



**SRM**  
**UNIVERSITY SIKKIM**  
(Estd. Under SRMUS Act, 2013)

**PROGRAMME**

**MASTER OF BUSINESS ADMINISTRATION**

**CURRICULUM AND SYLLABI**

**(For students admitted from the academic year 2017-18)**

**SRM UNIVERSITY**  
**Sikkim**

**MBA**

Course Category	Code	Semester –I	L	T	P	L+T+P	C
Core	MB17101	Principles of Management	3	0	0	3	3
Core	MB17102	Managerial Economics	4	0	0	4	4
Core	MB17103	Managerial Statistics	3	1	0	4	4
Core	MB17104	Business Communication and Managerial Skills	2	0	2	3	3
Core	MB17105	Organizational Behavior	4	0	0	4	4
Core	MB17106	Business Environment	4	0	0	4	4
Core	MB17107	Accounting For Decision Making	3	1	0	4	4
Core	MB17108	Legal Aspects of Business	3	0	0	3	3
						<b>29</b>	<b>29</b>
		<b>Semester-II</b>					
Core	MB17201	Human Resource Management	3	0	0	3	3
Core	MB17202	Marketing Management	4	0	0	4	4
Core	MB17203	Financial Management	3	1	0	4	4
Core	MB17204	Production & Operations Management	3	1	0	4	4
Core	MB17205	Research Methodology	3	1	0	4	4
Core	MB17206	Management Information Systems	2	1	0	3	3
Core	MB17207	Strategic Management	4	0	0	4	4
Core	MB17208	Entrepreneurship	3	0	0	3	3
						<b>29</b>	<b>29</b>
		<b>Semester- III</b>					
Skill	MB17301	Project Work	0	0	16	8	8
Elective		Elective I [Major]	3	0	0	3	3
Elective		Elective II [Major]	3	0	0	3	3
Elective		Elective III [Major]	3	0	0	3	3
Elective		Elective IV [Major]	3	0	0	3	3
Elective		Elective V [Minor]	3	0	0	3	3
Elective		Elective VI [Minor]	3	0	0	3	3
						<b>26</b>	<b>26</b>
		<b>Semester- IV</b>					
Skill	MB17401	Summer Internship (8 Weeks) (Practicals)	0	0	16	8	8
Elective		Elective V [Major]	3	0	0	3	3
Elective		Elective VI [Major]	3	0	0	3	3
						<b>14</b>	<b>14</b>
		<b>Total Credit</b>					<b>98</b>

**Vertical Specialization Electives**

Finance                      Human Resource                      Marketing

Finance		L	T	P	C
MB17F01	Mergers and Acquisition	3	0	0	3
MB 17F02	Security Analysis and Portfolio Management	3	0	0	3
MB17F03	Financial Derivatives	3	0	0	3
MB 17F04	Risk Management & Insurance	3	0	0	3
MB 17F05	Project Finance	3	0	0	3
MB 17F06	Personal Finance	3	0	0	3

<b>Human Resource</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB 17H01	Industrial Relations	3	0	0	3
MB 17H02	Recruitment, Training and Development	3	0	0	3
MB 17H03	Performance Management and Reward Systems	3	0	0	3
MB 17H04	Strategic Human Resource Management	3	0	0	3
MB 17H05	Compensation Management	3	0	0	3
MB 17H06	Human Resource Planning and Audit	3	0	0	3

<b>Marketing</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB 17M01	Marketing Strategy	3	0	0	3
MB 17M02	Integrated Marketing Communication	3	0	0	3
MB 17M03	Marketing Research	3	0	0	3
MB 17M04	International Marketing	3	0	0	3
MB 17M05	Sales and Distribution Management	3	0	0	3
MB 17M06	Digital Marketing & E-Commerce	3	0	0	3

**SEMESTER I**

MB17101	PRINCIPLES OF MANAGEMENT	L	T	P	C
		3	0	0	3
<b>COURSE RATIONALE</b>					
This course aims to familiarize the students with concepts and principles of Management and application of the principles in an organization					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>To give an introduction to management studies and a brief outline on the history and development of management thought.</li> <li>To provide an understanding about the function of planning and controlling.</li> <li>To provide a conceptual knowledge of decision making techniques</li> </ul>					
<b>UNIT I – Introduction To Management</b>					
Definition, Concept, Nature, Importance; Management as an art, science; Management as a profession; Management Vs Administration; Management Vs Entrepreneur; Levels of Management; Qualities of a Manager; Evolution of Management Thought- Ancient roots of management theory; Classical schools of management thought; Behavioural School, Quantitative School; Systems Approach, Contingency Approach; Contemporary Management thinkers & their contribution. Social responsibilities of managers and ethics in managing.					
<b>UNIT II - Planning</b>					
Nature, scope, purpose and significance of planning ; Types of plans; The Planning Process; Barriers to effective planning; Objective setting- concept, types and process of setting objectives; Management by objectives - Concept. Process and managerial implications; Management by exceptions; Management by moving around.					
<b>UNIT III – Organizing And Directing</b>					
ORGANIZING – Nature and purpose of organizing; Organization structure - Formal and informal groups; Line and Staff authority; Departmentation; Span of control - Centralization and Decentralization; Delegation of authority; Staffing; Selection and Recruitment; Orientation ; Career Development; Career stages; Training; Performance Appraisal. DIRECTING – Creativity and Innovation; Motivation and Satisfaction; Motivation Theories; Leadership Styles; Leadership theories; Communication - Barriers to effective communication; Organization Culture; Elements and types of culture; Managing cultural diversity.					
<b>UNIT IV –Decision Making</b>					
DECISION MAKING – The Importance and Limitations of Rational Decision Making- Limited or bounded rationality. The Decision Making Process- Five key steps; Programmed and Non-Programmed decisions, The Uncertainty Problem; How to deal with unknowns, Human Foibles; How to counter tendencies that can ambush your decision; Organizational Traps - The Madness and wisdom of crowds					
<b>UNIT V - Controlling</b>					
Concept, Types of control, Techniques of controlling; Budgetary and non-budgetary control techniques – Factors affecting Controlling; Managing Productivity- Cost control, Purchase control, Maintenance control – Developing a Quality Control System – Total Quality Control .					
<b>TEXTBOOK</b>					
Charles W L Hill, Steven L McShane, 'Principles of Management', Mcgraw Hill Education, Special Indian Edition, 2007					
<b>REFERENCES</b>					
<ul style="list-style-type: none"> <li>Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India, 8th edition.</li> <li>Hammond, J.S., Keeney, R.L. &amp;Raiffa, H. (March 1998). Even Swaps: A Rational method for making trade-offs. Harvard Business Review.</li> <li>Stryker, P. Can you Analyze This Problem? Harvard Business Review.</li> <li>Stryker, P. How to Analyze That Problem? Harvard Business Review.</li> <li>Koontz, H. &amp; Heinz, W. (2013). Management (12th Edition). Tata McGraw Hill Publications.</li> <li>Prasad, L.M., Principles and practices of management, New Delhi: Sultan Chand &amp; Sons.</li> <li>Stoner, J.F., Freeman, E. R., &amp; Gilbert, D.R. (2012). Management (6th edition.) Pearson Publications.</li> </ul>					

MB 17102	MANAGERIAL ECONOMICS	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
To provide exposure to the happenings in the micro and macro economy and facilitate a better-informed decision making on the part of the learner					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>The expected outcome after learning this course is that the student will be able to:</li> <li>Understand the functioning of economy and its inter-connection with business firm</li> <li>Know the distinction between the controllable internal micro environment and the uncontrollable external macro environment</li> <li>Contextualize the concepts of economics in corporate decisions.</li> <li>Appreciate the impacting of macro policy in business</li> </ul>					
<b>UNIT I: Introduction to Economics</b>					
The Meaning and importance of Economics, Limitations of economics, The relevance of Economics to other functional areas of management in decision making, Scope of Micro and Macro Economics in decision making process, Circular flow of income- Two sector model, Three sector model and four sector model, Economic Equilibrium situation.					
<b>UNIT II - Demand Analysis, Production and Cost function</b>					
Introduction to the concept of Market, Managerial decisions being influenced by Forces of Demand and Supply, Determinants of demand, law of demand, Elasticity of demand and its relevance in decision making, Demand forecasting: requirements and methods Production Function, Law of variable proportions, Law of supply and Elasticity of Supply. Decisions influenced by laws of returns to scale and cost decision making, Types of Costs and Economies of scale					
<b>UNIT III – Price and Output Determination</b>					
Pricing decision under different form forms of market- Perfect competition market, Monopoly, Monopolistic competition and Oligopoly. Price discrimination Break Even Analysis and its usage in decision making process.					
<b>UNIT IV - Macro Economics understanding - I</b>					
Model of Income determinants-Major Marco economic variables- Consumption, Investment, Government expenditure and export. The role of Government in business and in different economies, Economic growth, development and their indicators – GDP, NDP, GNP,NNP , PPP, Employment, Money supply; Inflation ,Price index, Exchange rate , Oil Index, NIFTY, NSE, BSE, Rate of Interest, PCI, PCS,PCC, Industrial Index, FDI, FII.Influences of these indices on the decisions involved in micro and macro level.					
<b>UNIT V -Macro Economics understanding - II</b>					
Different types of Government policies, Macro policies - Fiscal and monetary policy, Business cycles in managerial decisions, Understanding the Indian VS Global economic scenario, Critical assessment of LPG, FDI influence on the growth and development of any economy.					
<b>TEXT BOOK</b>					
<ol style="list-style-type: none"> <li>Debes Mukherjee, “Essence of Micro and Macro Economics”, New Central Book Agency; 3rd Revised edition edition (1 January 2010)</li> <li>Ahuja H.L, “Modern Microeconomics Theory and Application”, S. Chand, New Delhi (2006).</li> </ol>					
<b>REFERENCE BOOKS</b>					
<ol style="list-style-type: none"> <li>Karl.E.Case, Ray.C.Fair; “Principles of Economics “; Pearson 2012.</li> <li>Kaushal H., “Managerial Economics – Case Study”, MacMillan, 2011.</li> <li>Paul Samuelson William .d.Nordhaus, “Economics”, 19<sup>th</sup> Edition McGrawHill, New Delhi, 2011.</li> <li>Dominick Salvatore, “Managerial Economics in a Global Economy” 4<sup>th</sup> Edition, Thomson South-Western.2011.</li> <li>Mote V.L. et al, “Managerial Economics”, Tata McGraw-Hill Publishing Company Limited, India, 2011.</li> </ol>					

6. John Sloman. *“Economics”*, Pearson Education, India, 2011.
7. Joel Dean, *“Managerial Economics”*, Prentice – Hall of India, 2011.
8. Sumitra Pal, *“Managerial Economics”*, Cases & Concepts, MacMillon India Ltd., 2011.
9. Gupta G.S., *“Macro Economics”*, Tata McGraw Hill Company Ltd., India, 2008.
10. Dwivedi, D.N., *“Managerial Economics”*. Vikas Publication, New Delhi, 2011.

MB 17103	MANAGERIAL STATISTICS	L	T	P	C
		3	1	0	4
<b>COURSE RATIONALE</b>					
This course is designed to provide prospective management studies students with the skills necessary to generate reports, analyses and decisions based on a study of relevant data. This course provides the set of skills that are most frequently used in the work place to generate and critically analyze reports.					
<b>LEARNING OUTCOMES</b>					
After learning this course the learners will be able to understand the relevance of statistics in the functional areas of business- Accounting, Finance, Information systems, Marketing & Management and gain knowledge on how to use excel spread sheets and focus on interpretation of results.					
<b>UNIT I – Measures of Central Tendency &amp; Measures of Variations</b>					
Measures of central tendency- Mean, Median, Mode, combined mean, weighted average, Quartiles, Deciles and Percentiles Measures of variation - Range, Quartile Deviation, Standard deviation, Coefficients, Variance and Coefficient of variation					
<b>UNIT II - Correlation Analysis, Regression Analysis &amp; Time Series</b>					
Correlation analysis – scatter diagram method – Karl Pearson’s Coefficient of correlation- Spearman’s Rank correlation, Regression Analysis (simple regression) Time Series (Trend analysis only)- Components of Times Series- Seasonal, Cyclical and irregular variations only theory, Fitting straight line trend Demand forecasting, Multiple regression concepts.					
<b>UNIT III – Hypothesis Testing-Parametric test</b>					
Parametric Test- T-test- Simple T-test, Independent T-test, Paired T-test, Z-test One Way Anova, Two-way Anova Chi-square- Goodness of Fit and Independence of Attributes tests ( t- test, Z- test for testing of single mean and testing of two population means)- ANOVA TEST- One way ANOVA, Two way ANOVA					
<b>UNIT IV - Hypothesis Testing- Non-Parametric test</b>					
Chi-square test- Goodness of fit and Independence of attributes, Non-Parametric Tests- Meaning and importance U-test, H test and K-S test.					
<b>UNIT V - Probability &amp; Probability distribution</b>					
Probability and probability distributions, Basic probability, Theorem- Addition theorem, Multiplication theorem, Conditional Probability – Baye’s theorem, Probability distributions – Binomial, Poisson and Normal distribution					
<b>TEXT BOOKS</b>					
<ol style="list-style-type: none"> <li>1. N G Das, <i>“Statistical Methods”</i>, Volume – 1 and Volume 2, McGraw Hill Education; 1st Edition, 2008.</li> <li>2. S. P. Gupta, <i>“Statistical Methods”</i>, Sulttan chand&amp; Sons; 1ST edition (2014)</li> </ol>					
<b>REFERENCE BOOKS</b>					

1. Levine, Stephan, Krehbiel and Berenson, *“Statistics for Managers using Microsoft Excel”*, PHI Learning Private Limited, 2010.
2. Dr. Deepak Chawla, Dr. NeenaSondhi, *“Research Methodology Concepts and Cases”*, Vikas Publishing House Private Limited, 2011.
3. Gerald Keller, *“Managerial Statistics”*, Cengage Learning, 2011.
4. Arora P.N., *“Managerial Statistics”*, S.Chand Limited, 2009.
5. Dr. T.N. Srivastava, *Statistics for Management*, Tata McGraw Hill Publishing Company, 2008.

MB17104	BUSINESS COMMUNICATION AND MANAGERIAL SKILLS	L	T	P	C
		2	2	0	4
<b>COURSE RATIONALE</b>					
Communication is one of the most basic functions of management in any organization. Its importance can never be over emphasized. It is the process of transmitting ideas, thoughts, information, opinions, and plans between various parts of an organization or sometimes to those on the outside of an organization who have a vested interest in the business and need to know the information.					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>• Demonstrate critical and innovative thinking.</li> <li>• Display competence in oral, written, and visual communication.</li> <li>• Apply communication theories.</li> <li>• Show an understanding of opportunities in the field of communication.</li> <li>• Use current technology related to the communication field.</li> </ul>					
<b>UNIT I- Introduction to Business Communication</b>					
Unit 1- Introduction to Business Communication What is Communication? Importance of Effective Communication in Business					
<b>UNIT II-Communication Planning</b>					
What is Communication Planning? Six Steps to communications Planning- Research and analysis, goals and objectives, target audience, key messages, communication strategy, Evaluation					
<b>UNIT III-Professional Excellence</b>					
Informing and persuading with professional Excellence; Designing a speech with professional Excellence; Delivering a speech with professional excellence; What is Corporate Communication?; Corporate Reputation; Crisis Management and Communication; Analysis of Crisis Communication – (Case Study)					
<b>UNIT IV-Role of Management Skills</b>					
The critical role of management skills; Developing self awareness: skills assessment; skill learning; skill analysis; skill application; Managing personal stress: skill assessment; skill learning; skill analysis; skill practice; skill application Solving problems analytically and creatively: skill assessment; skill learning; skill analysis; skill practice; skill application					
<b>UNIT V- Motivating Others</b>					
Motivating others: skill assessment; skill learning; skill analysis; skill practice; skill application; Managing conflict: skill assessment; skill learning; skill analysis; skill practice; skill application;					

Empowering and delegating: skill assessment; skill learning; skill analysis; skill practice; skill application Building effective teams and teamwork: skill assessment; skill learning; skill analysis; skill practice; skill application
<b>TEXT BOOK</b>
David A. Whetten, Kim S. Cameron. (2011). Developing Management Skills (8Edt).Prentice Hall
<b>REFERENCE BOOKS</b>
1. Raman Meenakshi, Prakash Singh, Business Communication, Oxford University Press,2012 2. Quintanilla, Kelly M, Shwan T. Wahl, Business and Professional Communication, SAGE Publications India Pvt. Ltd.,2011

MB17105	ORGANIZATIONAL BEHAVIOR	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
Organizational behavior refers to the way individuals and groups interact within and toward an organization. The combined behaviors create a company climate that can strengthen or undermine an organization's success. Operating from within a company's system, both management and staff might have difficulty recognizing patterns of behavior and also how profoundly those patterns can influence a company's performance. To make sure that influence is positive, leaders must help others grasp the importance of organizational behaviors so that everyone involved in a company's future can better understand and shape the internal conditions of an organization.					
<b>INSTRUCTIONAL OBJECTIVES</b>					
<ul style="list-style-type: none"> <li>List and define basic organizational behavior principles, and analyze how these influence behavior in the workplace.</li> <li>Analyze individual human behavior in the workplace as influenced by personality, values, perceptions, and motivations.</li> <li>Outline the elements of group behavior including group dynamics, communication, leadership, power &amp; politics and conflict &amp; negotiation.</li> <li>Understand your own management style as it relates to influencing and managing behavior in the organization systems.</li> <li>Enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises.</li> </ul>					
<b>UNIT I-Introduction To Organizational Behavior</b>					
<p><b>The Evolution of Organizational Behavior:</b> Definition and History of the Field; The Human Relations Movement; Total Quality Management in the Field of Organizational Behavior;  <b>Individual Diversity:</b> Biographical &amp; Demographical Characteristics; Individual Intellectual &amp; Physical Abilities in Organizational Behavior; Self-Concept &amp; Self-Esteem in Organizational Behavior; Self-Efficacy &amp; Self-Monitoring in Organizational Behavior;  <b>Personality and Behavior in Organizations:</b> Determinants of personality; Theory of Personality Development; Personality-Job Fit Theory: The Big Five Personality Traits &amp; Workplace Behavior; Myers-Briggs Type Indicator (MBTI) Personality Framework:</p>					
<b>UNIT II-Emotions, Attitudes, and Values</b>					
<p><b>Emotions and Moods in the Workplace:</b>Types &amp; Sources; Felt Emotions vs. Displayed Emotions: Emotional Labor and Dissonance in the Workplace: Affective Events Theory (AET): Emotional Intelligence in the Workplace:  <b>Attitudes and Values in the Workplace:</b> Terminal, Instrumental, Dominant &amp; Cultural; Types of Attitudes in the Workplace: Major Job Attitudes: Job Satisfaction: Job Dissatisfaction: Deviant Workplace Behavior; Organizational Citizenship Behavior in the Workplace</p>					
<b>UNIT III-Motivation, Decision Making and Group Teams</b>					



<p><b>Employee Motivation:</b> Behavioral Management Theory; The Needs Theory; Theory X &amp; Theory Y; Motivation Theory; Herzberg's Two-Factor Theory; Acquired Needs Theory; Vroom's Expectancy Theory; Locke's Goal-Setting Theory; Self-determination &amp; Cognitive Evaluation Theories;-Content and Process Theories of Motivation</p> <p><b>Individual and Group Decision Making in Organizations:</b> Intuitive Decision Making in Business and Management; The Vroom-Yetton Leader Participation Model; Decision Making Styles</p> <p><b>Groups and Work Teams:</b> Groups in Organizations; Social Identity Theory; Stages of Group Development; Becoming a Cohesive Group; Types of Work Teams; Characteristics of Effective Teams;</p>
<b>UNIT IV-Conflict</b>
Group Decision Making: Techniques for Group Decision-Making; <b>Defining Workplace Conflict</b> ; Sources of Conflict in the Workplace; Functional vs. Dysfunctional Conflict; Conflict Resolution; Bargaining Strategies; Negotiation;
<b>UNIT V-Leadership &amp; Organization</b>
<p><b>Leadership &amp; Leadership Theory in Organizational Behavior:</b> Leaders &amp; Their Role in Organizations; Management vs. Leadership; Fiedler's Contingency Theory &amp; a Leader's Situational Control; The Path-Goal Theory and Leadership Styles; Trait Theories vs. Behavioral Theories of Leadership ;The Attribution Theory of Leadership ;Leadership Orientation; The Blake Mouton Managerial Grid</p> <p><b>Organizational Structure and Design:</b> Nature and Scope of organization; Mechanistic &amp; Organic Organizational Business Structures; Types of Traditional Organizational Designs; Types of Contemporary Organizational Designs: The Boundaryless Organization: Strategy and Organizational Structure; Organizational behavior and culture;</p>
<b>TEXT BOOK</b>
<ul style="list-style-type: none"> <li>Robbins, Stephen P., Judge, Timothy A.,Neharika Vohra. (2016). Organizational Behavior (16 Edt.). Pearson Education, inc.</li> <li>Supplementary Materials. Self Learning Mateials (Pdf)</li> </ul>
<b>REFERENCE BOOKS</b>
Robbins, Judge, Sanghi. (2010). Essentials of Organizational Behavior (10e). Pearson.

MB17106	BUSINESS ENVIRONMENT	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
This course equips the students with the necessary theoretical framework for analyzing & comprehending the different forces & factors which influences business environment. This subject develops the necessary understanding to appreciate the changing dynamics in the environment around business.					
<b>LEARNING OUTCOMES</b>					
At the end of this course students will be able to :					
<ul style="list-style-type: none"> <li>Understand the concepts &amp; dynamics of business environment.</li> <li>Develop proper theoretical framework relevant to framing organizational strategies.</li> <li>Comprehend the forces &amp; dynamics of international trade &amp; business.</li> </ul>					
<b>UNIT I – An introduction To Business Environment</b>					
Business Environment – Meaning & Definition, Characteristics, Environmental Factors – Social, Political, Economic, Technological. Business Environment & Management, Assessing & Managing Environment Risk					
<b>UNIT II – Economic Environment</b>					
Nature of the Economy; Structure of the Economy; Economic policies, Economic Conditions					
<b>UNIT III – Economic liberalization</b>					
Economic Liberalisation – Background, Meaning of Economic Liberalisation, Reform Achievements, An Assessment of Economic Reforms					

<b>UNIT IV – Indian Financial System</b>	
Indian Financial System – Structure of the Indian Financial System, Money Market, Capital Market, Stock Exchanges in India, Foreign Institutional Investors ( FIIs ), Role & Functions of Security Exchange Board of India ( SEBI )	
<b>UNIT V – Globalization &amp; Financial Trade</b>	
Globalisation, Multi National Corporations ( MNCs ) & World Trade – An introduction to Globalisation, Features, Impact of Globalisation on the Indian Industry, Definition & Meaning of Multi National Corporations ( MNCs ), Reasons for the growth of MNCs, Impact of MNCs on the Indian Economy, World Trade & Economic Growth, General Agreement on Tariffs & Trade ( GATT ), General Agreement on Trade in Services ( GATS ), International Monetary Fund ( IMF ), World Bank ( WB ), World Trade Organization ( WTO ), Trade – related Intellectual Property Rights ( TRIPS ), Trade – related Investment Measures ( TRIMS ), Non – tariff Barriers ( NTBs ) & Dispute Settlement Mechanism, Anti – dumping Measures, Subsidies	
<b>TEXT BOOK</b>	
Cherunilam, F. Business Environment – Text & Cases. Himalaya Publishing House	
<b>REFERENCE BOOKS</b>	
<ol style="list-style-type: none"> <li>1. Cherunilam, F. Elements of Business Environment, Himalaya Publishing House</li> <li>2. Saleem, Shaikh. Business Environment, Pearson</li> <li>3. Bedi, S. Business Environment, Excel Books, New Delhi</li> <li>4. Ghosh, P.K. Business Environment, Sultan Chand, New Delhi</li> <li>5. Michale, V.P. Globalisation, Liberalisation and Strategic Management. Himalaya Publishing House, New Delhi</li> <li>6. Adhikary, M. Economic Environment of Business, Sultan Chand, New Delhi</li> <li>7. Datt, R. and K.P.M. Sundharam, Indian Economy, Sultan Chand, New Delhi</li> </ol>	

MB17107	ACCOUNTING FOR DECISION MAKING	L	T	P	C
		3	1	0	4
<b>COURSE RATIONALE</b>					
As decision makers, managers have to be familiar with the basics of accounting. This course aims to impart the basics of preparation and analysis of financial statements. It also aims to equip the future managers with decision making fundamentals when faced with alternate choices. As objectives can be achieved only through fixing targets, a basic knowledge about preparations of budgets, and fine tuning of current operations to achieve the budgets is sought to be taught.					
<b>LEARNING OUTCOMES</b>					
On completion of this course the learner is expected to:					
<ul style="list-style-type: none"> <li>• Apply appropriate judgment derived from knowledge of accounting theory, to financial analysis and decision making.</li> <li>• Prepare financial statements in accordance with Generally Accepted Accounting Principles.</li> <li>• Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.</li> <li>• Define the needs of the various users of accounting data and demonstrate the ability to communicate such data</li> <li>• Develop an ability to prepare various budgets for a firm with the help of projections provided.</li> </ul>					
<b>UNIT I-Introduction to Accounting</b>					
Accounting- Meaning of Accounting, Various branches of Accounting Generally Accepted Accounting Principles (GAAP), Double Entry Book Keeping, Accounting Standards- Meaning, Process of formulating AS, Advantages of AS.					

<i>Financial statements</i> - Process of preparing financial statements (theoretical foundation only), Preparation of financial statement from Trial Balance.
<b>UNIT II-Analysis of Financial Management</b>
<i>Analysis and Interpretation of Financial Statements using</i> – Ratio analysis, Common size statement analysis, Comparative statement analysis, and trend analysis.
<b>UNIT III-Fund Flow and Cash Flow Management</b>
<i>Fund Flow Statement</i> - Meaning of Funds Flow Statement, Ascertainment of flow of funds, Technique of preparing funds flow statement.
<i>Cash Flow Statement</i> - Meaning of Cash Flow Statement, Provisions of AS 3 Preparation of Cash Flow Statement, Difference between Cash Flow Statement and Fund Flow Statement.
<b>UNIT IV-Budget and Budgetary Control</b>
<i>Budgets</i> - Meaning of a Budget, Types of budget, process of preparing budgets, Preparation of cash budgets, Concept of Zero Base Budgeting
<i>Budgetary Control</i> - Meaning of a budgetary control, Steps in budgetary control, significance of budgetary control, Application of budgetary control in practical scenario.
<b>UNIT V-Marginal Costing and Break Even Analysis</b>
<i>Introduction to Cost</i> - Meaning of Cost, Preparation Cost sheet
<i>Absorption costing and Marginal costing</i> - Meaning, Uses of Marginal costing, Difference between Absorption costing and Marginal costing. Break-even Analysis/CVP Analysis/ Break Even Chart
<b>TEXT BOOK</b>
MaheshwariS.N, MaheshwariS.K, “ <i>Financial Accounting</i> ”, Vikas Publication
<b>REFERENCE BOOKS</b>
<ol style="list-style-type: none"> <li>Anthony, Merchant and Howkins, “<i>Accounting – Text and Cases</i>, Tata McGrawhill.</li> <li>Tulsian, “<i>Financial Accounting</i>”, Pearson Education, 2004.</li> <li>Bhattacharyya S.K.JohnDearden – “<i>Accounting for Management Text and Cases</i>” – Vikas publication, 6<sup>th</sup> edition– Reprint 2011.</li> <li>Charles H.Gibson – “<i>Financial Statement Analysis</i>” –Cengage Publication – 12<sup>th</sup> edition -2011.</li> <li>Jain S P, K L Narang, <i>Cost Accounting</i>, Kalyani Publishers, New Delhi.</li> </ol>

<b>MB17108</b>	<b>LEGAL ASPECTS OF BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>COURSE RATIONALE</b>					
To familiarize the participants with a working knowledge of Indian laws which are absolutely essential for future managers in their day to day working.					
<b>LEARNING OUTCOMES</b>					
On completion of this course the participants expected to					
<ul style="list-style-type: none"> <li>Describe the salient provisions relating to Indian contract act, Sale of Goods Act, Factories Act, Companies Act, and other acts relating to public interest.</li> <li>The familiarity with the precaution to be taken by them as managers when they enter into business relationships with their suppliers, customers or other third parties</li> </ul>					
<b>UNIT I- Indian Contract and the Law</b>					
General Principles of Law of Contract – Indian Contract Act 1872 – Special contracts – Bailment & Pledge, Indemnity & Guarantee – Contract of Agency – Sale of Goods Act					

<b>UNIT II- Law Relating to Industries</b>
Industrial Law – Factories Act, Indian Trade Union Act
<b>UNIT III- Company Law</b>
Company Law – Meaning; Definition; Formation of Company, Rights, Duties & Liabilities of Directors; Winding up of the Company
<b>UNIT IV- Introduction to taxation laws</b>
Law Related To Direct & Indirect Taxation – An Introduction to Direct & Indirect Taxation Laws, An Introduction to GST, Overview on Customs Act.
<b>UNIT V- Intellectual Property Rights and the Law</b>
Intellectual Property Rights- Copyrights, Trademarks, Patent, Geographical Indications, TRIPS Agreement, GATT
<b>TEXT BOOK</b>
R.K. Bangia., “Indian Contract Act”., Allahabad Law Agency, 2015
<b>REFERENCE BOOKS</b>
<ol style="list-style-type: none"> <li>1. Ravindra Kumar- “<i>Legal Aspects of Business</i>”-Cengage-2011</li> <li>2. KapoorN.D., “<i>Mercantile Law</i>” – Sultan &amp; Sons,2012</li> <li>3. Vakul Sharma, “<i>Cyber Law</i>” – Mac Milan,2012</li> <li>4. Akhileshwar Pathak, “<i>Legal aspects of business</i>”- Tata McGraw-Hill,2011</li> <li>5. TejpalSheth – “<i>Legal Aspects of Business</i>”-Pearson -2012</li> <li>6. Chandra Bose- “<i>Business Law</i>”-PHI-2010</li> <li>7. G.B. Reddy., “<i>Intellectual Property Rights</i>”., Gogia Law Publication,2013</li> <li>8. S. N. Mishra., “<i>Labour and Industrial Law</i>, Central Law Publication,2011</li> </ol>

## SEMESTER II

MB17201	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3
<b>COURSE RATIONALE</b>					
<p>Human Resource Management (HRM) is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a human resource manager fall into three major areas: staffing, employee compensation and benefits, and defining/designing work. Human resources are the valuable assets of the corporate bodies. They are their strength. To face the new challenges on the fronts of knowledge, technology and changing trends in global economy needs effective human resource management. Significance of HRM can be seen in three contexts: organisational, social and professional. HRM is of vital importance to the individual organisation as a means for achieving their objectives.</p>					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>• Synthesize information regarding the effectiveness of recruiting methods and the validity of selection procedures, and make appropriate staffing decisions.</li> <li>• Design a training program using a useful framework for evaluating training needs, designing a training program, and evaluating training results.</li> <li>• Properly interpret salary survey data and design a pay structure with appropriate pay grades and pay ranges.</li> <li>• Evaluate a company’s implementation of a performance-based pay system.</li> <li>• Demonstrate knowledge of employee benefit concepts, plan design, administrative considerations and regulations governing employee benefit practices.</li> <li>• Align HR systems with the strategic business objectives of a firm</li> </ul>					
<b>UNIT I- Nature and Scope of Human Resource Management</b>					
<b>Nature and Scope of Human Resource Management:</b>					

Introduction to Human Resource Management- Approach to HRM- Functions of HRM- Managerial and Operative Functions of HRM- Human Resource Development (HRD)-H.R. policies and procedures- Human Capital Management- Challenges to H.R. Managers
<b>UNIT II- Organizational Structure and HRM</b>
<b>Organizational Structure and HRM:</b> Types of Organizational Structures- Formal and Informal, Flat and Tall, Mechanic and Organic structures of Organizations- Authority, Responsibility and Accountability of H.R. Managers- Operational and Strategic role of HRM
<b>UNIT III- Employment of Human Resources</b>
<b>Employment of Human Resources:</b> Human Resource Planning (HRP)- Growing Importance of HRP- Objectives of HRP- Process of HRP- Job Analysis and Design- Recruitment- Sources of Recruitment- Steps in Recruitment- Selection- Various stages and types of test in the Selection procedure- Interviews- Placemernt- Socialization
<b>UNIT IV- Management and Development of Human Resources</b>
<b>Management and Development of Human Resources:</b> Career Management- Career Counseling- Performance Appraisal- Concept and Process of Performance Appraisal- Various methods and pitfalls in Performance Appraisal- Employees' Training and Management Development- Various methods of Training and Development- Wage Administration- Different Concepts and types of wages- Rewards and Incentives- various methods of Incentive plans- Employees' safety and health Issues in the work place- Occupational Hazards and Risks in the workplace- Prevention of Accidents in the workplace- Importance of Ergonomics
<b>UNIT V- Employee Relations</b>
<b>Employee Relations:</b> Employees' Grievances- Grievance handling Procedures- Employees' Discipline- Act of Indiscipline- Steps in Disciplinary Action- Trade Unions- Characteristics and Functions of Trade Unions- Types pf Trade Unions- Problems faced by the Trade Unions- Collective Bargaining- Workers' Participation in Management- Quality of Work Life- Quality Circles in Organizations
<b>TEXT BOOK</b>
Aswathappa K, 'Human Resource Management', Tata McGraw Hill, New Delhi, 2013
<b>REFERENCE BOOKS</b>
Rao, V.S.P., ' Human Resource Management', Pearson, New Delhi, 2005

<b>MB 17202</b>	<b>MARKETING MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
Marketing is the process for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large. Marketing is crucial to understanding of most businesses and a vital ingredient for business success. This course is designed to develop vision on concepts and their applications to deliver value with a lot of real time examples.					
<b>LEARNING OUTCOMES</b>					
After studying this course learners will be able to:					
<ul style="list-style-type: none"> <li>• Understand Market, Marketing and Marketing Management</li> <li>• Develop the selling skills</li> <li>• Know how Marketing strategies drive businesses</li> <li>• Sketch the marketing environment</li> <li>• Draw insights in marketing information through research</li> <li>• Differentiate Markets</li> </ul>					

<ul style="list-style-type: none"> <li>• Group, divide and focus marketing attention to deliver value to target customers</li> <li>• Differentiate products and services and build brands</li> </ul>
<b>UNIT I - Introduction to Marketing Management</b>
Introduction, Market and Marketing, Scope and Objectives of Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Marketing Planning, Implementation and Control.
<b>UNIT II- Product Management</b>
Classification of Products, Product Hierarchy, Product Line, Product Mix, Packaging and Labelling, New Product Development, Product Life Cycle (PLC), Brand and Branding Strategy, Brand Equity, Brand Positioning, Brand Name Selection, Brand Development, Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes.
<b>UNIT III - Marketing Environment</b>
Introduction, Environmental Scanning, Analysing the Micro and Macro Environment, Differences between Micro and Macro Environment, Consumer buying behaviour: Introduction, Characteristics, Buying Decision, Buyer Decision Process for New Products, Buying Motives.
<b>UNIT IV- Market Segmentation</b>
Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, Market Segmentation Process, Bases for Segmenting Markets, Targeting, Market Positioning.
<b>UNIT V- Distribution Management</b>
Introduction, Scope, Importance, Decisions Involved in Setting up the Channel, Channel Strategies, Logistics Management, E-Commerce, Online Marketing, Retailing, Wholesaling
<b>UNIT VI - Integrated Marketing Communication</b>
Role of Marketing communications, Marketing Communications Mix, Managing Mass Communications, Advertising, Fundamentals of Sales Promotion, Public Relations and Publicity
<b>TEXT BOOK</b>
Philip Kotler, Kevin Lane Keller, “ <i>A Framework for Marketing Management</i> ”, 4 <sup>th</sup> edition, Pearson, 2012.
<b>REFERENCE BOOKS</b>
<ul style="list-style-type: none"> <li>• Charles W. Lamb, Joseph F. hair, Sharma, McDaniel, “<i>MKTG South Asian Perspective</i>”, Cengage Learning 2012.</li> <li>• Philip Kotler, Kevin Lane Keller, Abraham Koshy, and MitheswarJha, “<i>Marketing Management</i>”, 13th Edition, Pearson Publications Limited. 2012.</li> <li>• Kenneth E.Clow, Donald Baack, “<i>Cases in Marketing Management</i>” 'Sage Publications, 2012.</li> <li>• Arun Kumar &amp;Meenakshi, “<i>Marketing Management</i>”, Vikas Publishing House, 2011.</li> </ul>

<b>MB17203</b>	<b>Financial Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
As future managers, it is imperative for the students to understand the nuances of finance. Hence this course lays stress on all aspects of personal, business and corporate finance.					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>• Compute cost of capital of various sources, overall cost of capital and leverages</li> <li>• Evaluate the financial viability of investments by developing proficiency in valuation techniques both DCF (Discounted cash flow) and others</li> <li>• Able to compute requirement of working capital and apply various techniques in controlling and management</li> </ul>					

<ul style="list-style-type: none"> <li>of inventory</li> <li>Compare the financial systems of the world and perform a cost-benefit analysis of various sources of finance available for the firm.</li> <li>Describe the practical considerations while taking capital structure and dividend decisions</li> </ul>
<b>UNIT I –Introduction to Financial Management</b>
Financial Management: An Overview. Nature and scope of financial management. The Basic Goal: Creating Shareholder Value, Agency Issues, Business Ethics and Social Responsibility, Time value of money concept.
<b>UNIT II-Capital Budgeting</b>
Investment Decisions: Capital Budgeting Decisions: Process and Techniques - Payback period, ARR, NPV, IRR, MIRR, Profitability index, Discounted payback period, Estimation of cash flows, NPV vs. IRR, Risk analysis in Capital Budgeting - Sensitivity analysis, Real options Cost of Capital: Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting cost of capital for risk.
<b>UNIT III-Leverages</b>
Financing Decisions: Capital Structure, Theories and Value of the firm -Net income approach, Net operating income approach, Traditional approach, Modigliani Miller model, Determining the optimal capital structure, Checklist for capital structure decisions, Costs of bankruptcy and Financial distress, Trade off models, Pecking Order Theory  Leverage analysis and EBIT-EPS Analysis: Concept of leverage, Types of leverage: Operating leverage, Financial leverage, Combined leverage; EBIT-EPS Analysis
<b>UNIT IV-Dividends</b>
Dividend Decisions: Factors determining dividend policy, Theories of dividend - Gordon model, Walter model, MM Hypothesis, Forms of dividend – Cash dividend, Bonus shares, Stock split.
<b>UNIT V-Working Capital Management</b>
Working Capital Management: Working capital policies, Risk – Return trade off, Cash management, Receivables management, Inventory management, Credit management, Working capital financing  Corporate Valuation: Adjusted Book Value Approach, Discounted Cash Flow Approach, Forecasting and Valuation of free cash flows, Economic Value Added
<b>TEXT BOOK</b>
Pandey I M “ <i>Financial Management</i> ”, Vikas Publishing House, 10 <sup>th</sup> Edition, 2011.
<b>REFERENCE BOOKS</b>
<ol style="list-style-type: none"> <li>Khan &amp; Jain “<i>Financial Management</i>”, McGraw Hill – 6<sup>th</sup> edition - 2011</li> <li>Rajiv Srivastava, Anil Mishra - “<i>Financial Management</i>”, Oxford University Press – 2<sup>nd</sup> ed. 2011.</li> <li>Van Horne &amp; Wachowicz, Jr.-“<i>Fundamentals of Financial Management</i>” – PHI – 13<sup>th</sup> ed. 2010.</li> </ol>

<b>MB 17204</b>	<b>PRODUCTION AND OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
The purpose of learning this course on Production & Operations Management is to expose the students to the concepts and techniques of shop floor management practiced in various industries.					
<b>LEARNING OUTCOMES</b>					
After studying this course the learner will be able to explain the nature, importance and scope of production and operations management and understand the concepts and applications involved in production and operations management.					

<b>UNIT I: PRODUCTION AND OPERATIONS MANAGEMENT</b>
Introduction – Basic Concepts – Classification of production Systems– Make or Buy decisions (Numerical problems)–Productivity - Production and operations Management – Recent trends in Production and Operations Management - Operations in the Service sector- Manufacturing Vs Service operations.
<b>UNIT II - PLANT LOCATION &amp; LAYOUT</b>
Plant location - Qualitative & Quantitative aspects – Location Decisions (Numerical problems) – Plant Layout - Principles, Types & Applications – Capacity Planning and Strategies - Maintenance management - Replacement decisions (Numerical Problems)
<b>UNIT III - PRODUCTION PLANNING AND CONTROL</b>
Product design – New Product Development - Process planning - Production Planning and control – Flow Shop Scheduling (Numerical problems)
<b>UNIT IV - MATERIALS MANAGEMENT</b>
Materials Management - Material Handling Principles & Equipment - Inventory Management & Selective inventory control techniques (EOQ & EBQ Models, Quantity discount, P&Q Systems, MRP) - ABC analysis (Numerical Problems) -- Purchase and Stores Management – Documentation and Accounting.
<b>UNIT V - INSPECTION &amp; QUALITY CONTROL</b>
Work study – Method study (Diagrams & Charts) and Time study (Rating, Allowances) – Inspection – Statistical Quality control - Control charts for variables and attributes (Numerical Problems) - Logistics & Supply Chain Management
<b>TEXT BOOK</b>
PanneerselvamR.; “ <i>Production &amp; Operations Management</i> ”; Prentice Hall India Private Limited, 2012.
<b>REFERENCES</b>
<ol style="list-style-type: none"> <li>1. Mahapatra; “<i>Operations Management</i>”; Prentice Hall India Private Limited; 2010.</li> <li>2. MukherjeeP.N.; “<i>Operations Management and Productivity Techniques</i>”; Prentice Hall India private limited; 2009.</li> <li>3. Richard B Chase; “<i>Operations Management</i>”; McGraw-Hill Education Private Limited; 2010.</li> <li>4. SaxenaJ.P.; “<i>Production and Operations Management</i>”; McGraw-Hill Education private limited; 2008.</li> </ol>

<b>MB17205</b>	<b>RESEARCH METHODOLOGY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
The course brings out the necessity to inquiry of business problems in an empirical approach. Its goal is to help students to understand research practice, research cycle in general through critical examination of methods associated with decision-making, critical thinking, and ethical judgment.					
<b>LEARNING OUTCOMES</b>					
The overall objectives of this course are:					
<ul style="list-style-type: none"> <li>• To help students develop a thorough understanding of the fundamental theoretical ideas and logic of research. These fundamental ideas underpin the approach to research, the vast range of research methods available and the researcher’s choice of methods.</li> <li>• To help students develop a thorough understanding of the issues involved in planning, designing, executing, evaluating and reporting research within a stipulated time period</li> </ul>					
<b>UNIT I - Introduction to Research &amp; Research Design</b>					
Research – Meaning, Scope and Significance, Type of Research, Research process, Characteristics of good research, Scientific method, Research Design- Concept and importance of research design, Qualitative and quantitative research.					



Exploratory research-Concept, Types, and uses. Descriptive research- Concept, Types, and uses. Experimental research design. Concepts of independent and dependent variables.
<b>UNIT II - Identification of Problem &amp; Review of Literature</b>
Problems in research – identification of research problem, Research question, Research objectives and Research Hypothesis. Questionnaire and Interview Schedule. <b>Review of Literature- Need and scope.</b>
<b>UNIT III - Data types, Scaling &amp; Sampling</b>
Types of data and sources, Measurement level- concepts, Level of measurement- Ordinal, Nominal, Ratio and Interval, Scaling techniques- meaning, types of scales, scale construction techniques. Population and sample. Sampling theory- concepts, methods of sampling, Sample frame and sample error, sample size, characteristics of good sample, Parametric and statistics. Types of sample design- Probability and non-probability sample.
<b>UNIT IV - Data analysis &amp; Testing of Hypothesis</b>
Data preparation- Univariate analysis- meaning, concept and uses. Bivariate analysis- meaning, concept and uses. Multivariate Analysis- meaning, concept and uses. Type-I, Type-II errors, confidence level, critical region. Test of significance – Assumptions about parametric and nonparametric tests. Parametric tests – Correlation, regression, Chi-square, T-Test, F-Test and Z-Test. Introduction to ANOVA. Non-Parametric test.
<b>UNIT V - Research writing, report &amp; Ethics in research</b>
Interpretation – meaning, Techniques of interpretation, Report writing- significance and steps, Layout of report – types of reports – oral presentation – executive summary, Mechanics of writing research report, Precautions for writing report – norms for using tables, chart and diagrams, Appendix- norms for using Index and Bibliography. Ethics and its importance in research
<b>TEXT BOOK</b>
Kothari C.R., Research Methodology: Methods and Techniques, New Age International publisher, 2004.
<b>REFERENCE BOOKS</b>
1. Rao K.V., “ <i>Research Methodology in Commerce and Management</i> ”, Sterling Publishers, 1993. 2. Wilkinson Bhadarkar, “ <i>Methodology &amp; Techniques Of Social Research</i> ”, Himalaya Publishing House, 2003.

MB17206	MANAGEMENT INFORMATION SYSTEMS	L	T	P	C
		2	1	0	3
<b>COURSE RATIONALE</b>					
This course is intended to give a basic idea about Information Systems and the need to study the same from the management perspective. The different units are intended to expose the students to the various aspects like the transformation of today’s businesses with the advent and use of Information Systems, need for security of Information Systems, and the ethical and social issues involved in the use of Information Systems.					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>• To understand the basic concepts of Information Systems applicable to Management</li> <li>• To gain knowledge about the various types of information systems and technologies used by businesses</li> <li>• To study the design, development and security of Management Information Systems</li> <li>• To learn about the various modules in ethical and social issues in using Information Systems</li> </ul>					
<b>UNIT I-Systems Overview</b>					
<b>Systems overview:</b> Information System in the Global Business; IS function in Business; Role of Information Systems in the Business; Perspectives on Information Systems; Contemporary Approaches to Information Systems -Technical approach, Behavioral approach Business Processes and Information Systems; <b>Types of Information Systems</b> - Operations support systems-Management Support Systems;					

<b>UNIT II- Information Technology Infrastructure</b>
<b>Information Technology Infrastructure;</b> Infrastructure Components; Contemporary Hardware Platform Trends; Contemporary Software Platform Trends Data bases and Information Management, Data Warehouses, Tools for Business Intelligence: Multidimensional Data Analysis and Data Mining; Managing Data resources
<b>UNIT III - Database</b>
<b>Database</b> Definition; Components of Database System; Database Management Systems (DBMS): Database Models-Database Keys Relational Database Management Systems Concept (RDBMS); Normalization of Database;-Entity Relationship (ER) Diagrams; Structured Query Language (SQL)
<b>UNIT IV- Securing Information Systems</b>
<b>Securing Information Systems:</b> Internal Threats; <i>Establishing a framework for security and control:</i> Information Systems Controls, Risk Assessment, Security Policy, Disaster Recovery Planning and Business Continuity Planning, The Role of Auditing; encryption and Public Key Infrastructure; Ensuring System Availability; Security Issues for Cloud Computing and the Mobile Digital Platform; Ensuring Software Quality
<b>UNIT V- E-commerce</b>
<b>E-commerce:</b> Ecommerce and the internet; E-Commerce Today; Key Concepts in E-Commerce: Ecommerce: Business and Technology -Types of E-commerce, E-commerce Business Models,E-commerce Marketing: Mobile Digital platform and mobile e-commerce -M-Commerce Services and Applications; Launching an e-commerce site; Launching business on the internet
<b>TEXT BOOK</b>
<ul style="list-style-type: none"> <li>• Kenneth C. Laudon, JaneP. Laudon. (2016) Management Information systems: Managing the Digital Firm (14Edt). Pearson education.</li> <li>• Supplementary Materials: Self Learning Materials (Pdf)</li> </ul>
<b>REFERENCES</b>
James A O'Brien, George M. Markas, Ramesh Behl.(2017).Management information systems (10Edt). McGraw hill.

<b>MB17207</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
This Course extends the knowledge of environmental analysis, strategic planning, strategic formulation, strategic implementation and strategic evaluation applicable to business organization. This subject equips students to develop appropriate strategies based on SWOT analysis and other management analysis.					
<b>LEARNING OUTCOMES</b>					
At the end of this course students will be able to:					
<ul style="list-style-type: none"> <li>• Understand the concept of objectives, mission, vision, programmes and policies.</li> <li>• Evaluate the strategies of different companies.</li> <li>• Evaluate all functional strategies of management in global scenario.</li> <li>• Understand the organization structure, code of ethics and tactical plans.</li> <li>• Formulate strategies suitable for organizations.</li> <li>• Understand evaluation, control and feedback processes.</li> </ul>					
<b>UNIT I – An Introduction to Strategic Management</b>					
Defining Strategic Management, Implications, Stages, Strategic Vision, Mission, Goals, Objectives, Strategic Management Model					
<b>UNIT II – Environmental Analysis</b>					

Environmental Scans & Forecasts, SWOT Analysis, Value Chain Analysis – Porter’s Five Forces Model, Opportunities & Threats, Internal Analysis – Strengths & Weaknesses
<b>UNIT III – Strategic Choice</b>
Strategic Choice : Generating Strategic Alternatives. Strategic options at Corporate Level – Stability, Growth & Defensive Strategies. External Growth Strategies – Merger, Acquisition, Joint Venture & Strategic Alliance. Evaluation of Strategic Alternatives – Product Portfolio Models. Selection of a suitable Corporate Strategy – Concept of Strategic Fit. Strategic options at SBU Level – Michael Porter’s Competitive Strategies; Operationalising Competitive Strategies
<b>UNIT IV – Strategic implementation</b>
Strategic Implementation Process : The role of ethics in formulating & implementing corporate strategies – Organizing for implementation : Components of the Process, Resource mobilization, allocation & delegation, Organizational Structure, System & Processes & Code of Ethics, Unit wise / Function wise Micro goals / Targets / policies, Tactical plan.
<b>UNIT V – Strategy Evaluation</b>
Strategy Evaluation Process : Execution & Control : Leadership – Change Management – Project Management – Directing – Evaluation & Control of Performance – Feedbacks on overall Process.
<b>TEXT BOOK</b>
Nag. A., “ <i>Strategic Management: Analysis-Implementation-Control</i> ”.Vikas Publishing House Pvt. Ltd, 2011.
<b>REFERENCE BOOKS</b>
<ol style="list-style-type: none"> <li>Chinthan “<i>Strategic Management</i>”, Vikas Publications, 2012.</li> <li>Thomas L. Wheelan and David Hunger J, “<i>Concepts in Strategic Management and Business Policy</i>”. Pearson Education, 2010.</li> <li>Hitt, Ireland, Hoskisson and Manikutty, “<i>Strategic management-A south Asian perspective</i>” Cengage Learning, 2012.</li> <li>Nag. A., “<i>Strategic Management: Analysis-Implementation-Control</i>”.Vikas Publishing House Pvt. Ltd, 2011.</li> <li>Charles W.L.Hill and Gareth R. Jones. “<i>An Integrated approach to strategic management</i>” Cengage Learning, 2008</li> <li>Gopinath C., Julie 1. Sicilian Strategic! “<i>Experimental Exercises in Strategic Management</i>” 3rd edition, Cengage Learning 2010.</li> <li>Michael A Hitt, R.Duane Ireland, Robert E Hoskisson, “<i>Strategic Management: Concepts, Competitiveness Globalization</i>”, Cengage learning, 2012.</li> <li>John A Parnell, “<i>Strategic Management: Theory and Practice</i>”, Sage Publications, 2013.</li> <li>Alexander Osterwalder, “<i>Business Models generation- A handbook for visionaries’ game changers and challengers</i>”, Willey Publications, 2010.</li> </ol>

<b>MB17208</b>	<b>ENTREPRENEURSHIP</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>COURSE RATIONALE</b>					
<p>The major emphasis of the course will be on creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas.</p> <p>The course is designed primarily for those who at some point of their career want to start their own ventures, or run their own family businesses. But it is equally useful to those who plan to work in or with new ventures either as venture capitalists, consultants to new firms or in new business development units of larger corporates.</p>					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>To understand the different dimensions of entrepreneurship and to inculcate the spirit of entrepreneurship in</li> </ul>					

<p>students</p> <ul style="list-style-type: none"> <li>To understand the process of founding a start-up</li> <li>To learn how to design business plans that is suitable for funding considering all the dimensions of business</li> </ul>
<b>UNIT I – Introduction</b>
<p>Nature and importance of Entrepreneurs, Entrepreneurial decision making process; factors influencing Entrepreneurship. The early career dilemmas of an Entrepreneur: The Entrepreneur’s Role, Task and Personality; Classification of Entrepreneurs; A Typology of Entrepreneurs: Defining Survival and Success. Entrepreneurship as a Style of Management; Intrapreneurship - Corporate versus Intrapreneurial culture, Climate for Intrapreneurship, Establishment of Intrapreneurship in organizations.</p> <p>Challenges faced by entrepreneurs - individuals - from family - from groups - from community - from society</p>
<b>UNIT II – Choosing A Direction</b>
<p>Idea Generation; Opportunity recognition and entry strategies: New product, Franchising, Sponsorship and Acquisition. The Strategic Window of Opportunity: Scanning, Positioning and Analysing. Intellectual Property : Creation and Protection</p>
<b>UNIT III-Opening The Window</b>
<p>Determine the Resources required; Gathering the Resources you do not have; Debt, Venture Capital and other forms of Financing. Feasibility Studies: Marketing Feasibility, Financial Feasibility, Political Feasibility, Economic Feasibility, Social and Legal Feasibility, Technical Feasibility, Managerial Feasibility, Locational and Other Feasibility. The Business Plan as an Entrepreneurial Tool: Meaning, Scope and Need; Business Plan Formats; Project Report preparation and presentation. Business Models</p>
<b>UNIT IV – Operations</b>
<p>Creating and starting the venture: legal requirements, marketing strategies, financial plans and staffing the venture.</p> <p>Various schemes offered by the Government to new entrepreneurs: MSMEs, Financial support banks, institutions and agencies; Venture capital; Government schemes and Policies</p>
<b>UNIT V – Closing the Window</b>
<p>Maintaining Competitive Advantage: Managing growth and ending the venture; Management decisions at early stage, managing early growth of the new venture. New venture expansion- strategies and issues. Going public – attractions to going public, ending the venture – re-organization, turnarounds, and liquidation.</p>
<b>TEXT BOOK</b>
Jayshree Suresh, “Entrepreneurial Development”, Margham Publishers, Chennai, 2011
<b>REFERENCE BOOKS</b>
<ol style="list-style-type: none"> <li>Hisrich, Robert D, Peters, Michael P. and Shepherd, Dean A, 6th edition (2011). Entrepreneurship. New Delhi: Tata-McGraw-Hill.</li> <li>Kuratko., Donald F &amp;Hodgetts, Richard M, (2010). Entrepreneurship. New Delhi: Thomson.</li> <li>Kaplan., Jack M, (2007). Patterns of Entrepreneurship. New Delhi: Thomson.</li> <li>Shankar Raj, “Entrepreneurship: Theory and Practice”, Tata McGraw Hill Publishing Co. Ltd- New Delhi, 2010</li> </ol>

### SEMESTER III

<b>MB 17301</b>	<b>Project work</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>16</b>	<b>8</b>

MBA Project work is aimed at providing students with practical exposure. Students are required to conduct a research project on a topic related to their field of specialization. The project can be an independent project or a project conducted at an organization. The total duration of the project is eight weeks.

**SEMESTER IV**

<b>MB 17401</b>	<b>SUMMER INTERNSHIP(8 WEEKS) (PRACTICAL)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>16</b>	<b>8</b>

Each candidate has to undergo internship in any industry. At the end of the internship program, students will receive certificate from the company. Students will also have to submit a internship report to the University detailing all that they have done and learned during the internship period.

Objectives of the Internship program

- Internship students will apply knowledge and theories to practical work situation.
- Internship students will acquire appropriate skills and techniques directly applicable to their careers.
- Internships will create job exposure and enhance employment opportunities.
- Internship students will be prepared to enter into full-time employment in their area of specialization upon graduation.
- Internships will provide students the opportunity to develop attitudes conducive to effective interpersonal relationships.

**FUNCTIONAL ELECTIVE – FINANCE**

<b>FINANCE</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB 17F01	Mergers and Acquisition	4	0	0	4
MB 17F02	Security Analysis and Portfolio Management	4	0	0	4
MB 17F03	Financial Derivatives	4	0	0	4
MB 17F04	Risk Management & Insurance	4	0	0	4
MB 17F05	Project Finance	4	0	0	4
MB 17F06	Personal Finance	4	0	0	4

<b>MB17F01</b>	<b>MERGERS AND ACQUISITION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
This course equips participants for analyzing, valuing and modeling complicated transactions such as mergers, acquisitions or LBOs (leveraged buyouts). It improves participants’ understanding of the attractions and risks of mergers, acquisitions and levered structures, as used by corporate and private equity firms.					
<b>LEARNING OUTCOMES</b>					
On completion of the course, the learners should be able to:					
<ul style="list-style-type: none"> <li>• Elaborate on the various forms of Mergers and Acquisitions and the various strategic approaches utilized in M&amp;As.</li> <li>• Evaluate the various Corporate Valuation models and pricing the M&amp; A transaction.</li> <li>• Elaborate on the various payment Methods undertaken in the M&amp;As</li> <li>• Elaborate on the due diligence procedure followed under the M&amp;A processes.</li> <li>• Highlight the legal aspects of M&amp;A procedures in the Indian Context.</li> </ul>					
<b>UNIT I-Mergers and Acquisitions introduction</b>					

Mergers and Acquisitions: Introduction: Causes and Forms; Strategic Approaches: Entering new Markets, Value Creation and Growth approaches to M&As.
<b>UNIT II-Corporate Valuation</b>
Corporate Valuation: Concepts and Principles; Techniques – NAV Model, Dividend Valuation Model, PE Ratio Model, Tobins Q Model, EVA Model, FCF Model, Swap ratio Model.
<b>UNIT III-Valuing the Intangibles</b>
Valuing the Intangibles: Brands, Good will, Human Resources and Customer Relationships. Valuing Synergies and Pricing acquisitions Methods of payments for Mergers and Acquisitions, LBOs.
<b>UNIT IV-Due Diligence</b>
Due Diligence – pre activities, detailed process. Cross border deals, HR and Organizational Due diligence. Integration in Mergers and Acquisitions: Types; Role of HRM is Integration, Integration errors and symptoms needing merger repairs
<b>UNIT V-Legal Aspects</b>
Legal aspects of M&As; Procedures; Company Act, Amalgamation without Winding up; SEBI Takeover code
<b>TEXT BOOK</b>
Kamal Ghosh Ray, Mergers and Acquisitions Strategy, Valuation and Integration, PHI Learning Private Ltd 2013
<b>REFERENCES</b>
Weston Chung Hoag, Mergers, restructuring and Corporate Control, PHI Learning Private Ltd 2012

MB 17F02	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
The course concerns itself with investment in financial assets with specific attention to the returns and risk associated with investing in securities. The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides of extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.					
<b>LEARNING OUTCOMES</b>					
On completion of the course the learner should be able to: <ul style="list-style-type: none"> <li>Describe the general structure of various financial markets.</li> <li>Value financial products such as common stocks and fixed-income securities</li> <li>Analyse multiple companies for possible inclusion in the portfolio.</li> <li>Build a diversified portfolio and assess portfolio performance.</li> </ul>					
<b>UNIT I - Introduction</b>					
Investment - types of investment - investment avenues - components of financial system- functions - tradeoff between risk and return – Mode of delivery: Lecture Mode /PPT –Theories of Investment and Indian Financial System Problems /Numerical in the area of Risk Vs. Return					
<b>UNIT II – Analysis of Valuation – Debt and Equity</b>					
Investment avenues – valuation - Valuation of securities – Bonds – stocks and other securities Mode of delivery: Lecture Mode /PPT –Investment Avenues, Problems /Numerical in the area of Valuation of Securities-Stocks/Bonds					
<b>UNIT III - Fundamental and Technical Analysis</b>					
Fundamental analysis - technical analysis - types of charts - Patterns used in Technical Analysis- Efficient Market Hypothesis (EMH) Mode of delivery:Lecture Mode /PPT –Fundamental Vs Technical Analysis Problems /Numerical in the area of Valuation of Securities-Stocks/Bonds					

<b>UNIT IV –Portfolio Theory: Asset Pricing Models</b>
Capital Asset pricing Models – APT – Random Walk Hypothesis Mode of delivery: Lecture Mode /PPT –CAPM/Random Walk Theory/Efficient Market Hypothesis Problems /Numerical in the area of Valuation of Securities-Stocks/Bonds
<b>UNIT V – Portfolio Management</b>
Construction of Portfolio – evaluation of portfolio models - revision of portfolio Mode of delivery: Lecture Mode /PPT-Portfolio Theories/Construction of Portfolio Problems /Numerical in the area of Evaluation and Revision of Portfolios
<b>TEXT BOOK</b>
Avadhani V.A.-“ <i>Securities Analysis and Portfolio Management</i> — Himalaya Publishing House, Mumbai – 10 <sup>th</sup> Edition - 2011.
<b>REFERENCE BOOKS</b>
<ol style="list-style-type: none"> <li>1. RanganathamM., MadhumathiR. “<i>Security Analysis and Portfolio Management</i> “Pearson Publications – 2<sup>nd</sup> edition – 2010.</li> <li>2. Donald E.Fischer, RonbaldJ.Jordan “<i>Security Analysis and Portfolio Management</i> “Pearson Publications – 6<sup>th</sup> edition – 2010.</li> <li>3. Herbert B.Mayo “<i>An Introduction to Investments</i>”Cengage Learning – 2<sup>nd</sup> edition, 2010.</li> <li>4. Dhanesh Kumar Khatri “<i>Investment Management &amp; Security Analysis</i>” Macmillan – 2<sup>nd</sup> edition – 2011.</li> </ol>

<b>MB 17F03</b>	<b>FINANCIAL DERIVATIVES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management. This perspective will allow the treatment of both pricing and hedging problems under a unified framework. Though financial payoffs are the main focus, the framework of the course will help the students analyze and manage risks arising out of non-financial exposures too.					
<b>LEARNING OUTCOMES</b>					
<p>On completion of the course, the learner should be able to</p> <ul style="list-style-type: none"> <li>• Explain the basic types of derivatives, their pay off functions and the economic roles they play in managing risks</li> <li>• Describe the distinctive features of the existing financial derivatives</li> <li>• Compare the pay-offs of the derivatives and optimize investment decisions in derivatives</li> <li>• Demonstrate a sound knowledge of the structure and operations of derivative markets.</li> <li>• Critically evaluate pricing models and apply to the financial engineering of structured products</li> <li>• Apply the theoretical framework of finance to commodities, energy derivatives, equity products and currencies</li> </ul>					
<b>UNIT I - INTRODUCTION</b>					
Introduction to derivatives – types – necessity for derivatives - valuation basics – discounting and compounding – Time value – continuous compounding – significance Mode of delivery:Lecture Mode /PPT –Derivatives Contract and its Types, Problems /Numerical					
<b>UNIT II – FORWARDS and FUTURES</b>					
Forward contract and Futures Contract - Forwards – futures – Pricing of Futures and Forwards - options pricing strategy - commodity derivatives – currency futures and Interest Rate futures - Index futures – pricing - valuation Mode of delivery: Lecture Mode /PPT –Derivatives Contract and its Types, Problems /Numerical in the area of Pricing of forwards					

and futures
<b>UNIT III - OPTIONS</b>
Types of Options - Differentiate European & American options– Call option and put Option - option pricing models - Binomial Model – Black and Scholes – Volatility – Delta – Gama – Theta – Vega- Rho- Estimation and Valuation – Define Value At risk- Mode of delivery: Lecture Mode /PPT –American vs. European Options Problems /Numerical in the area of Option Pricing Models/Strategies
<b>UNIT IV - SWAPS</b>
Swaps – Equity – Currency – Interest Rate- Types – Structure - Pricing – Mode of delivery: Lecture Mode /PPT –Types of swaps Problems /Numerical-Interest Rate Swaps/Currency swaps
<b>UNIT V – FINANCIAL ENGINEERING</b>
Exotic Derivatives – Weather Derivatives - Credit Derivatives? – Real Derivatives – stages involved in the process of Financial Engineering – Scenario Analysis and Simulation – developments and trends in the area of derivatives trading Mode of delivery: Lecture Mode /PPT –Types of Derivatives, Financial Engineering, Scenario Analysis and simulation
<b>TEXT BOOK</b>
Ranganatham and Madhumathi, “ <i>Derivatives and Risk Management</i> ”, Pearson, 2011.
<b>REFERENCEBOOKS</b>
1. Hull, John C, “ <i>Options, Options, futures and other derivatives</i> ”, Prentice Hall of India, 8th edition, 2011. 2. Kevin, S, “ <i>Commodity and Financial Derivatives</i> ”, PHI, 2010. 3. Rajiv Srivastav, “ <i>Derivatives and Risk Management</i> ”, Oxford University Press, 2010.

<b>MB17F04</b>	<b>RISK MANAGEMENT &amp; INSURANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
Identification of risk is sine quo none in any business. The course is directed towards students in understanding how large scale complex risk can be identified, managed and architected. The ultimate aim being mitigation of risk, this course also aims to familiarize the students with such methods.					
<b>LEARNING OUTCOMES</b>					
On completion of the course, the learner should be able to					
<ul style="list-style-type: none"> <li>• Identify the risks and be familiar with the techniques of managing the same</li> <li>• Assess the risk management techniques available with the firm.</li> <li>• Compare the techniques available outside and evaluate using cost-benefit analysis</li> <li>• To familiarize the students with the various types of insurance that can be used as a tool of risk minimization.</li> </ul>					
<b>UNIT I – An Introduction to risks</b>					
Risk – Differentiate Risk and Uncertainty – types of Risks – financial risk and its management - steps in Risk management – Risk avoidance –Risk reduction – risk types – risk management process – risk management Information systems (RMIS)					
<b>UNIT II – Enterprise Risk Management</b>					
Enterprise Risk management – interest rate risk or asset liability management – Frame work for ERM - credit risk management – market risk management – operation risk management – components of operation risk management and strategic risk management –role of Chief Risk Officer(CRO) .					



<b>UNIT III – Project Risk Management</b>
Project risk management –risk associated with new projects – the risk involved in contracting plant – Risk involved in erection and installations – management of risk in supervision of a project – Risk involved in kickoff an IT project - various tools used in project risk management – process of project Risk management – disclosure of project risk management.
<b>UNIT IV – Financial Risk Management</b>
Concept of Financial risk management – drivers of financial risk management – sources of solving financial risks of an organization – tools used in financial risk management- risk involved in Asset liability management(ALM) – Techniques of valuation including estimate and proxies – explain hedgeable and non-hedgeable – treasury function
<b>UNIT V–Insurance</b>
Significance of Insurance – types of Insurance – basic principles of Insurances - salient features of Insurances – Insurance regulatory and development authority – duties of IRDA – explain the powers of IRDA - functions of IRDA are laid down in section 14 of IRDA Act, 1999 – Ombudsman – powers And functions of Ombudsman Mode of delivery: Lecture Mode /PPT
<b>TEXT BOOK</b>
Gupta P.K. “Insurance and Risk Management”, Himalaya Publishing Houes 2010
<b>REFERENCEBOOKS</b>
<ol style="list-style-type: none"> <li>1. Trieschmann, Hoyt, Sommer “<i>Risk Management and Insurance</i>” — Cengage Learning – 2010.</li> <li>2. Mark S.Dorfman “<i>Introduction to Risk Management and Insurance</i>”– PHI – 9<sup>th</sup> edition – 2010.</li> <li>3. Gupta P.K. “<i>Insurance and Risk Management</i>” Himalaya Publishing House 2010.</li> <li>4. Arunjatesan S. and Viswanathan R.R.– “<i>Risk Management and Insurance, Concepts and practices of Life and General Insurance</i> – Macmillan – 2010.</li> <li>5. Harrington, Niehaus “<i>Risk Management and Insurance</i> – Tata McGraw Hill – 2<sup>nd</sup> edition – 2010.</li> </ol>

<b>MB17F05</b>	<b>PROJECT FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
To provide necessary theoretical and conceptual tools for financial analyses and decision-making in relation to project finance. To provide a solid grounding in the techniques of project finance and the key issues in its practice by providing a balanced mix between technical readings and specialized case studies.					
<b>LEARNING OUTCOMES</b>					
On completion of the course, the learner should be able to					
<ul style="list-style-type: none"> <li>• Describe the methods of identification and evaluation of project risks.</li> <li>• Identify the key risks from operational phase to completion phase.</li> <li>• Assess and forecast the probable external and internal causes of project failure.</li> <li>• Describe the project planning and control techniques like CPM, PERT.</li> </ul>					
<b>UNIT I</b>					
Project Financing – uses- advantages- prerequisites of project financing Mode of Delivery – Lectures, GD, Brain Storming, Assignments					
<b>UNIT II</b>					
Parties to project financing – contracts - consideration from the view point of project financing. - Regulatory body for project financing Mode of Delivery – Lectures, GD, Brain Storming, Assignments					
<b>UNIT III</b>					
Project risk - project formulation checklist - various phases of a project from planning to completion					

Mode of Delivery – Lectures, GD, Brain Storming, Assignments
<b>UNIT IV</b>
Project feasibility analysis - capital budgeting - project evaluation - project planning and control exercise Mode of Delivery – Lectures, GD, Brain Storming, Assignments
<b>UNIT V</b>
Tools used for analyzing the feasibility of a project - project appraisal process - CPM and PERT. Mode of Delivery – Lectures, GD, Brain Storming, Assignment
<b>TEXT BOOK</b>
Bhavesh Patel – “ <i>Project Management, Financial Evaluation With Strategic Planning, Net Working And Control.</i> ” Vikas Publishing House, New Delhi – 2 <sup>nd</sup> Edition – 2010.
<b>REFERENCES</b>
1. PrasannaChandra, “ <i>Financial Management Theory and Practice</i> ” – Tata McGraw-Hill – New Delhi – 7 <sup>th</sup> Edition – 2010.
2. PrasannaChandra, “ <i>Projects-Planning, Analysis, Selection, financing, Implementation and Review</i> ” — Tata McGraw Hill – 2010.
3. Rajiv Srivastava, Anil Mishra, “ <i>Financial Management</i> ” Oxford University Press – 2010.

MB17F06	PERSONAL FINANCE	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
This course is aimed at enabling the student understand the issues involved in planning finances and investments at a personal level, and to be in a position to provide advice on the issue					
<b>LEARNING OUTCOMES</b>					
On completion of the course, the learner should be able to					
<ul style="list-style-type: none"> <li>• Develop money management skills.</li> <li>• Evaluate various investment opportunities available in the global financial markets.</li> <li>• Identify ways to increase net worth.</li> <li>• Apply the acquired knowledge to suggest investment avenues according to the risk profile of a person</li> <li>• Display the ability to prepare retirement plans for clients</li> </ul>					
<b>UNIT I</b>					
Financial Planning Process along with Rewards – Planning Environment - Steps involved in Planning environment– Determinants of Time Value of Money - role played by time in financial decisions Mode of Delivery – Lectures, GD, Brain Storming, Assignments/Numerical					
<b>UNIT II</b>					
Preparing cash budgets - Tax management - Principles of Income Tax - process involved in Computation of Taxable Income – Calculation of Rental Income – term Capital Gains- returns filing process – Tax planning- Wealth and Gift Tax –Mode of Delivery – Lectures, GD, Brain Storming, Assignments/Numerical					
<b>UNIT III</b>					
Investment decisions- investment avenue – stocks- bonds – mutual funds – derivatives – real estate – Automobiles- Houses – Equated Monthly Installments - Lease or Buy – Housing Finance – Cost – Benefit Analysis – Mode of Delivery – Lectures, GD, Brain Storming, Assignments/Numerical					
<b>UNIT IV</b>					
Savings plans of Commercial banks and Non-banking financial corporation - Alternate investments – gold –					

gems- antiques- art and artifacts- Reverse mortgage- benefits – Insurance Mode of Delivery – Lectures, GD, Brain Storming, Assignments

### UNIT V

Reverse Mortgage Estate planning - – wills – trusts –estate taxes – portfolio construction – evaluation – risk-return relationship – wealth advisory roles – importance – recent trends Mode of Delivery – Lectures, GD, Brain Storming, Assignments

#### TEXT BOOK

Gitman J and Michael D Joehnk, “*Personal Financial Planning*” Lawrence– Cengage – 12<sup>th</sup> edition – 2011

#### REFERENCES

1. “*Personal Financial Planning*” Guide Ernst and Young’s, 2010.
2. Victor G Hallman and Jerry S Rosenbloom , *Personal Financial Planning*,6th Edition, McGraw Hill, 2011
3. Gaur V.P.&Narang D.B., *Income Tax- Law & Practice*, Kalyani Publishers, 2010.
4. Jeff Madura “*Personal Finance*” – Pearson 3<sup>rd</sup> edition 2010

Human Resource		L	T	P	C
MB 17H01	Industrial Relations	4	0	0	4
MB 17H02	Recruitment, Training and Development	4	0	0	4
MB 17H03	Performance Management and Reward Systems	4	0	0	4
MB 17H04	Strategic Human Resource Management	4	0	0	4
MB 17H05	Compensation Management	4	0	0	4
MB 17H06	Human Resource Planning and Audit	4	0	0	4

MB17H01	INDUSTRIAL RELATIONS	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
Industrial Relations (IR) is the study of the laws, conventions and institutions that regulate 'the workplace'. It is a fundamentally important aspect of our way of life, our culture and our society. Industrial relations means different things to different people. Good IR help run an industry effectively and successfully.					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>• Exemplify professional judgement in identifying, deconstructing and solving a broad range of complex problems, creating new strategies and drawing on in-depth specialist knowledge, reflection and evaluation with regards to the framework of industrial relations in Australia;</li> <li>• Critically analyse and evaluate the key processes of industrial relations at the workplace level and their relationships to the institutions;</li> <li>• Critically discuss, analyse and evaluate the current and emerging industrial relations trends and debate their impact on the parties, processes and rules of Australian industrial relations; and</li> <li>• Persuasively advocate their recommendations in both written and oral form to a variety of specialist and non-specialist audiences.</li> </ul>					
<b>UNIT I-Industrial Relations</b>					
Nature of Industrial Relations- Importance Approaches to Industrial Relations- Parties to Industrial Relations- Role of Government.					

<b>UNIT II-Labor Laws</b>
Labour Laws- Nature and Need-Principles of Labour Legislation-Union Legislation-Laws-Industrial Disputes Act-1947.
<b>UNIT III-Wage and Compensation Act</b>
Payment of Wages Act 1936- Factories Act 1948- Employees Compensation Act-1923 Labour Laws Reforms.
<b>UNIT IV-Trade Unions</b>
Trade Unions-Nature of Trade Unions- Why do Employees join Unions-Trade Unions movement In India-Managing Unions-Collective Bargaining
<b>UNIT V-Disputes</b>
Resolving Disputes-Nature of Disputes-Causes of Disputes-Settlement of Disputes.
<b>TEXT BOOK</b>
ArunSekri, ' <i>HUMAN RESOURCE PLANNING AND AUDIT</i> ', Himalaya Publishing House
<b>REFERENCEBOOKS</b>
ArunSekri, ' <i>HUMAN RESOURCE PLANNING AND AUDIT</i> ', Himalaya Publishing House.

MB17H02	RECRUITMENT, TRAINING, & DEVELOPMENT	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
Training of employees takes place after orientation takes place. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process moulds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature. Training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well.					
<b>LEARNING OUTCOMES</b>					
To be able to <ul style="list-style-type: none"> <li>• Explain the importance of good recruitment and selection practice</li> <li>• Describe the context set by employment legislation.</li> <li>• Explain how to write job descriptions, person specifications and job adverts.</li> <li>• Explain how to set selection criteria. Describe the correct process for shortlisting candidates.</li> <li>• Explain how to conduct a professional interview. Describe common pitfalls in the recruitment and selection process.</li> </ul>					
<b>UNIT I-Recruitment Overview</b>					
Recruitment-an Overview-Sources and Techniques of Recruitment- Selection, Placement and Induction.					
<b>UNIT II-Employee Training</b>					
Employee Training-Training needs assessment-Learning and Programme Design-Methods of Training.					
<b>UNIT III –Training Implementation</b>					
Implementation of Training-Evaluation of Training methods-Feedback and improvement of Training methods.					

<b>UNIT IV-Career Planning</b>
Career Planning-Succession Planning-Various steps-Development and Management-Different Types of Management Programme-Evaluation and Improvement.
<b>UNIT V-Employee Development</b>
Employee Development-Motivation-Employee Empowerment Talent Management-Employee Communication-Overcoming Communication Barriers.
<b>TEXTBOOK</b>
ArunSekri, 'HUMAN RESOURCE PLANNING AND AUDIT', Himalaya Publishing House.
<b>REFERENCE BOOKS</b>
ArunSekri, 'HUMAN RESOURCE PLANNING AND AUDIT', Himalaya Publishing House.

MB17H03	PERFORMANCE MANAGEMENT AND REWARD SYSTEMS	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
A good performance management system works towards the improvement of the overall organizational performance by managing the performances of teams and individuals for ensuring the achievement of the overall organizational ambitions and goals. An effective performance management system can play a very crucial role in managing the performance in an organization.					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>• Describe the nature of performance management and outline the core objectives of performance management</li> <li>• Outline the performance management cycle and identify and explain the key stages of this cycle</li> <li>• Differentiate between performance management and performance appraisal</li> <li>• Identify the different performance appraisal techniques that can be used by organisations</li> <li>• Evaluate the advantages and disadvantages of different performance appraisal techniques</li> </ul>					
<b>UNIT I-Performance Management</b>					
Performance Management-Nature of Performance Appraisal-Appraisal Process-Edward Deming Performance Appraisal-Challenges of Performance Appraisal.					
<b>UNIT II-Tools for Measuring Performance Management</b>					
Tools for measuring Performance-Developing the Performance Appraisal frame work-Designing And Launching the Performance Management System.					
<b>UNIT III-Motivation</b>					
Motivation and its importance in Performance Management-Evaluation and maintenance of Performance Management-Legal issues in Performance Appraisal.					
<b>UNIT IV-Reward and Recognition</b>					
Rewards and Recognition-Various rewards systems-Reward Management.					
<b>UNIT V-Job Evaluation</b>					
Job Evaluation-Pay Structure-Performance Competence and Skill based pay.					

<b>TEXT BOOK</b>
ArunSekri, 'HUMAN RESOURCE PLANNING AND AUDIT', Himalaya Publishing House.
<b>REFERENCES</b>
ArunSekri, 'HUMAN RESOURCE PLANNING AND AUDIT', Himalaya Publishing House.

MB17H04	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
Strategic Human Resource Management (SHRM) explores the relationship between the management of people and pursuit of an organisations strategic goals and objectives. Specific topics covered include human resource planning and strategy, job analysis and job design, equipment and selection, performance appraisal and performance-related pay, learning and career management, employment relations, diversity management and international human resource management.					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>• Explain the scope of HRM</li> <li>• Understand the meaning and nature of strategic HRM</li> <li>• Appreciate how HR strategies are related to business strategies</li> <li>• Describe how HR strategies can be informed by a knowledge of labour markets and product markets locally, nationally and internationally</li> <li>• Describe the dynamic nature of global competition and of social and technological trends and their significance for HRM practice.</li> </ul>					
<b>UNIT I</b>					
Strategic H.R.M-an Overview-Importance of Aligning H.R. to Strategy.					
<b>UNIT II</b>					
Re-designing Work Systems-H.R. Forecasting-Strategic Acquisition of H.Rs.					
<b>UNIT III</b>					
Strategic Implications of Training and Development-Performance Management and Evaluation-Compensation and Strategic H.R.M.					
<b>UNIT IV</b>					
Strategic Challenges for Leadership-Strategic issues in Employee Safety, Health and Labour Relations					
<b>UNIT V</b>					
Career Planning and Management-Downsizing-Outsourcing Ethical issues in Strategic H.R.M-Ethical Dilemmas.					
<b>TEXT BOOK</b>					
ArunSekri, 'HUMAN RESOURCE PLANNING AND AUDIT', Himalaya Publishing House.					
<b>REFERENCES</b>					
ArunSekri, 'HUMAN RESOURCE PLANNING AND AUDIT', Himalaya Publishing House.					

MB17H05	COMPENSATION MANAGEMENT	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
<p>This course aims to clarify the principles and basic concepts of compensation management in organizations, including the role of human resources management in dealing with employees, and methods used to provide compensation. It also highlights the importance of maintaining the capable education qualification, the value of developing their skills, and the significance of providing the appropriate atmosphere for them. Several important topics will be addressed in the class such as: Compensation professionals' goals within a human resource department. Ways to strengthen the pay-for-performance link. Ways to strengthen the pay-for-performance link. Health insurance concepts.</p>					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>• To learn basic compensation concepts and the context of compensation practice</li> <li>• To illustrate different ways to strengthen the pay-for-performance link.</li> <li>• To learn the concepts of Payment and employee benefits issues for contingent workers.</li> <li>• To understand the Legally required employee benefits.</li> <li>• To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits</li> </ul>					
<b>UNIT I-Compensation Philosophy</b>					
Compensation Philosophy-an Overview-Components of Compensation-Theories of Compensation-Ideal Compensation System.					
<b>UNIT II-Factors influencing Employees Compensation</b>					
Factors influencing Employees Compensation-Compensation Plans and Business Strategy-Devising Compensation Plans-Challenges of Compensation.					
<b>UNIT III-Concepts of Wages-</b>					
Concepts of Wages-Different types of Wage Plans-Compensating Special groups-Laws related to Wages.					
<b>UNIT IV-Nature of Incentive Plans</b>					
Nature of Incentive Plans-Effective Incentive System-Scope of Incentive Schemes-Group Incentive Plans-Incentive schemes in Indian Industries-Installing an Incentive Scheme.					
<b>UNIT V-Managing Employee Benefits and Services</b>					
Managing Employee Benefits and Services- Nature of Benefits and Services-Types of Employee Benefits and Services-Fringe Benefits-Administration of Benefits and Services-Guidelines for Effective Benefits Programmes.					
<b>TEXT BOOK</b>					
ArunSekri, 'HUMAN RESOURCE PLANNING AND AUDIT', Himalaya Publishing House.					
<b>REFERENCES</b>					
ArunSekri, 'HUMAN RESOURCE PLANNING AND AUDIT', Himalaya Publishing House.					

MB17H06	HUMAN RESOURCE PLANNING AND AUDIT	L	T	P	C
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		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
No organization can be successful in the long run without the right number , the right kind of people with required qualification and capabilities, doing the right job at the right time. This is where the function of HRP comes in. This course demonstrates the strategic importance of the HR planning process to organizations. It provides knowledge and skills on how to determine the supply and demand of human resources, Human resource Audit, Succession Planning and how to develop appropriate human resources policies and practices based on best practice methodologies.					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>To determine how the organization’s human resource needs are determined and to facilitate understanding on how the organizational talents are effectively utilized.</li> <li>To appreciate how an organization may be aligned through differentiation and integration of its human resources to perform competitively.</li> <li>To identify the gaps, lapses, irregularities, short-comings, in the implementation of the Policies, procedures, practices, directives, of the Human Resource Department and to suggest remedial actions.</li> <li>To know the factors which are detrimental to the non-implementation or wrong implementation of the planned Programmes and activities.</li> <li>To suggest measures and corrective steps to rectify the mistakes, shortcomings if any, for future guidance, and advise for effective performance of the work of the Human Resource Department.</li> </ul>					
<b>UNIT I-Nature of Human Resource Planning</b>					
The great Human Resource turn around-Nature of Human Resource Planning-Benefits of Human; Resource Planning-Importance of Return on Investment in Human Resource Planning-Factors; Human Resource Planning.					
<b>UNIT II-Corporate Mission and mission Statements</b>					
Corporate Mission and mission Statements-Strategic Man Power Planning-Man Power; Forecasting Strategic Planning-Models of Strategic Human Resource Planning.					
<b>UNIT III -Strategic Planning</b>					
Strategic Planning in Core Areas of Human Resource-Models in Strategic Planning-Models in Succession Planning-The Planning Process-Strategic Planning in Training and Development-Strategic Planning in Recruitment and Selection.					
<b>UNIT IV-Leadership Development</b>					
Strategic Planning in Leadership Development-Strategic Planning in Team Building-Human Human Resource Planning and Government-Requisites for successful Human Resource Planning- Barriers to Human Resource Planning.					
<b>UNIT V-Human Resource Audit</b>					
Human Resource Audit-Four step Approach in Human Resource Audit-Audit of Human Resource Competencies-Strategies, systems and Structures-Writing of Human Resource Audit Report.					
<b>TEXT BOOK</b>					
ArunSekri, 'HUMAN RESOURCE PLANNING AND AUDIT', Himalaya Publishing House.					
<b>REFERENCES</b>					
ArunSekri, 'HUMAN RESOURCE PLANNING AND AUDIT', Himalaya Publishing House.					

### FUNCTIONAL ELECTIVES – MARKETING

<b>MARKETING</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB 17M01	Marketing Strategy	4	0	0	4



MB 17M02	Integrated Marketing Communication	4	0	0	4
MB 17M03	Marketing Research	4	0	0	4
MB 17M04	International Marketing	4	0	0	4
MB 17M05	Sales and Distribution Management	4	0	0	4
MB 17M06	Digital Marketing & E-Commerce	4	0	0	4

MB 17M01	MARKETING STRATEGY	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
An organization pursues many different functional strategies. One such strategy is the marketing strategy. Marketing strategy is the comprehensive plan formulated particularly for achieving the marketing objectives of the organization. It provides a blueprint for attaining these marketing objectives. It is the building block of a marketing plan.					
<b>INSTRUCTIONAL OBJECTIVES</b>					
<ul style="list-style-type: none"> <li>To develop a comprehensive understanding of what marketing strategy entails</li> <li>To design and develop a comprehensive marketing strategy addressing key areas of Marketing.</li> <li>To research markets, gather and analyze marketing information and spot market opportunities.</li> <li>To segment markets and develop appropriate segment specific marketing strategies</li> <li>To develop pricing, product, and distribution strategies that are interrelated and supportive of one another.</li> <li>To implement, monitor and control marketing strategies.</li> </ul>					
<b>UNIT I-Marketing Plan</b>					
<b>Major Marketing Activities and Decisions:</b> Strategic Planning; Research and Analysis; Marketing Strategy Decisions; Implementation and Control; <b>The Marketing Plan:</b> Marketing Plan Structure; Purposes and Significance of the Marketing Plan; Organizational Aspects of the Marketing Plan; Maintaining Customer Focus and Balance in Strategic Planning;					
<b>UNIT II-Market Research And Analysis</b>					
Collecting and Analyzing Marketing Information: Conducting a Situation Analysis; The Internal Environment ; The Customer Environment-The External Environment; Collecting Marketing Data and Information Developing Competitive Advantage and Strategic Focus: SWOT-Driven Strategic Planning - The SWOT Matrix; Developing and Leveraging Competitive Advantages;					
<b>UNIT III-Target Marketing</b>					
Customers, Segmentation, and Target Marketing: Market Segmentation - Identifying Market Segments Target-Marketing Strategies Product Strategy: The Product Portfolio; The Challenges of Service Products; New Product Development; Branding Strategy. Pricing Strategy: The Role of Pricing in Marketing Strategy Key Issues in Pricing Strategy Pricing Service Products;					
<b>UNIT IV-Pricing Strategy</b>					
Pricing Strategy: Price Elasticity of Demand; Pricing Strategies ;Fixed Versus Dynamic Pricing; Legal and Ethical Issues in Pricing-; Distribution and Supply Chain Management: Distribution and Supply Chain Concepts; Strategic Issues in Distribution and Supply Chain Management-; Conflict and Collaboration in the Supply Chain; Trends in Marketing Channels					
<b>UNIT V- Marketing Implementation and Control</b>					
Marketing Implementation and Control: Strategic Issues in Marketing Implementation; Approaches to Marketing					

Implementation; Internal Marketing and Marketing Implementation; Evaluating and Controlling Marketing Activities; Developing and Maintaining Long-Term Customer Relationships: Managing Customer ; Quality and Value: The Keys to Developing Customer Relationships; Customer Satisfaction: The Key to Customer Retention
<b>TEXT BOOK</b>
Ferrell, O.C. Hartline, Michael,D. (2011). Marketing Strategy (Fifth Edition). Cengage Learning.
<b>REFERENCE BOOK</b>
Walker, Mullins.(2017).Marketing Strategy: A Decision - Focused Approach Paperback

MB17M02	INTEGRATED MARKETING COMMUNICATION	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
The purpose of learning this course is to expose the students to the realms of Marketing communication vis-à-vis advertising, sales promotion and direct marketing. This course gives a focus to design the promotional mix offered to customers.					
<b>LEARNING OUTCOMES</b>					
At the end of this course on Integrated Marketing Communication the learner will be able to:					
<ul style="list-style-type: none"> <li>• Identify the communication mix</li> <li>• Integrate consumer Behavior with marketing communication</li> <li>• Differentiate advertising and sales promotion tools</li> <li>• Evaluate the effectiveness of advertising message and measure media reach and favorability</li> <li>• Prepare ad copy and propose a budget for ad campaign</li> <li>• Understand the operations of advertising agency</li> <li>• Gain insights in the role of Public relations, direct marketing mix and Event management</li> <li>• Observe the social implications of advertising and code of conduct.</li> <li>• Develop the nuances of effective integrated communication</li> </ul>					
<b>UNIT I - Integrated Marketing Communication-</b>					
Concept, Process, Communication Mix, IMC plans- Consumer Behaviour and IMC Plan-Case studies					
<b>UNIT II - Sales promotion and advertising</b>					
Types, Techniques of Sales Promotion- Advertising- Objectives and Perspective: AIDA & DAGMAR- Classification & Functions of advertising-Advertising Media- Media Types and Media mix- Media Selection, Planning and Strategy – Case studies					
<b>UNIT III - Advertising</b>					
Creativity in Advertising- Concept of Copy, Theme and Appeal- Copy Writing and Copy Research- Message: Design and Evaluation-Advertising Appropriation- Factors influencing Advertising Budget- Methods of Advertising Budgeting-Advertising Business- Ad agency, Types, Functions, Selection-client relationship-Case studies					
<b>UNIT IV - Media planning</b>					
Media planning- Public Relations- Personal Selling- Online Marketing- Event management- Movies and Documentaries–Case studies					
<b>UNIT V – Advertising and Society</b>					
Social Implications of Advertising, Moral and Ethical Issues in Advertising- Case Studies					

<b>TEXT BOOK</b>
Clow&Baack, “ <i>Integrated Advertising, Promotion and Marketing Communication</i> ”, 4 <sup>th</sup> Edition, Pearson Education India. 2012.
<b>REFERENCE BOOKS</b>
<ol style="list-style-type: none"> <li>1. Terence A. Shimp ,“<i>Integrated Marketing Communication in Advertising and Promotion</i>” 8<sup>th</sup> Edition, , Cengage Learning, 2010.</li> <li>2. George E. Belch, Michael A Belch,&amp;KeyoorPurani, “<i>Advertising and Promotion- An Integrated Marketing Communications Perspective</i>”, 7<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd. 2010.</li> <li>3. Dr. Niraj Kumar, “<i>Integrated Marketing Communication</i>”, Himalaya Publishing House, 2009.</li> <li>4. Chris Hackley “<i>Advertising and Promotion- An Integrated Marketing Communications Approach</i>” 2<sup>nd</sup> Edition, , Sage Publishers. 2010.</li> </ol>

<b>MB 17M03</b>	<b>MARKETING RESEARCH</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
The purpose of learning this course is to equip the students with the skills of designing and implementing the marketing research programs across the spectrum of marketing function in order to introspect, perceive, plan & design methodologies, analyze and solve day to day problems of the organization with regard to their marketing function					
<b>LEARNING OUTCOMES</b>					
After studying this course on Marketing Research the learners will be able to:					
<ul style="list-style-type: none"> <li>• Develop a research plan for execution.</li> <li>• Comprehend and apply effective marketing research techniques to solve day to day marketing problems.</li> <li>• Develop and implement a marketing research program for providing solution to the managerial decision making function.</li> <li>• Set up a professional methodology and analytical procedure to scientifically arrive at solutions for business queries.</li> <li>• Learn the value of scientific research for problem solving and decision making.</li> <li>• Present the findings and results for managerial action to gain competitive advantage and stay ahead of competition.</li> </ul>					
<b>UNIT I - Introduction To Marketing Research</b>					
Introduction-The Role of Marketing Research- The Marketing Research Process. The Human Side of Marketing Research: Organizational and Ethical Issues.					
<b>UNIT II - Designing Research Studies</b>					
Designing Research Studies- Qualitative Research- Secondary Data Research in a Digital Age - Survey Research- Observation-Conducting Marketing Experiments.					
<b>UNIT III – Measurement of Attitude</b>					
Measurement- Measurement and Attitude Scaling- Questionnaire Design.					
<b>UNIT IV -Sampling Designs</b>					
Sampling And Statistical Theory- Sampling Designs and Sampling Procedures- Reviewing Statistical Theory and Determining Sample Size.					
<b>UNIT V -Analysis And Reporting</b>					

- Basic Data Analysis-Testing for Differences Between Groups and for Relationships Among Variables-Communicating Research Results

**TEXT BOOK**

G.C. Beri, “Marketing Research”, Tata McGraw-Hill Education

**REFERENCE BOOKS**

1. Harper W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc., “Marketing Research – text and cases“, All India Traveller Book Seller.
2. Raymond Kent “Marketing Research – Measurement, Method and application”, International Thomson Business Press.
3. William G. Zikmund, Barry J. Babin, “Essentials of Marketing Research”, International Edition, 5e, Cengage Learning
4. William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, “Business Research Methods”, International Edition, 9e, Cengage Learning

MB17M04	INTERNATIONAL MARKETING	L	T	P	C
		4	0	0	4
<b>COURSE RATIONALE</b>					
International marketing is a rapidly growing area within the disciplines of marketing and international business. Central to international marketing is the response of international rather than domestic buyers in the marketing environment, the types of decisions that are most feasible and the information required in decision making. During this course, the student will gain insights into the pressures created by the international economic, political, legal and cultural environmental influences on marketing planning. This course will enable students to learn analytical skills required to develop international marketing plans and develop the marketing mix elements in the international environment.					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>• Apply basic international marketing theories and concepts to understand the environment;</li> <li>• Undertake strategic business analysis in order to develop appropriate international marketing objectives and strategies;</li> <li>• Identify, analyse, and evaluate data, information, and evidence related to international business opportunities and threats relevant in the current world;</li> <li>• Communicate, clarify, and present to peer audiences in a professional setting and work in a team reflected in assessment activities; and</li> <li>• Produce a report considering the marketing of a business to consumers or business customers in different cultural contexts with consideration of ethical conduct</li> </ul>					
<b>UNIT I -Introduction to International Marketing</b>					
Introduction to International Marketing, International Marketing Environment - Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing. Preparing for International Marketing Strategies, Managing Systems for International Marketing					
<b>UNIT II - Marketing Mix</b>					
International Marketing Mix International Market Segmentation, Developing Global Products and Pricing, The Trade Mark Regime.					
<b>UNIT III - International Product Policy and Planning</b>					
Introduction, Products: National and International, The new Product Development, International Product Planning, Product Adoption and Standardization, International Product Marketing Plan and Budget, Marketing of Services.					

<b>UNIT IV - Indian Export and Import</b>
The Indian Export Scenario, The Export Import Scenario in India, Import-Export Policy, Export Documentation Export Procedure, International Technology Transfer and Counter Trade
<b>UNIT V - Promotion and Advertising</b>
Introduction of International Promotion and Advertising, International Distribution Systems
<b>TEXT BOOK</b>
R.L. Varshney and B. Bhattacharya – International Marketing Management.
<b>REFERENCE BOOKS</b>
<ol style="list-style-type: none"> <li>Francis Cherunilam – International Marketing.</li> <li>Paul V. Horn – International Trade Principles and Practices.</li> <li>John D. Daniels and Lee H. Radebaugh – International Business</li> <li>Export and Import Policy of Government of India issued from time to time.</li> <li>Annual Report of the Department of Commerce, Ministry of Commerce and Industry, Government of India issued from time to time.</li> </ol>

<b>MB 17M05</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
The purpose of learning this course is to expose the students to nuances of Salesmanship and train them to face the grueling maneuvers of selling. The students would learn the techniques of selling besides gaining hands on training on forecasting. This course exposes them to the banalities of hardcore sales job.					
<b>LEARNING OUTCOMES</b>					
After studying this course on Sales Management the learners will be able to:					
<ul style="list-style-type: none"> <li>Develop the selling skills</li> <li>Differentiate different techniques of selling</li> <li>Forecast sales, and predict market potential</li> <li>Understand the functions of a salesman’s job</li> <li>Get an idea about the compensation plans in this profession</li> <li>Get trained on-the-job and off-the-job</li> <li>Prepare sales budget and delineate sales territories</li> </ul>					
<b>UNIT I – Introduction To Sales Management</b>					
Concept, Objectives and functions of Sales Management, Emerging Trends in Sales Management- Types of Personal Selling objectives – Market Potential – Sales potential – Sales Forecast –Sales Forecasting Methods					
<b>UNIT II -Concepts of Sales Force Management:</b>					
Recruitment and Selection of sales personnel. Sales Training: Areas of sales training, Compensating and motivating sales force: Compensation Plan - Types of Compensation Plans, Requirements of a Good Sales Compensation Plan, Fringe Benefits. Routing and scheduling of sales force. Sales audit, Functions of Sales Executives - Qualities of Effective Sales Executives - Relationship with Top Management, -Job Analysis-Job Description					
<b>UNIT III-Distribution Strategy:</b>					
Distribution Channel- Concept, Functions and Types. Distribution channel strategy and features of effective channel design. Channel Conflict: Concept and stages, conflict management, International distribution strategy.					
<b>UNIT IV - Sales Budget</b>					
Purpose of the Sales Budget - Form and Content - Budgetary Procedure - Quotas: Objectives in using Quotas - Types of Quotas and Quota Setting Procedures - Sales Territories: Sales Territory Concept - Reasons for Establishing Sales Territories - Procedures for Setting up Sales Territories-Case Studies, Routing and Scheduling					

Sales Personnel.
<b>UNIT V- Sales Organization</b>
Purpose of Sales Organization - Setting up Sales Organization - Basic types of Sales Organizational Structures - Selecting Sales Personnel. Building Sales Training Programs - Defining Training Aims - Deciding Training Content - Selecting Training Methods - Organization for Sales Training - Evaluating Sales Training Programs - Case Studies
<b>TEXT BOOK</b>
Pradip Kumar Mallik, “Sales Management”, Oxford University Process, 2011.
<b>REFERENCE BOOKS</b>
<ol style="list-style-type: none"> <li>1. Cundiff&amp; Still, “<i>Sales Management Decisions, Strategies and Cases</i>”, 5<sup>th</sup> Edition, Pearson Education India, 2011.</li> <li>2. <u>Krishna Havaladar, VasantCavale</u>, “<i>Sales and Distribution Management</i>” Tata McGrawHill, 2011.</li> <li>3. Spiro, “<i>Management of a sales Force</i>”, 11<sup>th</sup> Edition, Tata McGraw Hill India Ltd, 2003.</li> <li>4. Kapoor, “<i>Fundamentals of Sales Management</i>”, Macmillan Publishers India Ltd, 2005.</li> <li>5. Miller, “<i>Proactive Sales Management: How to lead, Motivate, and stay ahead of the Game</i>”, 2009.</li> </ol>

<b>MB17M06</b>	<b>DIGITAL MARKETING AND E-COMMERCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>COURSE RATIONALE</b>					
<p>Today much of the business world has gone digital. Information technology permeates all aspects of a business. Digital marketing and e-Commerce has become very relevant concepts for businesses. This course aims at providing the fundamental knowledge about digital marketing and e-Commerce to students. Students will be exposed to digital marketing concepts such as digital marketing strategy, search engine marketing and optimization, digital and web analytics, social media and marketing and more.</p>					
<b>LEARNING OUTCOMES</b>					
<ul style="list-style-type: none"> <li>• Develop student understanding of the processes and techniques of digital marketing</li> <li>• Assess the challenges and the opportunities of digital marketing</li> <li>• Develop digital marketing strategies and digital campaign</li> <li>• Perform search engine optimizations and Digital and web analytics.</li> </ul>					
<b>UNIT I-Marketing, Digital and Web Analytics</b>					
<p><b>Marketing &amp; the internet:</b> Introduction to Marketing -Definition and Applications; What is Advertising? - Definition &amp; Examples; Advertising Media Choices and Marketing Strategy; Marketing Environment: External Influences on Marketing Strategy; Goals of Promotion and the Marketing Mix; Digital Marketing: Definition, Strategies &amp; Example; The Evolution &amp; Growth of Digital Marketing</p> <p><b>Digital &amp; Web Analytics:</b> What is Data Analytics? - Definition &amp; Tools; Web &amp; Digital Analytics: Collection &amp; Examples; Digital Analytics: Paid, Owned, &amp; Earned Media; Using Digital Analytics in Marketing; Marketing Analytics &amp; Metrics;</p> <p><b>Digital Marketing Strategies:</b> What is Direct Marketing? - Definition, Concepts &amp; Examples; What is Content Marketing? - Definition &amp; Purpose; Developing Goals &amp; Strategies for Digital Content Marketing; Promoting &amp; Measuring Success of Digital Content Marketing; Consumer-Generated Marketing (CGM): Definition &amp; Strategies; What Is Guerrilla Marketing? - Definition, Strategies &amp; Examples; What is Viral Marketing? - Definition, Techniques &amp; Examples;</p>					
<b>UNIT II-The Internet</b>					
<p><b>The Internet:</b> IP Addresses, URLs, ISPs, DNS &amp; ARPANET; World Wide Web: How the Web Works; Web Page Design and Programming Languages: HTML, XHTML, XML, CSS &amp; JavaScript; Internet Communication: Twitter, Email, IM, Blogging, RSS &amp; Newsgroups; Internet Collaboration: Second Life, VOIP, Video Conferencing, Virtual Reality &amp;Telepresence; Search Engines, Keywords &amp; Web Portals; Intranet and Extranet:</p>					

Comparing Information and Data Dissemination; OSI Model: Using Open Systems Interconnection to Send and Receive Data; Internet Connectivity and Communication Standards  
e-commerce & m-commerce: Buying & Selling on the Web & Mobile Devices

### UNIT III- Segmentation & Targeting

**Segmentation & Targeting: Market Segmentation:** Geographic, Demographic, Psychographic & More; Customer Segmentation & Targeting in Digital Marketing; How to Apply Contextual Advertising & Behavioral Targeting; Using Digital Tools to Identify a Target Market;  
**Online Marketing & Advertising:** Pay Per Click (PPC) Advertising: Definition & Strategy; Display Advertising in Online Media: Formats & Impact; What is A/B Testing?; What Are Web Cookies? - Use & Controversy;  
**Social Media Marketing & Analysis:** Internet Communication: Twitter, Email, IM, Blogging, RSS & Newsgroups; Social Media Marketing Channels: Facebook, Twitter, Pinterest & More; How to Incorporate Social Media Into a Marketing Campaign; Trends in Social Media Marketing; Measuring the Success of Social Media Marketing;

### UNIT IV- Search Engine Optimization

**Search Engine Optimization:** Search Engines, Keywords & Web Portals; What is SEO? - Definition & Examples; Social Media & Search Engine Optimization;  
**Email Marketing:** What is Email Marketing? - Definition & Types; Effective Email Marketing Tips; Email Marketing Design: Text, Graphics, Audio & Video Components; Opt-Out Procedures for Email Marketing; How to Measure Email Marketing Results;  
**Mobile Marketing:** Mobile Marketing: Definition & Examples; Trends in Mobile Marketing; Incorporating Mobile Technology in a Marketing Plan; Mobile Ads: Types & Usage;

### UNIT V- Digital Campaigns and Customer Engagement & Relations

**Creating Digital Campaigns:** What is a Marketing Plan? - Definition & Sample; Marketing Research: Definition, Purpose and Role in Marketing Strategy; Measuring ROI of Digital Marketing Methods; Ad Campaign: Strategy & Examples; Revenue Sharing & Affiliate Marketing;  
**Customer Engagement & Relations:** The Tactical Communication Mix in Digital Marketing; Understanding the Consumer Decision-Making Process: A Marketing Must; Customer Relationship Management and Marketing Technology; Using CRM to Improve Marketing & Customer Acquisition; Brand Awareness: Definition, Strategy, Metrics & Measurement; Brand Awareness vs. Intent to Buy; Promotion and the Consumer Communication Process; Business & Consumer Communication in the Digital Age; The Significance of a Professional Online Presence; Protecting Consumer Privacy Online;

### TEXT BOOK

Bhatia Puneet. (2017). Fundamentals of Digital Marketing. Pearson

### REFERENCES

Eric Greenberg E., Kates A. (2013). Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment (Marketing/Sales/Adv & Promo).