chain concepts, characteristics and issues--Role of logistics in supply chains, value added role of logistics; logistics activities; interface with micro economy such as marketing, production and other functional areas and macro economy such as global economic policies; global dimensions of supply chains; global transportation options; strategic channel intermediaries; storage facilities and packaging.

Module 2: Managing Demand, Order and Supply 12 HOURS

Demand Management: Balancing Supply and demand; traditional forecasting; sales and operations planning; CPFR; fulfillment models, Order management and customer service: Influencing the order through CRM; executing the order; e-commerce order fulfillment strategies; expected cost of stock outs; order management influences on customer service, Managing Inventory in Supply Chain

Module 3: Transportation and Distribution 10 HOURS

Transportation: Managing the flow of the supply chain; modes of transportation; Transportation planning and strategy; transportation execution and control; transportation technology; Regulations in transportation industry; basis of transportation rates, Distribution -managing fulfillment operations: role of distribution in SCM; distribution planning and strategy; distribution execution; distribution metrics; distribution technology; warehouse management systems and material handling

Module 4: Supply Chain Network Analysis and Design 10 HOURS

The need for long range planning; the strategic importance of supply chain network design; influence of shifting locations of customer or supply markets; logistics and supply chain network design process; major locational determinants; Modeling approaches - optimization model; simulation model; heuristic models; The Grid Technique; transportation pragmatics.

Module 5: Sustainability and Challenges **8 HOURS**

Supply Chain Sustainability: Framework; reverse logistics systems; reverse logistics system versus closed loops; managing reverse flows in supply chains. Strategic challenges and change for supply chains: Principles of SCM; focus of SC.M; supply chain strategies; supply chain transformation.

Module 6: Global perspective **8 HOURS**

Global Perspective: Structure, Objective, Introduction, Motives and Development of Global Markets, Managing the International Supply Chain Operations, Supply Chain Reconsideration, and Risk Involved, Benchmarking Global Supply Chains.

SUGGESTED READINGS:

1. Supply Chain Management, Strategy, Planning, and Operation, Sunil Chopra & Peter Meindl, 3/e, PHI Learning Private Limited, 2007.
2. Textbook of Logistics & Supply Chain Management, Agrawal D. K., 1/ e, MacMillan Publishers India Ltd., 2010.
3. Modelling the Supply Chain, Jeremy F. Shapiro, 2/e, Duxbury Applied Series Cengage Learning, 2009.

REFERENCES:

1. Logistics, David J. Bloomberg, Stephen LeMay & Joe B. Hanna, 2/e, Pearson Education, 2002.
2. Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, 2/e, Tata McGraw-Hill Publishing Company Limited, 2008.

Name of the Program: Master of Business Administration

Course Code:3.10.3

Name of the Course: **Logistics Management Systems & Practices**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Objectives:

1. Understand the concept, functions, objectives and importance of logistics management systems and practices in an organization
2. Apply the knowledge of the multimodal transportation model to get cost advantage
3. Outline the need for Warehouse Management.
4. Highlight the need and different techniques of logistic information systems.

Course Outcomes:

On successful completion of this course students shall be able to:

1. Understand the logistics Management function starting from Demand Management through Inventory Management.
2. Plan and implement suitable logistics management principles and practices in the operations.
3. Understand the need for Lean management System and Apply appropriate approaches to project using Lean tools and techniques.
4. Understand the working concept of logistic information systems principles and implementation.

COURSE CONTENT

MODULE 1: INTRODUCTION 8 HOURS

Logistics: Evolution, objectives, components and functions of logistics management, distribution related issues and challenges, gaining competitive advantage through logistic management, transportation- functions, costs and mode, Inbound, outbound and Reverse Logistics

MODULE 2: BASICS OF MULTIMODAL TRANSPORT 12 HOURS

Two, Three, Four and Five PL Models, Domestic and International trade logistics, Freight forwarding by Road, Rail, Sea and Air, Multi-Model transportation Models– Packing Models to minimize costs, damages and Handling of materials, LCL's, FCL's, Freight Consolidation, Freight Forwarders and NVOCC, Outsourcing of Logistics Services, Overview of MMTGAct (1993), Shipping Intermediaries and Formalities

MODULE 3: WAREHOUSE MANAGEMENT 10 HOURS

Warehousing – Centralized and Decentralized, Matrix Models, Hub & spike models, Carrying and Forwarding practices, Transfer of goods and costs associated, Cartels and Specialized warehouses, Freight consolidation, Shipment Documents – for Customs clearance, FEMA compliances, claiming export benefits, EDI networks, Self-Certification Systems, Role of Trade facilitating Bodies.

MODULE 4: LOGISTICS STRATEGIES 8 HOURS

Logistics Strategy: Strategic role of logistics – Definition-role of logistics managers in strategic decisions: Strategy options, Lean Strategy, Agile Strategies & Other strategies: Designing & implementing logistical strategy, Quality customer service & integrated logistics: Customer service-importance elements- the order cycle system-distribution channels-Functions performed-Types designing- Logistical packaging

MODULE 5: RETAIL LOGISTICS 10 HOURS

Retail Logistics Network Design for Global Operations: Global Logistics Network Configuration, Orienting International Facilities, Considerations and Framework, Trade-offs Associated with each Approach, Mapping the Different Approaches, Capacity Expansion Issues, Information Management for Global Logistics, The Global LIS/LITS, Capabilities and Limitations, Characteristics of Logistics Information and Telecommunications Systems.

MODULE 6: LOGISTICS INFORMATION SYSTEM 8 HOURS

Concept of Logistic Information System (LIS), Importance of LIS, Principles of designing LIS, Logistics Information architecture, application of information technology in logistics and supply chain management, requirements of logistics in E- commerce, E-logistics structure & operation, logistic resource management.

SUGGESTIVE READINGS:

1. Turkay Yildiz Optimization of Logistics and Supply Chain Systems: Theory and Practice, 2019.
2. Jeffrey K. Liker and Gary L. Convis, 1/e, Tata McGraw-Hill, 2012.
3. Textbook of Logistics & Supply Chain Management, Agrawal D. K., 1/ e, MacMillan Publishers India Ltd., 2010.

References:

1. Modelling the Supply Chain, Jeremy F. Shapiro, 2/e, Duxbury Applied Series Cengage Learning, 2009.

2. Logistics, David J. Bloomberg, Stephen LeMay & Joe B. Hanna, 2/e, Pearson Education, 2002.

Fourth Semester

Core Subject

Name of the Program: Master of Business Administration *Course Code:4.1* *Name of the Course: International Business*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Objectives:

- To introduce complex problems and issues facing the International Business
- To develop ability to manage the opportunities & risks of international business
- To understand the special issues of managing an international organization
- To reinforce capacities of strategic analysis and application in an international context
- To help develop abilities to think outside narrow frameworks and incorporate broad perspectives into decision-making.
- To improve report writing and presentation skills

Course outcomes:

On successful completion of this subject, students should be able to:

- Demonstrate sound knowledge of how business organizations operate in international environment
- Explain the global trends that affect international management
- Examine systematically the main aspects of the international business environment including country competitiveness and risk factors.
- Know factors that influence location decisions, positioning strategies, international completion.
- Process of formulating and implementing international strategies.

MODULE 1: INTRODUCTION TO INTERNATIONAL BUSINESS, GLOBALIZATION AND TRADE 10 HOURS

Introduction to International Business. Differences between international business and domestic business, Stages of internationalization. Globalization and its impact on business, society and the environment.

International trade theories (Country-specific and firm-specific), Porter's diamond, Global Competitiveness Index and Business Competitiveness Index.

WTO, IMF, WB and Regional Economic integration and Trade blocks (ASEAN, NAFTA, OECD, European Union etc.)

MODULE 2: INTERNATIONAL BUSINESS ENVIRONMENT 10 HOURS

Economic Environment – Types of economies, Measures of economic success such as GDP, GNP, PPP, Inflation, Human Development Index, Global Happiness Index etc.

Social and Cultural Environment – Hofstede's cultural dimensions and its implications for cross-cultural management.

Technological Environment – Differences in level of technology and innovation and its implications for businesses.

Political and legal environment – Types of governments, Political risks and managing political risks.

Legal environment, Types of law, Basis of International law, Composition, jurisdiction and powers of International court of Justice.

MODULE 3: INTERNATIONAL BUSINESS STRATEGY AND OPERATIONS 10 HOURS

Assessing international business opportunities, Entry strategy and Modes of Entry. Green field ventures, Acquisitions,

Mergers and Strategic Alliances in the International context.

Operations management and competitive advantage, strategic issues in Operations Management (Manufacturing Management, Logistics Management and Procuring), Technology transfers – issues arising out of technology transfers.

MODULE 4: INTERNATIONAL MARKETING 8 HOURS

Introduction to International marketing: The globalization of Markets & Brands. Market Segmentation, Pricing and Distribution Strategy, Issues in Global Advertising

MODULE 5: INTERNATIONAL STAFFING AND EXPATRIATION 8 HOURS

Staffing Policy, Process of expatriation, Managing Expatriates, Performance Appraisal, Compensation & International Labor Relations.

MODULE 6: INTERNATIONAL TRADE, FINANCE AND INVESTMENT 8 HOURS

Foreign Exchange Markets, FDI- in World Economy, horizontal and vertical FDI, benefits of FDI to home and Host Country. FDI- Indian Scenario. EXIM, Export and Import financing, Export marketing, India's EXIM policy, Balance of Payments.
Roles of Institutions connected with EXIM.

Suggested Reading:

- Charles Hill, Tomas Hult and Rohit Mehtani (2019), International Business: Competing in the Global Marketplace (SIE) | 11th Edition, McGraw-Hill Publication
- Francis Cherunilam, International Business, Texts and Cases;, Prentice Hall Of India, 6th Edition, 2018
- John Daniels, Lee Radebaugh, Daniel Sullivan and Reid Click, "International Business-Environment and Operations, Prentice Hall, 17th Edition, 2019

Reference Books:

- Griffin, R.W. and Pustay, M.W. (2020) International Business: A managerial perspective, 8th Edition, Pearson Publ.
- Sundaram, A. K. & Black, J.S (1999), The international Business Environment: Text and Cases, Printice-Hall of India Publ.
- Hodgetts, R.M. and Luthans, F. (2005) International Management, 5th edition, Tata McGraw-Hill Publ.

Common Elective

Name of the Program: Master of Business Administration *Course Code:4.2.4, 4.3.4, 4.4.4, 4.5.4, 4.6.4, 4.7.4, 4.8.4 & 4.9.4* *Name of the Course: Data Analysis and Visualization using Tableau*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

Data Visualization is a core component of the Business Analytics skill set. This course will provide an introduction to the main concepts of visual analytics such as visuals reports and dashboards with a hands-on tutorial to Tableau, a leading self-service Business Intelligence and Data Visualization tool.

Course Objectives:

- To familiarize the students about different kinds of representing the data.
- To introduce tableau for Visualization of the data

Course outcomes:

- Create and represent different kinds of data.
- Create story boards and dashboards for business decisions
- Evaluate the use of visualization tools for different contexts

MODULE 1: INTRODUCTION TO DATA VISUALIZATION 8 HOURS

Introduction to data visualization, Need and importance of visualization, telling stories with data, Basic design principles for charts and graphs. Common tools for creating data visualizations, Application of design principles, Advantages of Modern Analytics platform.

MODULE 2: SKILL SET FOR VISUAL ANALYSIS 6 HOURS

Information visualization, Effective data analysis, visual perception, Building blocks of information visualization, analytical interaction and navigation, analytical patterns and examples.

MODULE 3: INFORMATION DASHBOARD DESIGN 8 HOURS

Characteristics of Dashboards, Visual Designing process, Designing dashboard for usability, Aesthetics of dashboards, testing for usability, Critical design practices.

MODULE 4: INTRODUCTION TO TABLEAU 12 HOURS

Introduction and Overview, Scope of tableau for data visualizations, Data preparation, the tableau workspace, working with measures and dimensions, saving, opening and sharing workbooks, Adding data sources in tableau – setting up data connectors, selecting data tables, joins and unions, data types, Meta data, Adding hierarchies, calculated fields and table calculation.

MODULE 5: DATA VISUALIZATION 14 HOURS

Specific types of charts including bar charts, line charts, scatter plots, waterfall chart, Gantt charts, histograms, bullet charts and several others, legends, filters, hierarchies, highlight tables, heat maps. Aggregation functions, calculated fields, Aggregation in calculated fields – text operators, date fields, Logical functions in calculated fields – parameters, searching text fields, table calculations – types, quick table calculations, customized table calculations, Level of detail expressions. Maps

MODULE 6: ADVANCED ANALYTICS AND INTERACTIVE DASHBOARD 12 HOURS

Overview of tableau analytics pane, constant, average and reference lines, trend lines, forecasts. Creating an interactive dashboard – dashboard pane, placing charts on dashboard, dashboard titles, navigation buttons, dashboard actions. Best practices for designing a dashboard.

Essential Reading:

- Loth, A. (2019). Visual Analytics with Tableau. John Wiley & Sons.
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Reference Books:

- Laursen, G. H., & Thorlund, J. (2016). Business analytics for managers: Taking business intelligence beyond reporting. John Wiley & Sons.
- Healy, K. (2018). Data visualization: a practical introduction. Princeton University Press.

- Wilke, C. O. (2019). Fundamentals of data visualization: a primer on making informative and compelling figures. O'Reilly Media.
- Baldwin, D. (2016). Mastering Tableau. Packt Publishing Ltd.

Elective Subjects

4.2 Finance

Name of the Program: Master of Business Administration *Course Code:4.2.1* *Name of the Course: Financial Techniques for Strategic Decision making*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Every Strategic Decision must be made considering all perspectives, most essentially, the financial perspective. Various tools and techniquesexist for making decisions from financial perspective. This course introduces the learners to few of the important tools and techniques which help in Strategic Decision Making. Further, decision-making can be made simple with use of appropriate skills and one essential skill is use ofSpreadsheets. This course also gives an orientation to fundamentals of financial modelling, which helps in decision-making process.

Course Objectives:

1. To give orientation on various financial tools and techniques used in decision-making process
2. To enable learners to make decisions from finance perspective
3. To introduce the learners to 'financial modelling' and give insights on use of spreadsheets.

Course outcomes:

This course will equip the students with required skills of Investment decisions and actions.

1. Identify the financial perspective in decision making process
2. Know about some of the important financial techniques used in decision making process
3. Acquire decision-making skills
4. Get acquainted with spreadsheet skills

MODULE 1: TECHNIQUES OF RISK ANALYSIS IN CAPITAL BUDGETING DECISION 6 HOURS

Risk Analysis in Capital Budgeting – Measuring and Managing Capital Budgeting Risks – Sensitivity Analysis, Scenario Analysis, Simulation, Standard Deviation and Co-efficient of Variation, Risk-Adjusted Discount Rate Method, Certainty Equivalent Co-efficient Method, Decision Tree Analysis and Probability Distribution Method.

MODULE 2: COST MANAGEMENT TECHNIQUES 12 HOURS

Target Costing, Value Analysis / Value Engineering, Pareto Analysis, Life Cycle Costing, EnvironmentalManagement Accounting.

MODULE 3: PRICING STRATEGIES AND DECISIONS 10 HOURS

Theory and principles of Product Pricing, Pricing – New Product, Finished Products and Pricing of Services,Sensitivity Analysis in Pricing Decisions, Pricing Decision under special circumstances, Pricing Strategies.

MODULE 4: PERFORMANCE MEASUREMENT AND EVALUATION 6 HOURS

Responsibility Accounting, Linking Critical Success Factors (CSFs) to Key Performance Indicators (KPIs) andCorporate Strategy.

Performance Measurement Models – Balanced Scorecard, The Performance Pyramid, The Performance Prismand The Building Block Model.

MODULE 5: STRATEGIC DECISION MAKING AND MANAGERIAL CONTROL 10 HOURS

Decision making using

- CVP Analysis
- Relevant Cost Concepts
- Activity Based Costing
- Ethical and Non-financial Consideration relevant to decision-making.

MODULE 6: FINANCIAL MODELLING 8 HOURS

EXCEL FUNCTIONS – IF, SUM, SUMIF, SUMIFS, AVERAGE, AVERAGEIF, AVERAGEIFS, INDEX ANDMATCH, V-LOOKUP, RANK, MIN AND MAX

COMMON ERRORS IN EXCEL – VALUE, NAME, DIV/0, REF, NUM, N/A, etc.

FINANCE FUNCTIONS – FV, PV, PMT, RATE, NPV, XNPV, IRR, XIRR, SLOPE (Beta Calculation), Financial Model for Calculation of WACC, Corporate Valuation and Stock Valuation.

Reference Books:

- Ryan and Ryan (2002), "Capital Budgeting Practices of Fortune 1000: How have things changed", Journal of Business andManagement, Volume 8, Number 4.
- Block, Stanley (2005), "Are there differences in capital budgeting procedures between industries? – An Empirical Study", The Engineering Economist, pp55-67,
- Jain and Yadav (2002), "Financial Management Practices in India, Singapore and Thailand", "Management and Accounting Research", Volume 3, No. 4, April-June, pp 84-102.
- Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India(ICMAI), and The Institute of Company Secretaries of India (ICSI)
- Khan, M.Y., and Jain, P.K., "Financial Management – Text, Problems and Cases", Tata McGraw-Hill Publishing Company Limited.

Name of the Program: Master of Business Administration

Course Code:4.2.2

Name of the Course: International Financial Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

A business enterprise having international transactions is exposed to various risks. While understanding the global environment, the economic impact of the transactions, the procedures and formalities to be adhered to are on one side, the impact of transactions on cash flow of the entity on account of fluctuations in foreign exchange rate is another aspect that must be addressed. This course titled "International Financial Management" aims to orient all the aspects a professional need to know in carrying out international transactions.

Course Objectives:

1. To orient the students on global business environment.
2. To give knowledge on the foreign currencies and foreign exchange markets.
3. To make students understand the various risks an enterprise is exposed to on account of international transactions.
4. To provide knowledge and skills for hedging foreign currency risks.

Course outcomes:

- The global financial environment, currency system, relationship between economies and impact of international transactions on the economy.
- Functioning of international financial markets.
- Fixing of exchange rate.
- Foreign currency risks and hedging strategies.
- Interest rate risks and hedging strategies

MODULE 1: GLOBAL FINANCIAL MANAGEMENT 8 HOURS

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime

MODULE 2: BALANCE OF PAYMENTS 8 HOURS

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

MODULE 3: FOUNDATION OF FOREIGN ECHANGE 8 HOURS

Quotations – Direct and Indirect; Ask Rate, Bid Rate and Spread Points; Spot, Future Spot and Swap Points;Appreciation and Depreciation of Currency (Premium / Discount), Cross Rates, Cross Currency Arbitrage.

MODULE 4: EXCHANGE RATE DETERMINATION 8 HOURS

Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fischer's Effect, Pure ExpectationsTheory. Covered Interest Arbitrage

MODULE 5: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES 16 HOURS

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps

MODULE 6: INTERNATIONAL FINANCIAL DECISIONS 12 HOURS

International Capital Budgeting Decisions: Home Currency Approach and Foreign Currency Approach; Impact ofInflation. International Financing Decisions: Sources of International Financing – ADRs, GDRs, FCCBs, ExternalCommercial Borrowings, Masala Bonds, Foreign Bonds, Euro Bonds, Floating Rate Notes etc. International Working Capital Management: Netting, Leads and Lags, International Money Markets.

Reference Books:

- Alan Shapiro (2008), “Multinational Financial Management”, Wiley India Private Limited, 8th Edition.
- Apte, Prakash (2007), “International Finance – A Business Perspective”, Tata McGraw Hill, 2nd Edition.
- David B. Zenoff & Jack Zwick (1969), “International Financial Management”, Prentice Hall.
- Rita M. Rodriguez L. Bigame Carter, (1979), “International Financial Management” Prentice Hall, 2nd Edition.
- V. A. Avadhani (2017), “International Finance- Theory and Practice”, Himalaya Publishing House, 8th Edition.

Additional Readings:

- Haugen Robert (2003*); “Modern Investment Theory”,* Pearson Education, 5th Edition.
- Bhalla, V.K. (2006); *“Investment Management”,* S. Chand; 12th Edition.
- Madura, Jeff,(2005*),“International Corporate Finance*”, Thomson South-Western, 8th International Edition.
- Sharan, Vyuptakesh (2012), “*International Financial Management”,* Prentice Hall of India, 6th Edition.
- A.V. Rajwade, (2014), “*Foreign Exchange International Finance and Risk Management*”, Prentice Hall. 5th Edition.

Name of the Program: Master of Business Administration *Course Code:4.2.3* *Name of the Course: Risk Management and Derivatives*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Uncertainty coupled with financial implication is 'risk'. Every business enterprise is exposed to various risks from the operations within and environmental forces outside. Unless the risks are understood, measured, analyzed and taken care of, the good prospects of the entity cannot be ensured. A finance professional must have knowledge of measuring and hedging various risks. This course entitled "Risk Management and Derivatives" aims at providing knowledge of risks and various hedging strategies.

Course Objectives:

1. To orient students on the meaning and types of risks.
2. To enable understanding of the functioning of Derivatives Market and the mechanism of Derivative Operations
3. To provide knowledge on volatility risks associated with investments and strategies for hedging the same with derivatives.
4. To give knowledge on Commodity Markets, risks associated with Commodities and Commodity Derivatives.
5. To equip learners with strategies for hedging interest rate risk

Course outcomes:

By the end of this course, a student would learn:

- Risk analysis in capital budgeting.
- Risks associated with investments and hedging with derivatives.
- Meaning and types of derivatives.
- Futures – terminology, mechanism, hedging and pricing.
- Options – terminology, mechanism, pay-offs, hedging and pricing.
- Commodity markets and commodity derivatives.

MODULE 1: INTRODUCTION TO RISK AND DERIVATIVES 8 HOURS

Meaning of Risk. Types of Risks of a Business Enterprise – Market Risk, Operating Risk, Interest Rate Risk, Legal Risk, Financial Risk, Liquidity Risk, Capital Budgeting Risk, Volatility Risk, Credit Risk, Forex Risk and Other Risks.

Derivatives – Meaning and Types. Derivatives Market – Functions, Players (Hedgers, Speculators and Arbitrageurs). Derivatives Market in India. Forward Agreements – Meaning and Features.

Future Contracts – Meaning. Terms associated with Futures. Differences between Forwards and Futures.

MODULE 2: FUTURE CONTRACT- MECHANISM, HEDGING AND TRADING 10 HOURS

Margin and Settlement Mechanism of Futures. Calculation of Value-at-Risk (VaR) Hedging with Futures – Stock Hedging: When there is a future contract available on the stock and when there is no future contract available on the stock. Portfolio Hedging: Adjusting Portfolio Risk. Pricing of Futures.

MODULE 3: OPTIONS – BASICS, MECHANISM AND STRATEGIES 12 HOURS

Option Contracts – Meaning, Types – Call, Put, American, European, In-the-Money, At-the-Money and Out-of-the- Money. Pay-off and Pay-off Diagrams for Options. Hedging Strategies – Protective Put & Protective Call Strategy: and Covered Call & Covered Put Strategy.Trading Strategies with Options – Straddle, Strip, Strap, Strangle, Spreads.

MODULE 4: OPTION PRICING 10 HOURS

Put-Call Parity Theory, Portfolio Replication Method, Risk Neutralization Method, Binomial Method and Black-Scholes Method. Option Greeks.

MODULE 5: INTEREST RATE RISK AND RISK HEDGING STRATEGIES 10 HOURS

Interest Rate Swaps, Forward Rate Agreements, Interest Rate Futures, Interest Rate Options, Caps, Floors andCollars, Swaption.

MODULE 6: COMMODITY RISKS AND COMMODITY DERIVATIVES 10 HOURS

Commodity Markets, Commodity Exchanges in India. Commodities traded in Exchanges. Meaning and features of Commodity Derivatives. Trading and Settlement System for Commodity Derivatives. Pricing of Commodity Futures. SEBBI guidelines for Indian Commodity Markets.

Suggested Reading:

- Damodaran Aswath (2014), *“Appliced Corporate Finance*”, John Wiley & Sons Inc, 4th Edition..
- Chandra, Prasanna (2007), *“Financial Management – Theory and Practice*”, Tata McGraw-Hill Publishing Company Limited, 10th Edition.
- Pandey, I M (2021), *“Financial Management”,* Pearson Publications, 12th Edition.

Reference Books:

- Kapalesh Ashar (2019), *“Financial Management Essentials you always wanted to know*”,Vibrant Publishers, 4th Edition.
- Rustagi (2020*), “Fundamentals of Financial Management*”, Taxmann Publications Pvt. Ltd.; 15th edition

PRACTICALS / SKILL ENHANCEMENT ACTIVITIES

1. Measure the risk level associated with select stocks and design hedging strategy with Future Contracts
2. Design Option Strategies for hedging investment risk in Stocks.
3. Identify suitable Option Trading Strategies and the timing of execution for stock and index underlying
4. Ascertain the interest rate risk of at least 3 companies and strategies adopted by them for hedging such risk
5. Prepare report on the functioning and effectiveness of Commodity Derivatives in India.

4.3 Marketing

Name of the Program: Master of Business Administration *Course Code:4.3.1* *Name of the Course: Strategic Brand Management*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Brands that a firm has invested in and developed over time are their valuable assets. Processes, designs and strategies of organizations may be easily copied, but a strong brand is something which cannot be easily reproduced. Strong brands can influence purchase decisions by communicating the value of and providing differentiation for products and services. Effective brand management is critical to maintaining the long-term profitability of products and services. This course is designed to develop students' understanding of the importance of brand equity as well as how to build, measure and manage brand equity.

Course Objectives:

- To give students a deeper understanding of the process of brand building in a variety of business contexts, the integrated requirements for effective brand reinforcement, revitalization as well as the models, measures and impact of brand equity.

Course outcomes:

By the end of this course, a student would learn

- Understand key principles of branding, positioning and brand building strategies.

MODULE 1: PRODUCT MANAGEMENT 8 HOURS

Product Planning and New Product Management- Product Portfolio Analysis - Market Attractiveness & Components of Market Attractiveness – Product Market Strategies - Product Life Cycle Stages And Corresponding Strategies – Competitor Analysis

MODULE 2: INTRODUCTION TO BRAND MANAGEMENT 10 HOURS

Brands Vs Products- Brand Management - Brand Components & Attributes- Significance Of Branding To Consumers & Firms - Selecting Brand Names- Brand Identity – Kepferer Brand Identity Prizm Model - Branding Challenges & Opportunities

MODULE 3: BRAND EQUITY 12 HOURS

Types of Brands - Strategic Brand Management Process – Brand Attribute Management & Architecture – Brand Portfolio Strategy – Brand Extension And Stretching - Making A Brand Strong-Sources Of Brand Equity-The 4 Steps Of Strong Brand Building- Aakers Brand Equity Model – Customer Based Brand Equity – Brand Leveraging, Brand Loyalty.

MODULE 4: BRAND POSITIONING 8 HOURS

Types Of Positioning- Over, Under & Repositioning- Differentiation – Identifying Gaps Using Perceptual Maps - Co-Branding –Licensing – Celebrity Endorsement - Positioning Guidelines.

MODULE 5: BRAND AUDIT AND VALUATION 8 HOURS

Brand Audit - Internal Branding- Introduction to Brand Valuation – Components & Types Of Valuation**.**

MODULE 6: BUILDING ONLINE BRANDS 10 HOURS

Integrated Marketing Communication - The New Media Environment – Building and managing online Brands - Marketing Communication Options – Using social media to Build Brands – E-Commerce & Brands

Suggested Reading:

- Kevin Lane Keller M. G. Parameswaran and Isaac Jacob (2010), Strategic Brand Management, Pearson Education India, 3rd Edition.

- RamanujMajumdar (2007),” Product management in India”, PHI Learning Pvt India.
- KirtiDutta (2012), Brand Management, Principles and Practices ,Oxford University Press, Ist Edition.

Reference Books:

- Kevin Lane Keller (2012), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall, 4th Edition, 2012
- MG Parameswaran , Building Brand Value – Five Steps to Building Powerful Brands, Tata McGraw hill, 2006
- SubrotoSengupta , Brand Positioning: Strategies for Competitive Advantage, Tata McGraw Hill Education, 2005
- J.N. Kapferer , The New Strategic Brand Management (Creating And Sustaining Brand Equity Long Term) , Kogan Page Publishers India, 2008.
- S.A. Chunawalla , Compendium of Brand Management,Himalaya Publishing House , 2011
- David A Aaker , Managing Brand Equity, Free Press, 1991.

Name of the Program: Master of Business Administration

Course Code:4.3.2

Name of the Course: Marketing Research and Metrics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

The course will assist students to understand the process by which market information is collected and analysed and to apply this understanding to the development of a marketing plan in response to a real-life client problem.

Course Objectives:

- To enhance the students understanding of the marketing research industry.
- To develop skills required by the researcher and understand different applications of Marketing Research
- To be able to exploit Marketing Research data for management decision-making

Course outcomes:

By the end of this course, a student would learn

- Understand the process of marketing research and its different processes
- Identify sources of information
- Understand different research methods
- Apply selected research methods
- Analyze and interpret both qualitative and quantitative data
- Conduct and analyze a focus group discussion
- Build a simple questionnaire from a web-based survey administration site.

MODULE 1: INTRODUCTION TO MARKETING RESEARCH 8 HOURS

Introduction to Marketing Research, Nature and Scope, Difference between Market and Marketing Research, Marketing Research Process, Applications of Marketing Research, Limitations of Marketing Research, Ethical considerations in Marketing Research.

MODULE 2: QUESTIONNAIRE DESIGN AND SAMPLING 10 HOURS

Major Qualitative and Quantitative Research Designs, Types of Research Design, Designing Questionnaires for Market Research, Types of Questions, Schedule, Reliability and Validity of a Questionnaire, Sampling Techniques, Procedure for sample selection and sample determination, Design of fieldwork, Selection of cities/centers, Organizing Field Work, Selection of Respondents, Control procedures on the field.

MODULE 3: DATA ANALYTICS AND HYPOTHESIS TESTING USING STATISTICAL PACKAGE 12 HOURS

Introduction to statistical packages (SPSS, PASW, JASP, Jamovi etc.), Data input, coding, recoding, data cleaning, Split file, Group, Subset, merge file options, Descriptive and inferential statistics, Visualization, exploration and extracting data summary statistics, Overview of hypothesis, Parametric and Non-parametric tests and their applications in marketing research.

MODULE 4: INTRODUCTION TO MARKETING METRICS 10 HOURS

The alignment of business objectives, strategies and metrics; the potential gap between metrics and business outcomes, the importance of marketing metrics, measuring market effectiveness. Market share, relative market share, market concentration, market penetration, brand penetration, penetration share, share of requirements, heavy usage index, market share decomposition, brand development index and category development index.

MODULE 5: PRICING, PRODUCT AND PORTFOLIO MANAGEMENT 10 HOURS

Price premium, maximum reserve price and maximum willingness to buy, price elasticity, optimal price, percentage breakeven price change, price discrimination, competitor reaction, elasticity and cross and residual price elasticity. Trial volume and trial rate, repeat volume and repeat rate, adjusted trial rate, cannibalization rate, weighted contribution margin and breakeven with cannibalization.

MODULE 6: SALES FORCE MANAGEMENT AND PROMOTION PROFITABILITY 10 HOURS

Sales funnel, sales pipeline, lead, closure rate, sales forecasting, workload, sales force effectiveness. Baseline sales, incremental sales, promotional lift, return on marketing investment, coupon redemption, pass-through, gross rating points, impression, cost per thousand impressions, reach, frequency, share of voice, page views, visitors, click-through rates, cost per click, cost per order, cost per customer acquired, bounce rate, abandonment rate. Customer lifetime value, retention rate, attrition rate & churn rate.

Essential Reading:

- Malhotra, N and Dash, S. (2019). Marketing Research – An Applied Orientation, (7th ed). Pearson Education
- Bendle, N.T., Farris, P.W., Pfeifer, P.E., and Reibstein, D.J. (2016) Marketing Metrics: The Manager’s Guide to Measuring Marketing Performance (Third Edition). Upper Saddle River, New Jersey: Pearson.

Reference Books:

- Kozielski, Robert (2018), Mastering Marketing Analytics, 1st Edition, Emarald Publication.
- Sauders, M., Lewis, P & Thornhill, A (2016), Research Methods for Business Students, 7th Edition, Pearson Education.

Name of the Program: Master of Business Administration *Course Code:4.3.3* *Name of the Course: Digital Marketing*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Marketing has changed from traditional advertising media to online platforms. The course shall introduce the student to social media platforms. Market research forms the back bone of digital marketing. Reputation of entities can be altered within minutes which is of high risk. Use of social media effectively produces engaged customers and their posts are brand advertisements which spread through word of mouth. Digital marketing can be successful only if an organized plan has been drawn. Social relation building helps in increasing Customer Loyalty. Hence, it is not just online presence but also its maximum utilization that is important. There is a huge inflow of new digital marketing technology and tools. Choosing the right tool is essential for customer delight and deriving results. Most of the business have digital presence but lack a strategy to tackle the digital competition.

Course Objectives:

- To understand the basics of digital marketing.
- To develop a comprehensive digital marketing strategy
- To be able to use new media such as search engine and social networking.

Course outcomes:

- By the end of the course, the student will be able to evaluate the risks involved in digital marketing. It shall make them be able to attract and retain customers online.

MODULE 1: INTRODUCTION 10 HOURS

Introduction to marketing in the digital environment, Types of web presence, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfilment options and strategies, Introduction to payment gateways and paypal.

MODULE 2: DIGITAL MARKETING RESEARCH 10 HOURS

Audience profiling and segmentation, Internet usage patterns ,Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies.

MODULE 3: SEARCH ENGINE MARKETING 10 HOURS

Email campaign creation and management, Google Adwords, search and display on search engines, pricing models online, Introduction to page rankings, googleAdwords analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing - Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology.

MODULE 4: SOCIAL MEDIA AND e-PR 10 HOURS

Using Facebook, Linked-in, twitter, Youtube including creating a channel on You Tube, Content guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Building relationships with different stakeholders online.

MODULE 5: ONLINE REPUTATION MANAGEMENT 8 HOURS

Introduction to online reputation management, Importance of managing online reputation for a business, strategies and tools of online reputation management, handling negative comments.

MODULE 6: RECENT TRENDS 8 HOURS

Localization of content and advertising. Marketing using mobile networks, evolution of Indian banking industry – journey from brick and mortar to mobile banking, Consumer engagement – meaning and methods.

Suggested Reading:

- Deepak Bansal (2009), “A Complete Guide To Search Engine Optimization”, B.R Publishing Corporation, Ist Edition.
- Strauss.J and Frost . R (2009), “E- Marketing”, Pearson Education, 5th Edition.
- Ramsey (2010), “Seven Guidelines for Achieving ROI from Social Media”, eMarketer.

Reference Books:

- Godfrey Parkin (2009), “Digital Marketing: Strategies for Online Success”, United Kingdom: New Holland.
- Damian Ryan (2014), “Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation”, Kogan Page, 3rd Edition.
- Jonah Berger (2013), “Contagious Why Things Catch On”, Simon & Schuster, 1st Edition.

4.4 HUMAN RESOURCES

Name of the Program: Master of Business Administration *Course Code:4.4.1* *Name of the Course: Strategic HRM*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

With increasing competition, the technological, socio cultural and economic changes have triggered the need for constantly developing the human resources. HRD is no longer limited to the confines of a departmental activity, now it finds a place even in the vision and mission statements of the companies. The need to survive in the ever-changing business world demands a well-developed pool of human resources with strategies.

Course Objectives:

- To develop the perspective of strategic human resource management.
- Distinguish the strategic approach to human resources from the traditional functional approach.

Course outcomes:

- By the end of this course- a student would learn the relationship of HR strategy with overall corporate strategy and understand the strategic role of specific HR systems

MODULE 1: 8 HOURS

HR environment HRM in knowledge economy Concept of SHRM Investment Perspective of SHRM Evolution of SHRM Strategic HR vs. Traditional HR –Barriers to strategic HR Role of HR in strategic planning.

MODULE 2: 10 HOURS

Strategic fit frameworks - Linking business strategy with HR strategy - HR bundles approach, best practice approach - Business strategy and human resource planning - HRM and firm performance linkages - Measures of HRM performance - Sustained competitive advantages through inimitable HR practices.

MODULE 3: 10 HOURS

HR Systems - Staffing systems - Reward and compensation systems - Employee and career development systems - performance management systems - Various Strategic Management frameworks.

MODULE 4: 10 HOURS

Strategic options and HR decisions – Downsizing and restructuring - Domestic and International labour market - Mergers and acquisitions - Outsourcing and off shoring.

MODULE 5: 10 HOURS

Strategic Responses of Organisations to Changing Environment – Portfolio process and structure related strategic responses. M & A s and Strategic HR .

MODULE 6: 8 HOURS

Conduct an Interview with CEO or Authorised authority and data collection on Strategic responses of Organisations to changing environment (Ref. Srinivas R. Kandula PHI 2012). Interview schedule for conducting case study

- Interviewee's awareness / knowledge of strategic responses being planned / implemented / progressed in the organization. (common)
- Compatibility between voluntary participative forums and collective bargaining forum (HR Managers)
- Reasons for strong / weak / no relationship (positive or negative) between strategic responses and SHRD system. (HR Manager / Individual / Trade Unions)
- Unions perception on the commitment of employer, frontline officers and workers in SHRD system (Trade union leaders)
-

Suggested Reading:

- Mello- Jeffrey A (2018),"Strategic Human Resource Management", Thomson Learning Inc, 1st Edition.
- Kelliher, C., Garavan, T., Bailey, C., Mankin, D. (2018). Strategic Human Resource Management. United Kingdom: Oxford University Press.

- Khandekar, A., Sharma, A. (2014). Strategic Human Resource Management: An Indian Perspective. (n.p.): Lulu.com.
- Strategic Human Resource Management: An International Perspective. (2017). United Kingdom: SAGE Publications.

Name of the Program: Master of Business Administration *Course Code:4.4.2* *Name of the Course: International HRM*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

A challenging aspect of HRM in most firms with multinational operations is the multicultural nature of their work force, which is further compounded by its geographical dispersion. In addition, HRM like so many other managerial functions, takes place not in vaccum but within the overall internal organisational environment and the external national and international context in which the company operates an attempt is made to know the insight of IHRM.

Course Objectives:

- To be able to assess the extent to which multinational companies can have companywide HRM strategies, policies and practices

Course outcomes:

By the end of this course, a student would learn a perview of the major challenges that MNC's face and to be familiar, through a real-life case study, with some of the HRM issues faced by staff in a foreign subsidiary of a major multinational company

MODULE 1: 8 HOURS

International HRM - Domestic HRM v/s IHRM - Managing International activities - Human Resource Planning - International recruitment and selection - Training and development of expatriates – M & A –Integration of acquired employees in newer cultures, Global Mobilty and HR-International postings.

MODULE 2: 10 HOURS

Repatriation – Expatriation and repatriation - Selection methodology of expatriation - Process of repatriation, job related adjustments, organisational development - International compensation: components, objectives and methods of compensation - Taxation decisions

- Changing trends in International employment.

MODULE 3: 10 HOURS

Managing HR in Virtual Organisation: Meaning and types of virtual organisations - Difference between traditional and virtual organisations - Features of virtual organisation - Managing HR in virtual organisations - Challenges of International performance management - Career Management& International HRM.

MODULE 4: 10 HOURS

Knowledge management and International management development - Knowledge and Knowledge transfer - Knowledge and situated cognition - Implications for knowledge transfer - Knowledge management in MNCs - Knowledge management and IHRM - Changing scope of International management development - International manager roles: development implications, international management development initiatives, Future developments.

MODULE 5: 10 HOURS

IHRM Strategies and Developments - Managing diversity - Linking corporate and HRM strategy - Total quality in HRM - Scope of TQM - Comparison of Traditional and TQHRM approaches - Barriers to TQHRM - HR project planning - Importance of computerised information system - Conflict management - Human rights movement and IHRM, Experiences of Japan and China.

MODULE 6: 8 HOURS

Case Studies - Ethics and challenges in IHRM - Role of international education in IHRM - UNO and IHRM - Business leaders as global citizens - Futuristic view of IHRM – socio cultural factors and ethical issues in BPO Industry - Adventurous training - Problems of women expatriates - Globalisation and senior citizens – BPO and IHRM.

Suggested Reading:

- Rao, P. L. (2008). International Human Resource Management: Text and Cases. India: Excel Books.
- Dowling, P. J., Engle, A., Festing, M. (2013). International Human Resource Management. United Kingdom: Cengage Learning.
- Kandula, S. R. (2018). International Human Resource Management. India: SAGE Publications.

- Briscoe, D. R., Schuler, R. S. (2004). International Human Resource Management: Policy and Practice for the Global Enterprise. United Kingdom: Routledge.
- International Human Resource Management. (2004). India: SAGE Publications.

Name of the Program: Master of Business Administration

Course Code:4.4.3

Name of the Course: Talent and Knowledge Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

The explosion of interest in talent and knowledge management among academics, public policy makers, consultants, and business people began as recently as the mid-1990s.The level of interest in Talent & Knowledge management since then visible in a number of ways. It is growing rapidly more and more companies have built talent and knowledge repositories. Even new job titles have appeared from knowledge edge developer, to knowledge facilitator, to corporate knowledge officer

Course Objectives:

- To impart the knowledge on talent and knowledge management. its importance in contemporary business

Course outcomes:

By the end of this course, a student would learn the new concepts in talent and knowledge management and its relevance in the corporate.

MODULE 1: 8 HOURS

Talent - Engine of new economy - Difference between talent and knowledge workers - Leveraging talent - Talent value chain - Elements of talent friendly organizations

MODULE 2: 12 HOURS

Elements, benefits and challenges of Talent Management System - Building blocks of talent management: competencies, performance management, evaluating employee potential - Modern practices in talent attraction, selection, retention and engagement. Talent Management & Social Media - Emerging Trends in Talent Management.

MODULE 3: 10 HOURS

Talent Planning – Succession management process - Cross functional capabilities and fusion of talents - Talent development budget - Value driven cost structure - Contingency plan for talent - Building talent - Leadership coaching.

MODULE 4: 6 HOURS

Return on talent (ROT) - ROT measurements - Optimizing investment in talent - Integrating compensation with talent management - Developing talent management information system - Psychometrics for TM.

MODULE 5: 12 HOURS

Knowledge economy - Understanding Knowledge management - Types of knowledge - Knowledge centric organizations - Knowledge management framework - Knowledge creation and capture - Designing of Knowledge management strategy - Issues and challenges in knowledge Management - Implementing knowledge management strategy - Knowledge management metrics and audit.

MODULE 6: 8 HOURS

Conduct Interviews with five senior executives of two organisations on their talent and knowledge management practices. Conduct minimum one focus group discussion (FGD) on Knowledge Management Portal **.**

Suggested Reading:

- Berger, Lance A and Dorothy Berger (2010), "The Talent Management Handbook", Tata McGraw Hill, New Delhi, 2nd Edition
- Masood, Anilkumarsingh and Somesh Dhamija (2017) , Talent management in India- challenges and opportunities, Atlantic publisher, New Delhi, Atlantic Publishers and Distributors Pvt Ltd, 1st edition
- Scullion, H., Collings, D. (2011). Global Talent Management. United States: Taylor & Francis.
- Talent Management of Knowledge Workers: Embracing the Non-Traditional Workforce. (2010). United Kingdom: Palgrave Macmillan UK.
- Thunnissen, M., Gallardo-Gallardo, E. (2017). Talent Management in Practice: An Integrated and Dynamic Approach. United Kingdom: Emerald Publishing Limited.
- The Oxford Handbook of Talent Management. (2017). United Kingdom: Oxford University Press.
- Macro Talent Management: A Global Perspective on Managing Talent in Developed Markets. (2018). United States: Taylor & Francis.

4.5 HEALTH CARE MANAGEMENT

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION COURSE CODE:4.5.1 Name Of the Course: Basic Management Aspects of Health Care		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Understanding and study of management of organizations in general would give a better perspective in the contemporary scenario. But the application and customization of the basics of management in various sectors of the industry is the need of the hour. Healthcare is one of the major emerging sectors of the Indian Economy. The application and customization of various functional areas of management would go a long way in the placement of management graduates in the healthcare sector. The present course makes a humble attempt to bridge the gap of fulfilling the felt needs of healthcare sector.

Course Objectives:

- To introduce the managerial dimensions of healthcare sector to students.
- To make students to get a glimpse of application of management in healthcare sector.

Course outcomes:

- By the end of the course, the students have to have better understanding of differences between management in general and management in healthcare sector

Unit 1: HEALTH CARE SECTOR **8 HOURS**

Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy and Strategy Formation Process – Stakeholders in business –Vision, Mission and Purpose – Business definition, Objectives and Goals. The SM model

Unit 2: ORGANIZATION BEHAVIOR **8 Hours**

Behavior of individuals, groups and teams-Conflict Management and Service Culture with special reference to healthcare sector.

Unit 3: HUMAN RESOURCE MANAGEMENT **8 Hours**

HRM challenges with reference to Recruitment, Selection, Retention, Training and Development, Compensation, Performance Management System, Competency Management in Healthcare

Unit 4: SERVICE MARKETING **10 Hours**

Marketing challenges to Service Marketing, Health Service Quality, Promotion Mix, Branding and Positioning, Marketing Communication, Media and Public Relations in healthcare-Application of marketing strategies in healthcare.

Unit 5: FINANCIAL MANAGEMENT **10 Hours**

Pricing of hospital services and new equipment usage, Pricing Policy, Rate Revision, Hospital Rate Setting, Replacement Analysis, Accounting Practices in Hospitals, Emerging Trends in Finance in Healthcare-Break Even Analysis in Healthcare Organizations, Costing Template

Unit 6: INVENTORY MANAGEMENT **12 Hours**

Stores Organization, Concept and Scope of Inventory Management as applicable to healthcare; Materials Planning, Procurement, Vendor Management, Purchase, Inspection. Hospital Equipment; Planning, Selection, Purchase, Repair and Maintenance-Condemnation and Disposal-Pilferage-ABC and VED Analysis

Reference Books:

- Kotler, Philip and Clarke, Robert,” Marketing in Healthcare Organizations”, Prentice Hall College Division, Ist Edition, 1986
- Beck, Donald F , “Basic Hospital Financial Management” , Aspen Systems Corp, 1980
- Joshi, D.C, “Hospital Administration” , Jaypee Publishers, Ist Edition, 2009
- Shi, Leiyu , “Managing Human Resources in Health Care Organizations”, Jones & Bartlett Learning, 1st edition , 2007.
- Goel R.C, “HRM in Hospitals” , Prentice Hall of India Pvt Ltd, 3rd Edition, 2003
- P.G Ramanujam, “Marketing of Healthcare Services”, Excel Books,2009
- Hyman Stanley” Supplies Management in Healthcare”, Croom Helm, 1979
- Sakharkar B M, “Principles of Hospital Administration & Planning”, Jaypee Brothers Publishers , New Delhi,2nd Edition, 2009

- Gupta, Shakthi and Kant, Sunil, " Hospital Stores Management , an integrated approach", Jaypee Brothers Publishers , New Delhi, 2004

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE:4.5.2

Name Of the Course: Strategic Management In Health Care Settings

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

For any organization to be successful, it needs to have an holistic approach towards business with accurate alignment of its objectives with business strategies. As healthcare industry is a unique service industry, different approach has to be followed to ensure the business performance and growth. The course will cover the basics of strategic management including quality and innovation as applied to healthcare sector

Course Objectives:

- To enable the students to understand the philosophy and rational of business strategies
- To enable the students to understand the various quality philosophies, significance and their application in healthcare settings.
-

Course outcomes:

- By the end of the course, the student will get a feel of the strategic dimensions of the management of healthcare organizations

Unit 1: INTRODUCTION 8 HOURS

Strategic intent concepts; Healthcare Organization’s Vision, Mission , Goals and Objectives-Business Models-Policy and Values; Balance Score Card, Critical Success Factors; Key performance Indicators in healthcare setting; Competition in healthcare business

Unit 2: STRATEGY FORMULATION AND IMPLEMENTATION 12 HOURS

Competitive advantage in terms of facilities and services- Cost Leadership and differentiation in healthcare delivery-Core Competence in healthcare organizations-Growth and expansion of organizations-Mergers and Acquisitions, Outsourcing-Role and emergence of technology-Resource Allocations-Supportive Culture-Strategic Leadership-Corporate Culture-Functional and operational implementation.

Unit 3: QUALITY IN HEALTHCARE 10 HOURS

Concept and significance-Quality Management Philosophies-Patient Focus and Involvement-TQM Models-Quality tools and techniques applied to healthcare- Continuous Quality Improvement-Quality Circles

Unit 4: QUALITY ACCREDITATION 10 HOURS

Meaning and benefits-Quality Standards-Quality of patient care, focus and safety-Accreditation Process-National and International Bodies for accreditation in healthcare – ISO, QCI, NABH & JCI-Statutory Compliance

Unit 5: AUDIT IN HEALTHCARE 8 HOURS

Concurrent, terminal and cyclic evaluation-Healthcare, Medical, Nursing, Clinical Pharmacy and Antibiotic Audits-Patient Satisfaction surveys -Integration of healthcare systems

Unit 6: INNOVATIONS IN HEALTHCARE 8 HOURS

Innovation Process, Innovations in Healthcare delivery-Public and Private, Technology, New Product Development

Reference Books:

1. Girdhar Gyani& Alexander Thomas ,"Handbook of Healthcare Quality & Patient Safety", Jaypee Medical Publishers, Ist Edition, 2017.
2. Paul Trott, " Innovation Management and New Product Development", Prentice Hall,5th Edition ,2016
3. Kunders, G.D , "Designing for Total Quality in Health Care", Prism Books Pvt Ltd, IstEdition, 2002
4. Donald Lighter and Douglas," Quality Management in Healthcare: Principles and Methods", Janes and Berlett Publishers, 2004
5. Kropf, Roger , Greenberg, James A, "Strategic Analysis for Hospital Management",Aspen Publishers Inc, Ist Edition ,1984
6. Alan M.Zuckerman, Healthcare Strategic Planning, Prentice Hall of India, 2nd Edition,2005

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: 4.5.3

Name Of the Course: Management Of Hospital Services

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview:

Hospitals are unique service-based organizations, different from other service organizations. Hospitals serve as the touchpoints of healthcare delivery, concentrating mostly on the curative health services. The patients approach hospitals for general and specialized services on short-, medium- and long-term basis. Hospital Managers have to make sure that healthcare services are rendered by the healthcare personnel effectively and efficiently. This requires, on the part of the hospital managers, to fully understand the various functions being carried out by different departments and design and develop hospital systems so that all functions are carried out in a coordinated manner. The course has been designed to give the detailed overview to hospital functioning in compliance with statutory and regulatory requirement in a holistic manner

Course Objectives:

- To introduce the basic services of hospitals to the students.
- To familiarize the students with management dimensions of hospital services.

Course outcomes:

- At the end of the course, the students would get an insight into structure of hospital services and delivery

Module 1: STRUCTURE OF SERVICES 8 HOURS

Uniqueness of Hospital Services-Differences with Non-Hospital Forms of Healthcare Services-Classification of Hospital Services based on Ownership, Extent of specialization and Nature – Hospitals in India today, hospital as a system.

Module 2: DESIGN AND PLANNING 8 HOURS

Classification of Healthcare Facilities- Phases of hospital project- Preliminary survey, Feasibility Survey, Financial & Equipment planning, site selection criteria, legal requirements & Design consideration, Flow chart of operation, Physical facilities and space requirements, statutory requirements, Documentation, Equipment & supplies, Hospital organization hierarchy – Roles & function of hospital administration.

Module 3: OUT-PATIENT SERVICES 10 HOURS

Outpatient Department- Planning and Management of Accident and emergency services, Physical medicine and Physiotherapy, Day care- Urgency and utilization management-Prioritization of Patient Needs

Module 4: IN-PATIENT SERVICES 10 HOURS

Operation of wards and facilities-Planning and Management of Medical and Surgical Services, Nursing services and administration, Critical Care Services like ICU Etc - Specialty Services In-patient department (General & Specialized unit), Burn Unit, OT, Super Specialty services.

Module 5: OTHER SERVICES 12 HOURS

Planning and Management of STP/ETP, Laundry, Central Sterile and Supplies Department(CSSD), Bio Medical Waste Management(BWWM) , Building, Water supply, Sanitary System and Fire safety, Laundry & Linen, Housekeeping, Maintenance department, Toilets, Other Supportive Services like Radiology, Laboratory etc- Blood Bank , Ambulance services, Pharmacy, Cafeteria and Mortuary.

Module 6: HOSPITAL INFORMATION SYSTEM 8 HOURS

Information, Communication and Technology in Healthcare-Barriers and facilitators in adoption of ICT-Telemedicine, Hospital statistics, evaluation of hospital services, Use of management information system.

References:

1. Goel, S.L and Kumar," Hospital Core Services: Hospital Administration in 21st Century", Deep and Deep Publications Pvt Ltd, Ist Edition, 2004.
2. Kunders, G.D," Hospitals: Facilities Planning and Management , TBS, 2007.
3. B.M.Sakharkar ," Principles of hospital administration and planning" , Jaypee Brothers Medical Publishers, 2nd Edition, 2009
4. Tabish S A," Hospitals and Nursing homes planning, organizing and management", Jaypee Publishers, Ist Edition, 2003
5. Srinivasan, A. V. (Ed.). (2008). Managing a modern hospital. SAGE Publications India.

4.6 BANKING FINANCE AND INSURANCE SERVICES MANAGEMENT (BFIS)

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE:4.6.1

Name of the Course: Banking Technology And Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

The System and Experience of Banking has changed drastically over time and the buzz words today are ‘net banking’, ‘mobile banking’ etc. While knowledge of the systems and operations of a bank is very important, the technology that drives the system is equally essential to know. A student seeks a career in banking need to be exposed to the ‘Technology’ that defines the work and responsibility in the changing scenario of bank functioning. Hence, this paper ‘Banking Technology and Management’.

Course Objectives:

- To orient the students about the core banking and branch operations.
- To provide knowledge on delivery channels and back office operations.
- To give an exposure regarding interbank payment system and smart banking technologies.
- To discuss contemporary issues in banking techniques

Course outcomes:

- Learn the technology used in banking operations.
- Know the back-end operations enabling provision of services.
- Get exposed to the contemporary techniques influencing banking systems

MODULE 1: CORE BANKING AND BRANCH OPERATIONS 10 Hours

Introduction and Evolution of Bank Management,Technological impact in Banking Operations, Total Branch Computerization, concept and opportunities, Centralized Banking, Concept, Opportunities, Challenges and Implementation

MODULE 2: DELIVERY CHANNELS 8 Hours

Overview of Delivery Channels, Automated Teller Machine, Phone Banking, Call Centers, Internet Banking , Mobile Banking, Payment Gateways , Card Technologies, MICR Electronic Clearing

MODULE 3: BACK OFFICE OPERATIONS 8 Hours

Back office Management, Inter branch reconciliation, Treasury Management, Forex Operations , Risk Management, Data Centre Management, Network Management, Knowledge Management (MIS / DSS / ESS) , Customer Relationships Management(CRM)

MODULE 4: INTERBANK PAYMENT SYSTEM 10 Hours

Interface with payment system Network, Structured Financial Messaging System, Electronic Fund Transfer, RTGS, Negotiated Dealing Systems and Securities Settlement Systems, Electronic Money, E-Cheques

MODULE 5: SMART BANKING TECHNOLOGIES 10 Hours

Introduction, Characteristics of Smart Banking Environment, Components and Technologies of Smart Banking Environments, Issues in Smart Banking

MODULE 6: CONTEMPORARY ISSUES IN BANKING TECHNIQUES 10 Hours

Analysis of Rangarajan Committee Reports – E Banking – Budgeting – Banking Softwares

– Case Study: Analysis of Recent Core Banking Software.

Reference Books:

1. Muraleedharan, D. (2014). Modern banking: theory and practice. PHI Learning Pvt. Ltd..
2. Dube, D. P., & Gulati, V. P. (2005). *Information system audit and assurance*. Tata

McGraw-Hill Education

3. Banking on Technology – Perspectives on the Indian Banking Industry, Indian Banks Association, January 2014.
4. Bhasin, Narinder Kumar, “Technology in Banking – the New S Curve”, The Indian Banker, Vol VII, No. 5, May 2012.
5. Mobile Banking – Report of the Technical Committee, The Reserve Bank of India, January 2014.
6. Working Group on Information Security, Electronic Banking, Technology Risk Management and Cyber Frauds – Report and Recommendations, The Reserve Bank of India, January 2011
7. Publications of Indian Institute of Banking and Finance, McMillan

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE:4.6.2

Name of the Course: International Financial Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

A business enterprise having international transactions is exposed to various risks. While understanding the global environment, the economic impact of the transactions, the procedures and formalities to be adhered to are on one side, the impact of transactions on cash flow of the entity on account of fluctuations in foreign exchange rate is another aspect that must be addressed. This course titled "International Financial Management" aims to orient all the aspects a professional need to know in carrying out international transactions.

Course Objectives:

- To orient the students on global business environment and international markets.
- To make students understand the various risks an enterprise is exposed to on account of international transactions.
- To provide knowledge and skills for hedging foreign currency risks.

Course outcomes:

- The global financial environment, currency system, relationship between economies and impact of international transactions on the economy.
- Functioning of international financial markets.
- Fixing of exchange rate.
- Foreign currency risks and hedging strategies.

Unit 1: GLOBAL FINANCIAL MANAGEMENT **10 Hours**

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, the current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime.

Unit 2: BALANCE OF PAYMENTS **5 Hours**

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

Unit 3: INTERNATIONAL FINANCIAL MARKETS **5 Hours**

Motives for using International Financial Markets. Foreign Exchange Market, History and Transactions, interpreting Foreign Exchange Quotations, International Money Markets, International Credit Markets and International Bond Markets. Comparison of International Financial Markets.

Unit 4: EXCHANGE RATE DETERMINATION **8 Hours**

Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fischer's Effect, Pure Expectations Theory.

Unit 5: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES **18 Hours**

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps.

Unit 6: INTEREST RATE RISK AND RISK HEDGING STRATEGIES **10 Hours**

Risk Management : Meaning and objectives, Basic categories risk, Methods of managing risk/ Risk mitigation, Enterprise risk management, Risk management process, Different scenarios and Risk management strategies, Personal risk management, Risk control and Risk financing, Insurance market dynamics, Loss Forecasting**.**

Essential Reading:

1. Shapiro, Alan C., and Paul Hanouna. *Multinational financial management*. John

Wiley & Sons, 2019.

2. Apte, Prakash G. *International finance: a business perspective*. Tata McGraw-Hill Publishing, 2010.
3. David B. Zenoff& Jack Zwick: International Financial Management.
4. Rita M. Rodriguez L. Bigame Carter: International Financial Management.
5. V. A. Avadhani: International Finance- Theory and Practice, Himalaya Publishing House

Reference Books:

1. Madura, Jeff, “International Corporate Finance”, Thomson South-Western.
2. Sharan, Vyuptakesh, “International Financial Management”, Prentice Hall of India.
3. Jain, Peyrard, and Yadav’ “International Financial Management”, MacMillan
4. J. Fred Weston, Bart: Guide to International Financial Management.
5. Robery O. Edmister: Financial Institutions - markets and Management.
6. A.V. Rajwade: Foreign Exchange International Finance and Risk Management, Prentice Hall
7. Madura, Jeff. *International financial management*. Cengage Learning, 2020.

Name of the Program: Master of Business Administration

Course Code:4.6.3

Name of the Course: Risk Management for Banks and Insurance Companies

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview:

Like every business, banks and insurance companies are exposed to risks. However, the risks are very unique and most of the times beyond prediction, guess or even comprehension. While 'risk-taking' is an integral part of both banking and insurance business, managing risk to boost performance is a matter of challenge. This courses provides an outline of 'risk management' among banks and insurance companies, highlighting the best practices in Indian and global context

Course Objectives:

- To provide knowledge on various risks faced by banking companies.
- To provide knowledge on various risks faced by insurance companies.
- To make understand the various strategies adopted by banks and insurance companies in effectively managing risks

Course outcomes:

- Know the risks faced by banking and insurance companies.
- Understand the challenges in managing banks.
- Know the risk management strategies for banks and insurance companies.
- Get exposed to the best practices in India and other parts of the world, in respect of 'risk management'

Module 1: OVERVIEW OF RISK MANAGEMENT IN BANKS 8 HOURS

Risk concept- Importance, The changing face of risk in banks, Types of Risks, Risk Management framework, Organizational structure, Risk Identification- Risk measurement/- Sensitivity, Risk monitoring and Control- Risk Reporting

Module 2: MANAGING CREDIT RISK 10 Hours

Defining Credit risk, The Basel Committee's Principles of Credit risk Management, Measuring Credit risk, Credit rating framework, Introduction to some popular credit risk models: Credit risk transfers- Securitization, Loan sales, Covered bonds and Credit Derivatives, Managing credit risk.

Module 3: CAPITAL RISK - REGULATION AND ADEQUACY 10 Hours

Concepts of Economic and Regulatory capital, why regulate bank capital? Risk based Capital Standards, Regulatory capital: Basel Accord- I, II, III, Illustrative problems on calculating capital adequacy

Module 4: INTEREST RATE AND LIQUIDITY RISK 10 Hours

Introduction, Asset- Liability Management, Managing and Measuring Interest rate risk, Methods to reduce Interest rate risk, Managing Interest rate with Interest rate derivatives, Liquidity risk- Sources, Approaches, Measuring Liquidity risk

Module 5: MANAGING MARKET RISK – BANKS INVESTMENT PORTFOLIO 10 Hours

Basic concepts, The Treasury functions, Risks and Returns of Investment securities, Measuring Interest rate risk with VAR, Approaches to VAR Computation, The Interplay between Market and Credit risk.

Module 6: RISK MANAGEMENT IN INSURANCE COMPANIES 8 Hours

Risk Management : Meaning and objectives, Basic categories risk, Methods of managing risk/ Risk mitigation, Enterprise risk management, Risk management process, Different scenarios and Risk management strategies, Personal risk management, Risk control and Risk financing, Insurance market dynamics, Loss Forecasting

References:

- Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson, 3rd Edition, 2014
- P.K. Gupta, Insurance and Risk Management, Himalaya publishing house, 2015
- Harold D Stephen and W Jean Kwon, Risk Management and Insurance, Blackwell Publishing co., New York, 2007
- Jave S. Trieschimam, Sandra G. Guatarson, Robert E Houyt, Risk Management and Insurance, Thomson Sowlla Western Singapore, 2003
- K.C Shekhar and LekshmyShekhar, Banking Theory and Practice, Vikas Publication, 2013
- JatinderLoomba: Risk Management and Insurance Planning PHI, 2014

- L.M. Bhole and JitendraMahakud, Financial Institutions and Markets, 2012
- Indian Institute of Banking and Finance, Risk Management, Mac Millan 2010
- G. S. Popli and S. K. Puri, Strategic Credit Management in Banks, PHI, 2013
- JyotsnaSethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI, 2nd Edition, 2012
- Bharati.V. Pathak, The Indian Financial system, Pearson Education, 2nd Edition, 2008
- Indian Institute of Banking and Finance, Bank Financial Management, Mac Millan, 2014
- IIBF, “Risk Management”, Mc Milan, New Delhi.
- Bagchi S.K., “Credit Risk Management”, Jaico Publishing House, Mumbai

4.7 STARTUPS AND SMEs MANAGEMENT

Name of the Program: Master of Business Administration *Course Code:4.7.1* *Name of the Course:* **Technology and Innovation**		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Overview of the Course:

Small and medium enterprises (SMEs) have been considered one of the 'driving Suorces' of modern economies due to their multifaceted contributions in terms of technological innovations, employment generation, export promotion, etc. Of these, the ability of SMEs to innovate assumes significance because innovation lends competitive edge to firms, industries and ultimately, economies. Therefore, technological innovation has the potential to spur growth of individual enterprises at the micro level and aggregate industries and economies at the macro level. Associated with this high growth rates, SMEs in India are also facing a number of problems like sub-optimal scale of operation, technological obsolescence, supply chain inefficiencies, increasing domestic and global competition, fund shortages, change in manufacturing strategies and turbulent and uncertain market scenario.To survive with such issues and compete with large and global enterprises, SMEs need to adopt innovative approaches in their working. Hence there is a need to study in this perspective of technology and innovation among SMEs.

Course Objectives:

- To understand the importance of technology and innovation for SMEs
- To learn and understand various other dimensions of technology and innovation.

Course outcomes:

- By the end of the course, the students who are entrepreneurially inclined wouldresort to better technology and more innovation

MODULE 1: INTRODUCTION 10 HOURS

Definition and characteristics of Technology – Market based and resource-based views of Technology - Impact of technology on business – meaning, importance and recent developments in technological environment – Technology Trends in Indian Industry-Concept and significance of management of technology – Growing importance of Innovation in business

MODULE 2: SOURCES OF TECHNOLOGY AND INNOVATION 8 HOURS

Sources of technology- process of new product development - Linkage between technology development and competition – IPR and Technology management. Sources of Innovation: Internal and external sources, Competitive advantage to SME.

MODULE 3: TECHNOLOGICAL INNOVATION 10 HOURS

Relationship between Technology and Innovation - Forms of Technology Innovation – Characteristics of Product & Process innovation – Status of Technological innovation in Indian SMEs - Policy Imperatives

MODULE 4: TECHNOLOGY STRATEGY 10 HOURS

Concept and Key principles of technology strategy – framework for technology strategy – relationship between technology and business strategies – Issues and constraints of SME's technology strategy.

MODULE 5: TECHNOLOGY, INNOVATION AND SMEs 10 HOURS

Technology Business Incubation (TBI) - ICT (Information and Communications Technology) – Access to Modern affordable technology - Ecosystem for technology transfer - Govt. policy imperatives for technology upgradation.

MODULE 6: PRACTICALS 8 HOURS

Using Matplotlib Create line plots, area plots, histograms, bar charts, pie charts, box plots and scatter plots and bubble plots. Advanced visualization tools such as waffle charts, word clouds, seaborn and Folium for visualizing geospatial data. Creating choropleth maps

Reference Books:

1. BalaSubrahmanya, M H, M Mathirajan and K N Krishnaswamy (2008) "The Influence of Technological Innovations on the Growth of Manufacturing SMEs", Report submitted to the Department of Science & Technology, Government of India, New Delhi.
2. Tim Mazzarol, Sophie Reboud (2011) "Strategic Innovation in Small Firms – An International Analysis of Innovation and Strategies Decision Making in Small to Medium Sized Enterprises", Edward Elgar Publishing.

3. Innovation readiness of Indian SMEs: and Challenges – FICCI MSME Summit 2012 Report: Theme: " Innovation & Clusters
4. Chaminade, C. Vang, J (2006), Innovation Policy for Asian SMEs: an Innovation Systems Perspective, in H. Yeung Handbook of Research on Asian Business. Edward Elgar.

ESSENTIAL READINGS

1. Betz F , "Strategic Technology Management" , McGraw Hill, 1993
2. V.K. Narayanan , "Managing Technology and Innovation for Competitive Advantage",Prentice Hall , Ist Edition, 2000
3. Tarek Khalil , "Management of Technology" , McGraw Hill, 2000
4. Melissa A Schilling , Strategic Management of Technological Innovation , McGraw Hill, 4th Edition, 2012
5. Brychan Thomas, Christopher Miller, Lyndon Murphy Innovation and Small Business –Volume 1,E-Book, www.bookboon.com

Name of the Program: Master of Business Administration

Course Code:4.7.2

Name of the Course: **Internationalization of SMEs**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

Course Overview:

The emergence of multinational firms has been a distinct feature of globalization in the developing countries. Many of the emerging multinational firms are small and medium enterprises (SME), seeking to capitalize on their unique skills and capabilities and achieve rapid growth and diversify the sources of their revenue streams. SMEs have used their social capital to penetrate into foreign markets and acquire market share. However, they are unable to observe the strategies behind internationalization processes of SMEs. As more and more firms enter the international business environment, there is increased competition. Technological advancements, declining trade barriers etc. are driving the world economy to become more and more integrated and this rapid globalization is enabling SMEs to become international in a quicker yet effective manner. Advancements in information technology and improvements in communication infrastructure have resulted in opportunities for SMEs to participate in global markets in both developing and developed countries. Since 1991, SMEs in India have been faced with new competitive intensity. Improvements in resource utilization make it possible to sell a variety of products and services from anywhere in the world and around the clock. This course will help to gain a better understanding of internationalization of SMEs, strategies behind the internationalization process of SMEs and various govt/non-govt support programs towards SMEs internationalization.

Course Objectives:

- The objective of this course is to motivate entrepreneurially minded students to attempt internationalization in SMEs that they own and work for

Course outcomes:

- At the end of the course, the students must understand the nuts and bolts of internationalization of SMEs

MODULE 1: INTRODUCTION 8 HOURS

Internationalisation: Introduction; Definition or Meaning of Internationalisation- Factors influencing Internationalisation of SMEs - Steps in Internationalisation of SMEs- International opportunities for SMEs – Benefits of Internationalization of SMEs.

MODULE 2: APPROACHES TO INTERNATIONALISATION 10 HOURS

Stages, Economic, Networks Holistic approaches - Integrative and knowledge-based models. Gradualist, Born-Global, Born-Again Global approaches.

MODULE 3: FORMS AND MODES OF INTERNATIONALIZATION 10 HOURS

Forms: Exporting - Joint Venture - FDI. Modes: Management contracts -Turn-key Operations- Subcontracting – Licensing – Franchising – Overseas Branches – subsidiary -Mergers and acquisitions - Ecommerce, International Trade Exhibition - Trade Journals

MODULE 4: SELECTION OF MARKETS 10 HOURS

Nature of Product - International market Information - Foreign Market Needs - Foreign Competition - Support of Government Agencies.

MODULE 5: STRATEGIES FOR INTERNATIONALIZATION 10 HOURS

Geographical Concentration/Diversification, Product-Market Expansion Grid, Ethnocentric, Polycentric, Geocentric, Regiocentric Strategies - Offensive and Defensive Competitive Strategies.

MODULE 6: PRACTICALS 8 HOURS

Three Case studies of Export Oriented Units (EOU) and one Visit.

Essential Readings:

- M V Ravikumar, N. Ramesh and M K Sridhar, " Internationalization of SMEs –Study of critical factors ", Research Study sponsored by Indo-Korean Institute for Science and Technology, 2011
- Top Barriers and Drivers to SME Internationalization", Report by the OECD Working

Party on SMEs and Entrepreneurship, OECD, 2009

- Karen Wilson , "Encouraging the Internationalization of SMEs", OECD Papers, 2006, Vol 6, Issue 12, Pg 43
- Gabrielsson, M. and Kirpalani, M.V.H. (2004): "Born globals: How to reach new business space rapidly", International Business Review, 13, 555-571.
- Kundu, S. K. and Katz, J.A. (2003): "Born-internationals SMEs: BI-level impacts of resources and intentions," Small Business Economics, 20, 25–47

References:

- Betz F , "Strategic Technology Management" , McGraw Hill, 1993
- V.K. Narayanan , "Managing Technology and Innovation for Competitive Advantage",Prentice Hall , Ist Edition, 2000
- Tarek Khalil , "Management of Technology" , McGraw Hill, 2000
- Melissa A Schilling , Strategic Management of Technological Innovation , McGraw Hill, 4th Edition, 2012
- Brychan Thomas, Christopher Miller, Lyndon Murphy Innovation and Small Business –Volume 1,E-Book, www.bookboon.com

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION ***COURSE CODE:4.7.3*** *Name of the Course: Management of Start-ups*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

Most new ventures face near fatal situations during the initial few years, threatening their very existence. Many of these failures are for want of an understanding of the management challenges of a new venture which are avoidable. These challenges are not the same as those of a well-established firm. Managers and entrepreneurs, hence, need additional set of attitudes, skills and knowledge to overcome these issues. Traditional MBA courses start with the assumption of an existing business and its management where systems, processes and relationships are already in place. Managing a start up venture is altogether a new experience of simultaneously working on several fronts often with limited resources in hand. Entrepreneurs should try to compress the new venture phase and move to the growth phase like a meteor. This course will provide some insight into the challenges of successfully managing this phase of a venture and its growth phase.

Course Objectives:

- The course aims to make the students understand the managerial dimensions ofstart-up ventures.

Course outcomes:

- By the end of the course, the students must get clarity of vision and roadmap for managing the growth of new ventures

MODULE 1: BUILDING HUMAN CAPITAL 10 HOURS

Recruitment of key individuals – man power planning and sourcing, talent Management, learning and development, productivity of employees

MODULE 2: BUILDING INFRASTRUCTURE 10 HOURS

Expansion of land and building, planning and procurement of additional machinery and equipment, modernisation and technology up gradation, management of capital expenditure.

MODULE 3: BUILDING MARKETING NETWORKS 10 HOURS

Expansion of market - Identifying new market segment, new distribution channels, promotional tools, Technology of Marketing, New age marketing tools, Digital marketing.

MODULE 4: BUILDING ORGANIZATION 10 HOURS

Design and development of organization structure, Departmentalization, organization policies and processes, organizational culture - ethics and governance

MODULE 5: BUILDING VISION 8 HOURS

Introduction – Characteristics of Smart Banking Environment – Components and Technologies of Smart Banking Environments – Issues in Smart Banking

MODULE 6: PRACTICALS 8 HOURS

Two Industrial visits, Two Synergy case studies

Essential Readings:

- Justin Longenecker, Leo B. Donlevy, Terri Champion, Carlos W. Moore, J. William Petty, Leslie E. Palich , “Small Business Management: Launching and Growing New Ventures”,Cengage Publication,5th Edition, 2013
- Prof. Anjan Raichaudhuri , “Managing New Ventures – Concepts and Cases on Entrepreneurship”, PHI Edition, 2011
- Longenecker, Moore, Petty and Palich , “Managing Small Business”, Cengage Learning, 15th India Edition, 2010
- B.S. Bhatia, G.S. Batra , “Entrepreneurship and small business management”, Deep and Deep Publications, 2002

References:

- Chase, R.B, et. Al,” Operations Management for Competitive Advantage”, Tata McGraw Hill, New Delhi, 11 edition, 2008
- Berger, Lance A and Dorothy Berger, “The Talent Management Handbook”, Tata McGraw Hill, New Delhi , 2nd Edition, 2011

- Hartman, Laura P and AbhaChatterjee " Perspectives in Business Ethics", Tata McGraw Hill, 3rd Edition, 2006
- Hanson &Kalyanam, "Internet Marketing & e-commerce", Thomson Learning, Bombay.
- Rosenbloom, Bert, "Marketing Channels: A Management View", Thomson Learning, New Delhi , 8th Edition, 2007
- Bohlander / Snell / Sherman , "Managing HR(for training and development)" Thomson Publication
- Joseph Weiss , "O.B & Change " , Vikas Publications , 2nd Edition
- Ken Tanner , "The Entrepreneur's guide to hiring a building the team" , Praeger Publishers, 2008
- A.Gupta , "Indian Entrepreneurial Culture", New Age International Publication, Ist Edition, 2009

4.8 BUSINESS ANALYTICS

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION COURSE CODE: 4.8.1 *Name Of the Course: Data Visualization*		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

Data Visualization is a core component of the Business Analytics skill set. This course will provide an introduction to the main concepts of visual analytics such as visuals reports and dashboards with a hands-on tutorial to Tableau, a leading self-service BI and Data Visualization tool.

Course Objectives:

1. To familiarize the students about different kinds of representing the data.
2. To introduce the tools for Visualization of the data

Course Outcomes:

1. Create and represent different kinds of data.
2. Create story boards and dashboards for business decisions
3. Evaluate the use of visualization tools for different contexts

Unit 1: Fundamentals of Visualizations with Tableau 10 Hours

Scope of tableau for data visualizations and story-telling, importing data into tableau workspace, Data joining, Measures and Dimensions in tableau, Worksheets and Dashboards. Use of various option on the workspace.

Unit 2: Visual Analytics with Tableau 10 Hours

Tableau tools in the areas of charting, dates, table calculations and mapping. Specific types of charts including scatter plots, Gantt charts, histograms, bullet charts and several others. Discrete and continuous dates to explain your data. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources and how to create custom maps. Create dashboards that help you identify the story within your data.

Unit 3: Fundamentals of Visualizations with Power BI 10 Hours

Scope of Power BI for data visualizations and story-telling, importing data into Power BI workspace, Data joining, Transforming data, Worksheets and Dashboards. Use of various option on the workspace.

Unit 4: Visual Analytics with Power BI 10 Hours

Power BI tools in the areas of charting, dates, table calculations and mapping. Specific types of charts including scatter plots, Gantt charts, histograms, bullet charts and several others. Discrete and continuous dates to explain your data. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources and how to create custom maps. Create dashboards that help you identify the story within your data.

Unit 5: Fundamentals of Visualizations with Google Data Studio 10 Hours

Scope of Google data Studio for data visualizations, importing data into data studio workspace, Data studio homepage, Data source overview.

Unit 6: Visual Analytics with Google Data Studio 10 Hours

Data studio tools in the areas of charting, dates, table calculations and mapping. Specific types of charts including scatter plots, Gantt charts, histograms, bullet charts and several others. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources and how to create custom maps. Create dashboards that help you identify the story within your data.

References:

- Laursen, G. H., & Thorlund, J. (2016). *Business analytics for managers: Taking business intelligence beyond reporting*. John Wiley & Sons.
- Healy, K. (2018). *Data visualization: a practical introduction*. Princeton University Press.
- Wilke, C. O. (2019). *Fundamentals of data visualization: a primer on making informative and compelling figures*. O'Reilly Media.
- Sievert, C. (2020). *Interactive web-based data visualization with R, plotly, and shiny*. CRC Press.
- Baldwin, D. (2016). *Mastering Tableau*. Packt Publishing Ltd.

- Ferrari, A., & Russo, M. (2016). *Introducing Microsoft Power BI*. Microsoft Press.

Name of the Program: Master of Business Administration

Course Code:4.8.2

NAME OF THE COURSE: BUSINESS FORECASTING

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Overview

This is a course on forecasting methods and their applications in business. Students will be introduced to techniques employed in the operations planning. They will be able to understand Data pattern and appropriate transformation. At the end of the course students should be able to identify the difference between qualitative and quantitative forecasting method and analyze the demand using the regression method. They can analyze the demand using exponential smoothing method and apprehend the different measures of forecast error.

Course Objectives:

- To expose to the data types and identification problem
- To equip with qualitative and quantitative forecasting techniques (with focus on non-econometric techniques)

Course Outcomes:

- Identify the factors that affect demand.
- Illustrate the forecasting techniques with the help of computer software and enable the interpretation of the results

Module 1: Introduction to Forecasting **10 Hours**

Introduction, Role of forecasting in business, Steps in forecasting and methods of forecasting. Correlation: Partial and Multiple correlation. Regression Analysis: Multiple regression analysis, Testing the assumptions of regression: multicollinearity, heteroscedasticity and autocorrelation.

Module 2 : Demand Analysis 10 Hours

An Overview; Significance of Demand Analysis and Forecasting, Determinants of Demand, Elasticity of Demand, Revenue and Profit of a Firm Estimation of Demand, Forecasting Demand, Selecting a Forecasting Technique, Purpose of Forecast, Type of Users

Module 3: Marketing Research **10 Hours**

Marketing Research Techniques, Consumer Surveys, Consumer Clinics and Focus Groups

Market Experiments in Test Stores, Statistical Estimations, Variable Identification, Time Series and Cross-Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics, Time Series Regression; Forecasting with Regression Model: Unconditional Forecasting, Forecasting with Serially Correlated Errors, Conditional Forecasting

Module 4: Time Series Analysis **10 Hours**

Smoothing and Extrapolation of Time Series, Simple Extrapolation Models, Smoothing and Seasonal Adjustment; Properties of Stochastic Time Series: Characterizing Time Series: The Autocorrelation Function, Stationarity, Random Walk, Cointegrated Time Series; Linear Time Series: Moving Average Models, Autoregressive Models, Mixed Autoregressive and Moving Average Models, Homogeneous Non-Stationary Processes: ARIMA Models, Box-Jenkins Methodology, Specification of ARIMA Models, SARIMA, ARMAX Mode

Module 5: Forecasting with Time Series Models **10 Hours**

Computing a Forecast, The Forecast Error, Properties of ARIMA Forecasts, Causality, Exogeneity, VAR, Impulse Response Functions, Volatility Measurement, Modeling and Forecasting: The ARCH Process, The GARCH Process

Module 6: Qualitative Forecasting Techniques 10 Hours

Survey and Opinion Polling Techniques, Exponential Smoothing and Other Advanced Techniques, Barometric Techniques, Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes, Accuracy of Forecast, Short Run Forecast, Long Term Forecast, Use of Software Packages for Forecasting.

References:

- Gilliland, M., Tashman, L., & Sglavo, U. (2015). *Business forecasting: Practical problems and solutions*. John Wiley & Sons.
- González-Rivera, G. (2016). *Forecasting for economics and business*. Routledge.
- Montgomery, D. C., Jennings, C. L., & Kulahci, M. (2015). *Introduction to time series analysis and forecasting*. John Wiley & Sons.

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE:4.8.3

Name Of the Course: *Data Warehousing and Data Mining*

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Overview of the Course:

This course is an introductory course on data mining. It introduces the basic concepts, principles, methods, implementation techniques, and applications of data mining, with a focus on data mining functions.

Course Objectives:

1. To study algorithms for finding hidden and interesting patterns in data and to understand the importance of pattern discovery concepts, methods, and applications.
2. To understand and apply various classification and clustering techniques using tools.

Course Outcomes:

1. Analyze algorithms and understand the patters in the data
2. Apply various techniques to mine data from various data sources

Module 1: Introduction to Data Ware Housing 10 Hours

Introduction: Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Data Mining Task Primitives, Integration of a Data Mining System with a Database or a Data Warehouse System, Major issues in Data Mining. Data Preprocessing: Need for Preprocessing the Data, Data Cleaning, Data Integration and Transformation, Data Reduction, Discretization and Concept Hierarchy Generation.

Module 2: Data Warehouse and OLAP Technology for Data Mining 10 Hours

Data Warehouse, Multidimensional Data Model, Data Warehouse Architecture, Data Warehouse Implementation, Further Development of Data Cube Technology, From Data Warehousing to Data Mining Data Cube Computation and Data Generalization: Efficient Methods for Data Cube Computation, Further Development of Data Cube and OLAP Technology, Attribute-Oriented Induction.

Module 3: Patterns and Association Rules 10 Hours

Mining Frequent Patterns, Associations and Correlations: Basic Concepts, Efficient and Scalable Frequent Item set Mining Methods, Mining various kinds of Association Rules, From Association Mining to Correlation Analysis, Constraint-Based Association Mining

Module 4: Classification and Prediction 10 Hours

Issues Regarding Classification and Prediction, Classification by Decision Tree Induction, Bayesian Classification, Rule-Based Classification, Classification by Back propagation, Support Vector Machines, Associative Classification, Lazy Learners, Other Classification Methods, Prediction, Accuracy and Error measures, Evaluating the accuracy of a Classifier or a Predictor, Ensemble Methods

Module 5: Cluster Analysis 10 Hours

Cluster Analysis Introduction- Types of Data in Cluster Analysis, A Categorization of Major Clustering Methods, Partitioning Methods, Hierarchical Methods, Density-Based Methods, Grid-Based Methods, Model-Based Clustering Methods, Clustering High-Dimensional Data, Constraint-Based Cluster Analysis, Outlier Analysis.

Module 6 : Mining Streams, Time Series and Sequence Data 10 Hours

Mining Data Streams, Mining Time-Series Data, Mining Sequence Patterns in Transactional Databases, Mining Sequence Patterns in Biological Data, Graph Mining, Social Network Analysis and Multirelational Data Mining, Mining Object, Spatial, Multimedia, Text and Web Data: Multidimensional Analysis and Descriptive Mining of Complex Data Objects, Spatial Data Mining, Multimedia Data Mining, Word Cloud, Sentiment Analysis, Text Mining, Mining the World Wide Web.

References:

- Provost, F., & Fawcett, T. (2013). *Data Science for Business: What you need to know about data mining and data-analytic thinking*. " O'Reilly Media, Inc.".
- Bhatia, P. (2019). *Data mining and data warehousing: principles and practical techniques*. Cambridge University Press.
- Tan, P. N., Steinbach, M., & Kumar, V. (2016). *Introduction to data mining*. Pearson Education India.
- Ratner, B. (2017). *Statistical and machine-learning data mining: Techniques for better predictive modeling and analysis of big data*. CRC Press.

4.9 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE:4.9.1

Name Of the Course: Supply Chain Planning & Strategies

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Objectives:

1. Understand the concept of resource planning and scheduling in an organization.
2. Understand the importance of lean, hybrid and agile supply chains.
3. Understand the concept of supply chain measurement, different metrics and their application.
4. Measure the effectiveness of supply chain strategic design though scientific metrics.

Course Outcomes:

On successful completion of this course students shall be able to:

1. Understand opportunities, issues and challenges pertaining to resource planning and scheduling
2. Analyze and apply various techniques for supply chain strategic design.
3. Understand and apply various supply chain metrics in an organization.
4. Understand the effectiveness of metrics usage in different organizations.

COURSE CONTENT

Module 1: Resource Planning and Scheduling **10 HOURS**

Introduction to Sales and operations planning - Purpose of sales and operations plans - Decision context - Sales and operations planning as a process - Overview of decision support tools, Enterprise resource planning - Planning and control systems for manufacturers – Materials requirement planning - Drum – Buffer – Rope system – Scheduling - Scheduling service and manufacturing processes - Scheduling customer demand - Scheduling employees - Operations scheduling

Module 2: Supply chain strategy design **10 HOURS**

Supply chain design theory- Matching supply chain requirements and capabilities, Lean concepts in supply chain management, agile concepts in supply chain management, Comparing lean and agile supply systems. Comparing lean, hybrid and agile supply chains

Module 3: Static Theory of Supply Chain Management 8 HOURS

Performance indicators- Efficiency, responsiveness, firm performance, Trade-offs of performance, Supply chain strategies- Efficiency oriented, responsiveness oriented, Hybrid strategies ideal & real supply chain strategies.

Module 4: Supply chain Measurement and Challenges 10 HOURS

Business metrics, Types of supply metrics & measurement, Importance of alignment between business goal and supply metrics, Issues faced by distribution network, distribution strategies, Quality management, Six sigma metrics, Total quality Management, Fishbone analysis.

MODULE 5 Green Supply Chain Management:

Introduction, Traditional Supply Chain and Green Supply Chain, Environmental Concern and Supply Chain, Closed-loop Supply Chain, Corporate Environmental Management, Green Supply Chain (GSCM): Definition, Basic Concepts, GSCM Practices. Case Studies

MODULE 6 Green Logistics

Green Logistics and Transportation, Definitions of Green Logistics, Critical drivers of Green Logistics, Green transportation and logistics practices, Environmental impacts of transportation and logistics, Closing the Loop: Reverse Logistics. Case Studies.

SUGGESTIVE READINGS:

- Simchi-Levi, David, Philip Kaminsky, and Edith Simchi-Levi. *Designing and Managing the Supply Chain*. McGraw Hill/Irwin, 2007. ISBN: 9780073341521.

- Hopp, Wallace, and Mark Spearman. Factory Physics. 2nd ed. McGraw-Hill/Irwin, 2000. ISBN: 9780256247954.

- Hopp, Wallace. Supply Chain Science. McGraw-Hill/Irwin, 2007. ISBN: 9780073403328.

REFERENCES:

- Nahmias, Steven. Production and Operations Analysis. McGraw-Hill/Irwin, 2000. ISBN: 9780072417418.

- Chopra, Sunil, and Peter Meindl. Supply Chain Management. 3rd ed. Prentice Hall, 2006. ISBN: 9780131730427.

- Shapiro, Jeremy F. Modeling the Supply Chain. Southwestern College Pub, 2000. ISBN: 9780534373634.

- Silver, Edward A., David F. Pyke, and Rein Peterson. Inventory Management and Production Planning and Scheduling. 3rd ed. Wiley, 1998. ISBN: 9780471119470.

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: 4.9.2

Name Of the Course: Global Procurement And Sourcing

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

Course Objectives:

1. Gain knowledge paradigms in global procurement and sourcing to gain insights into similarities/differences across cross-cultural markets.
2. Gain an understanding of storage management system.
3. Understand the need to appreciate the need of sourcing as a strategic function.
4. Acquaint with different skills and systems required to implement marketing strategies across country borders.

Course Outcomes:

On successful completion of this course students shall be able to:

1. Develop strategies to remove cultural biases and understandings from the equation in assessing foreign values, wants and needs.
2. Analyze, discuss, describe, and demonstrate the marketing processes and strategies that firms utilize when marketing their products in foreign countries.
3. Analyze, discuss, describe, and demonstrate the marketing processes and strategies that firms utilize when marketing their products in foreign countries.
4. Acquire skills and systems to implement strategies to measure performance of sourcing.

COURSE CONTENT

Module 1: Introduction **8 HOURS**

Objectives of Procurement System, Principles of Procurement, and History of procurement function: from administrative to strategic, value added role, Procurement Cycle, Procurement Planning, and Purchasing Mix: Six Rights, Selecting the right supplier, Source of information and process, Supplier appraisal/vendor capability, bidding process.

Module 2: Storage Management System **12 HOURS**

Storage Inventory Management – Functions of storage & Inventory - Classification of Inventory- Methods of Controlling Stock Levels- Always Better Control (ABC) Inventory system- Storage: storage policies - dedicated storage, randomized storage & class-based storage; Storage Methods-assembling & seasonal storage; stockpiling and rapid storage. Centralized and Decentralized Storage Systems.

Module 3: Sourcing as a Strategic Function **8 HOURS**

Evolution of Purchasing, Purchasing, Sourcing as a key organizational function, Sourcing objectives, Make or Buy decision, Types and methods of Sourcing in retail, Centralized vs. decentralized, single sourcing vs. multiple sourcing, day-to-day vs. long rang sourcing.

Module 4: Sourcing Process 8 HOURS

Market analysis and supplier research, Prime sources of supplier information, Request for Proposal, Fundamental steps of the buying process, terms and condition of purchase, Buying Documentation, Negotiation, Use of IT in sourcing, Global Tenders and E-Procurement, Reverse Auctions, Expanded role of global purchasing

Module 5: Cross Functional Approach to Sourcing 10 HOURS

Overview of material management function and supply chain alignment, Role of purchasing in supporting inventory objectives, Goals of Inventory Control, Hedging vs. Forward Buying, Risk management, Managing price fluctuation and volatility in international finance, matching supply with customer demand, managing inward logistics, Transportation modes and warehousing

Module 6: Global trends in Procurement and Sourcing 10 HOURS

Global Trade Barriers, Dealing with international suppliers, UNO and GATT conventions, Legal, socio-cultural issues in international buying, Environmental issues-Green Procurement- Industry Best Practices, Measurement of sourcing performance, Benchmarking in Retail Procurement.

SUGGESTIVE READINGS:

- Johnson, Leenders, and Flynn: Purchasing and Supply Management. 14th Edition McGraw Hill. ISBN: 9780073377896
- Weele, Arjan J. Van (2014), Purchasing & Supply Chain Management, Cengage Learning.
- Fred Sollish & John Semanik (2011), Strategic GlobalSourcing Best Practices, Wiley.

REFERENCES:

- Robert J. Trent (2007), Strategic Supply Management, Creating the Next Source of Competitive Advantage, J. Ross Publishing.
- Branch, A.E. (2009), Global Supply Chain Management and International Logistics, Routledge. 5. Cheng, L.K. and Kierzkowski, H. (Eds) (2001), Global Production and Trade in East Asia, Kluwer.

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE:4.9.3

Name Of the Course: Vendor Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	60 Hrs

COURSE OBJECTIVES:

1. Demonstrate a basic understanding of vendor and sourcing management
2. To provide the basics understanding about the vendor selection and evaluation process
3. Understand the importance of emotions in the negotiation process
4. Build an insight towards the need of big data in procurement process

Course Outcomes:

On successful completion of this course students shall be able to:

1. Understand role of vendor management in an organization.
2. Analyze the vendor selection and evaluation process.
3. Articulate the various elements in an negotiation process.
4. Analyze data driven insights out of analytics and implement automation in procurement.

COURSE CONTENT

Module 1: Introduction **8 HOURS**

Introduction to Vendor Management, Six components of Vendor Management, Benefits of Vendor Management, Regulations of Vendor Management, Vendor Performance, Vendor Performance Management, Long term strategy for Vendor Management.

Module 2: Vendor and Sourcing Management **8 HOURS**

Sourcing Strategy basics and types, Low-cost Country Sourcing, Global Sourcing, Offshore Outsourcing, Outsourcing, Sourcing Advisory, Purchase and Sourcing from Low cost Global supply Chains, building Traceability and ethical sourcing, Captive sources, Vendor Monitored Supply Chains.

Module 3: Vendor Evaluation and Processing **10 HOURS**

Supplier Strategy, System of Vendor evaluation, Parameters for evaluation of Vendors Performance, Social Audit, Total Evaluation, Vendors Development by adopting appropriate Rating Systems, developing Lean Time and Supply period and creating multiple vendors for scarce inventory, Guidelines for Purchases through Tender, Purchase Review, import substitution.

Module 4: Vendor Negotiation **12 HOURS**

Definition of Negotiation, Preparing for the Negotiation Process, The Seven Basic Steps in Negotiation, Negotiation Styles, Strategies for Negotiation, Best Alternative to a Negotiated Agreement (BATNA), Approaches for Negotiation, Types of Negotiators, Tactics for Negotiation Process, Non-Verbal Communication, Emotions in the Negotiation Process.

Module 5: Vendor Selection and Review 10 HOURS

Searching for suppliers, The Supplier Selection Process, Retaining and Developing the Supplier Relationship, Agreements and policies for protecting the company's interests, Vendor Risk Assessment, Contract Management, Contract Lifecycle Management, Automating Contract Management, Change Management, Contract Compliance, Procurement and Contract Management.

Module 6: Ethics and Future Trends 8 HOURS

Ethical Concepts and Principles in Procurement, Unethical Practices Signs, Ethical, Procurement Requirements, Unethical Practices Prevention Tools, Procurement Future Trends, Sustainable Procurement, Procurement Automation, Big Data and Procurement

SUGGESTIVE READINGS

- Sollish, F. and Semanch, J. (2007), Strategic Global Sourcing: Best Practices, Wiley Publications Chartered Institute of Purchasing and Supply (CIPS), UK – Case Studies Chopra and Miendl (2003), Supply Chain Management: Strategy, planning and operation, Pearson Books

- Pooler, V.H. (1997) Purchasing and Supply Management: Creating the vision, Springer.

REFERENCES:

- Stephen R guth, 2007, The Vendor Management Office: Unleashing the Power of Strategic Sourcing

- Agostino Carrideo 2015, Vendor Management: An insider's strategies to win and create long lasting change