

**DEPARTMENT OF HUMANITIES, SOCIAL SCIENCES & MANAGEMENT**  
**NATIONAL INSTITUTE OF TECHNOLOGY**  
**HAZRATBAL, SRINAGAR, KASHMIR-190006**



**SEMESTER WISE COURSE STRUCTURE**  
**AND**  
**SUBJECT WISE COURSE CONTENT**  
**FOR**  
**MBA PROGRAMME**

**(1<sup>st</sup> to 4<sup>th</sup> Semester)**

with effect from  
Academic Year 2020

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## **About the Department**

The Department of Humanities, Social Sciences & Management was established in 1960 with other primary departments of the Institute. The Department of Humanities, Social Sciences & Management offers a very rigorous syllabus to familiarize engineering students with modern concepts of Management, Social Sciences, Communication Skills, and English language. The subjects like Management and Economics go a long way in improving the professional capability of the students who have a potential market both in public and private sector. The courses intend to enhance their employment opportunities in the growing private sector. Department of HSS offers Ph.D. programmes in various areas of Management and English.

Areas of Specialization: Marketing, Finance, Entrepreneurship, Linguistics, and English Literature.

## **VISION of the Department**

To lead in innovative teaching, knowledge building and value based educational experiences by providing quality education.

## **MISSION of the Department**

To develop strong critical thinking, analytical reasoning, problem solving, management and communication skills in students with creative talent that will foster their development as knowledgeable, engaged and confident citizens and leaders.

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

### **PROGRAMME EDUCATIONAL OBJECTIVES:**

PEO1	To facilitate the learners to acquire a knowledgeable experience and understanding of management, its theories, models, frameworks and real-world practices in the general as well as functional areas of management.
PEO2	To provide opportunities for professional development & equip the learners with life skills that lead to successful career options both in corporate and non-corporate sectors.
PEO3	To create an awareness of social relevance among managers and leaders related to business ethics, cultural diversity, and environmental concerns and familiarize them to professional ethics and practices.
PEO4	To motivate the learners for lifelong learning through continuous learning and innovate and apply/create knowledge for personal as well as professional pursuits.
PEO5	To inculcate the spirit of entrepreneurship among the learners and equip them with the necessary entrepreneurial skills.

### **PROGRAMME OUTCOMES:**

At the end of the programme the learner will be able to

PO1	Utilize the inter-disciplinary aspects of management principles in providing practicable solution in modern day business and non-business organizations.
PO2	Contribute effectively and efficiently at an individual level or group level for the achievement of common goals.
PO3	Exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio- economic environment.
PO4	Develop an enthusiasm for learning multi-disciplinary knowledge via self-study, experiential learning, and peer learning, utilizing various conventional & non-conventional, traditional and digital modes of learning.
PO5	Deploy entrepreneurial & intra-preneurial skills for founding, leading & managing start-ups, professionalizing and growing family businesses and for the generic work place.

**GRADUATE ATTRIBUTES:**

MBA graduates will have built a wider and practicable management base utilizing their prior professional experience and academic background that enables them to:

GA1	Motivate and Lead themselves and others as a team for the realization of end goals.
GA2	Think critically and make decisions based on complex information
GA3	Efficiently utilize the resources for the benefit of organizations and society.
GA4	Know and understand organizations and their stakeholders.
GA5	Integrate functional knowledge and apply strategic management skills at a senior level in changing business environments.
GA6	Operate effectively in cross-cultural settings, understanding the nature of globalization.
GA7	Understand the complexities of business ethics in a global environment and act with integrity.
GA8	Analyze complex data, understanding the financial implications of managerial decision-making.
GA9	Enhance their careers and their commitment to lifelong learning.

**TEACHING LEARNING METHOD:**

The pedagogy or teaching-learning processes shall be determined by the requirements of a course, the learning objectives, learning outcomes & the learner's context. However, the following methods of instruction shall be commonly used: Case Method, Situation Analysis, Live Projects, Field Work, Lecture Sessions, Class Discussions, Group / Individual Presentations, Group Exercises, MOOCs, Role-plays, Self-Learning Materials (SLMs), Self- study, Seminars, Simulations, Study Tours, Training Programmes, Workshops.

## **Requirements for Completion of MBA Degree**

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1. The degree shall be of Two Years with Four (4) Semesters.
2. A student has to complete a minimum of 80 Credits for the award of MBA Degree from NIT Srinagar. The Credit Structure is as follows:
  - Core: 56 Credits
  - Elective: 24 Credits
3. In addition, a student has to complete an 8-week Internship (3<sup>rd</sup> Semester) at a reputed organisation for 6 credits and comprehensive project work (4<sup>th</sup> Semester) for 14 credits.
4. Further, a student has to sit for a comprehensive viva for the project work done in the 4<sup>th</sup> semester for completion of the degree.
5. A student has to score at least 40% Marks or Equivalent Credit points in each subject for award of MBA degree.

## **Eligibility Criteria for Admission to MBA Degree at NIT Srinagar**

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Eligibility for MBA Program:

- A graduate degree under 10+2+3 or 10+2+4 pattern under any discipline, securing at least 60% marks or 6.5 CGPA in aggregate, from a recognized university. (for Open Merit & OBC)
- For SC / ST/PWD candidates, there shall be a relaxation of 5% in the aggregate marks obtained i.e. 55% Marks or 6.0 CGPA at the undergraduate level.

The selection of the candidates for admission to the MBA programme is a two-step process.

The MBA admission criteria shall be based on:

- Step I: A valid score of Common Admission Test (CAT) or Common Management Admission Test (AICTE-CMAT). Preference will be given to candidates with a valid CAT score. (85% weightage)
- Step II: Group Discussion (GD) & Personal Interview (PI). (15% weightage)  
Selection will be based on the overall score obtained by the candidates scored in both Step I & Step II mentioned above.
- In case seats remain vacant, the department shall conduct an institutional level test followed by Group Discussions & Personal Interview for admission process for the candidates who have not qualified tests mentioned in Step I.
- The institutional level test shall be conducted on the following lines:

Number of sections	4 (Quantitative Techniques and Data Interpretation, Logical Reasoning, Language Comprehension, General Awareness)
Duration of exam	90 minutes
Number of questions	60

Total Marks	60
Number of answer choices	4
Marking scheme	1 mark for each correct answer with a negative marking of 0.25 per wrong answer.
Language of Script	English
Selection will be on the basis of scores obtained in the written exam, Group Discussion & Personal Interview. The weightage to the written exam is 85% while as for GD and PI it is 15% of the overall score.	

- The department`s admission committee reserves the right to make changes in the Shortlisting and Selection Criteria, if considered necessary at any point.

## **Fee Structure**

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The proposed MBA Programme at NIT Srinagar will have all 25 seats allotted to the candidates under Self-Financed/ Sponsored/ and 5 seats under DASA scheme. Candidates will have to pay Rs 2,50,00/Semester towards the Institute, as a single instalment at the time of admission.

All the students including students admitted under Self-Finance or DASA Scheme will have to pay semester-wise tuition fee and other institutional fee. The fee structure will be same as for the M.Tech programmes offered by the Institution.

The hostel and mess charges will be as per the Institutional norms.

## **List of Abbreviations**

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L	Lecture
T	Theory
P	Practical
MTE	Mid Term Examination
ETE	End Term Examination
CA	Continuous (Class Room) Assessment
GD	Group Discussion
PI	Personal Interview

## **Student Assessment Scheme**

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Each of the course/subject shall carry a maximum of 100 Marks which will be awarded on an Absolute-CGPA 10 Point Scale. The student shall be evaluated for the same as per the following Institutional policy:

- ETE: 60 Marks
- MTE: 30 Marks
- CA: 10 Marks

However, Internship Report will be evaluated on the basis of report by the organisation (30 marks) and evaluation on the report presented by the student (70 Marks). Similarly, Comprehensive Project will be evaluated by the teacher assigned (20 Marks) and evaluation viva shall carry 80 marks which shall be evaluated by the evaluation committee formed by the HOD.



## Seat Matrix

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<b>Category</b>	<b>Intake Capacity for MBA Programme</b>
Open Merit (OM)	9
OM-PWD	1
OM-EWS	2
OBC	7
SC	4
ST	2
<b>Direct Admission of Students Abroad (DASA)</b> (Academic eligibility as per DASA, Ministry of Human Resource Development, Government of India for Admissions to Premier Institutions of India.)	5
<b>Total</b>	<b>30</b>

Master of Business Administration						
Course Structure						
Semester I						
S. No.	Course Code	Course Title	L	T	P	Credits
1	MBA20101	Business Communication	2	0	2	3
2	MBA20102	Principles of Management	3	0	0	3
3	MBA20103	Managerial Economics	3	0	0	3
4	MBA20104	Operations Research	3	0	0	3
5	MBA20105	Organisational Behaviour	3	0	0	3
6	MBA20106	Accounting for Managers	3	0	0	3
Semester II						
7	MBA20201	Financial Management	3	0	0	3
8	MBA20202	Marketing Management	3	0	0	3
9	MBA20203	Operations Management	3	0	0	3
10	MBA20204	Human Resource Management	3	0	0	3
11	MBA20205	Business Research Methodology	3	0	0	3
12	MBA20206	Entrepreneurship	3	0	0	3
Semester III						
13	MBA20301	Strategic Management	3	0	0	3
14	MBA	Elective I (Major)	3	0	0	3
15	MBA	Elective II (Major)	3	0	0	3
16	MBA	Elective III (Major)	3	0	0	3
17	MBA	Elective IV (Minor)	3	0	0	3
18	MBA	Elective V (Minor)	3	0	0	3
	MBA 20303	Internship (8 Weeks)	0	0	12	6
Semester IV						
19	MBA	Elective VI (Major)	3	0	0	3
20	MBA	Elective VIII (Minor)	3	0	0	3
21	MBA	Comprehensive Project Work	0	4	20	14
			Total Credits			80
<p>Note: <i>Electives I, II, III, VI, VII shall be from the major specialization while Electives, IV, V and VIII shall be from minor specialization. Further, to float a specialization a minimum of 8 students shall have to opt for the said specialization.</i></p>						

<b>LIST OF ELECTIVES</b>			
<b>FINANCE</b>			
MBA	6111	Security Analysis and Portfolio Management	3 <sup>rd</sup> Semester (Major/Minor)
MBA	6112	International Finance	
MBA	6113	Mergers and Acquisitions	
MBA	6114	Commodity Markets and Financial Derivatives	
MBA	6115	Financial Markets, Instruments and Services	
MBA	6116	Risk Management	4 <sup>th</sup> Semester (Major/Minor)
MBA	6117	Bank Management	
MBA	6118	Behavioural Finance	
MBA	6119	Financial Engineering	
<b>HUMAN RESOURCE MANAGEMENT</b>			
MBA	6211	Training and Development	3 <sup>rd</sup> Semester (Major/Minor)
MBA	6212	Performance Management	
MBA	6213	Strategic Human Resource Management	
MBA	6214	Industrial Relations	
MBA	6215	Labour Legislation	
MBA	6216	Employee Compensation	4 <sup>th</sup> Semester (Major/Minor)
MBA	6217	Organizational Change and Design	
MBA	6218	International Human Resource Management	
<b>MARKETING</b>			
MBA	6311	Advertising and Sales Promotion	3 <sup>rd</sup> Semester (Major/Minor)
MBA	6312	Consumer Behaviour	
MBA	6313	Marketing Research	
MBA	6314	Industrial Marketing	
MBA	6315	International Marketing	
MBA	6316	Services Marketing	4 <sup>th</sup> Semester (Major/Minor)
MBA	6317	Rural Marketing	
MBA	6318	E-Business	
<b>OPERATIONS</b>			
MBA	6411	Managing Technological Innovation	3 <sup>rd</sup> Semester (Major/Minor)
MBA	6412	Value Engineering	
MBA	6413	Supply Chain Management	
MBA	6414	Product Design and Development	
MBA	6415	Lean Manufacturing	4 <sup>th</sup> Semester (Major/Minor)
MBA	6416	Business Process Reengineering	
<b>DATA ANALYTICS</b>			
IT	E37	Data Visualization using Tableau	3 <sup>rd</sup> Semester (Major/Minor)
IT	E38	Business Intelligence & Data Analytics	
IT	E39	Machine Learning & Visualization	
IT	E40	Big Data Structuring	4 <sup>th</sup> Semester (Major/Minor)
IT	E41	Data Virtualization	

## Business Communication

<b>I Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20101</b>	2	0	2	3

### Course Objectives:

COB 1: To develop good oral and written communication skills in students for their future jobs.

COB 2: To enable effective usage of grammar, sentence structures and parts of speech so as to make them strong in communication.

COB 3: To develop basic language skills.

COB 4: To Inculcate the correct usage of vocabulary.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO 1: Identify the basic concepts and mechanics of Oral and Written Communication.

CO 2: Identify different types of organizational communication.

CO 3: Generalize how to Manage Interpersonal Communication.

CO 4: Develop business writing skills.

CO 5: Articulate Communication and make presentations independently.

### UNIT 1:

**Role of Communication in Business:** Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication - Visual Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

### UNIT 2:

**Managing Organization Communication:** Formal and Informal Communication – Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

### UNIT 3:

**Managing Interpersonal Communication:** Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

### UNIT 4:

**Business Writing Skills:** Significance of Business Correspondence - Essentials of Effective Business Correspondence - Business Letter and Forms - Meeting - Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.

### UNIT 5:

**Presentation skills:** Techniques of Presentation – Types of Presentation – Video Conferencing and formats – Interview – formal and informal – Interview techniques –Communication etiquettes.

**Relevant cases must be discussed in each unit, and in examination case study is compulsory from any unit.**

**Suggested Books:**

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Meenakshi Rama: “Business Communication”, Oxford University Press, New Delhi
3. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
4. Paul Turner: “Organisational Communication”, JAICO Publishing House, New Delhi.
5. Sathya Swaroop Debasish, Bhagaban Das” “Business Communication”, PHI Private Limited, New Delhi, 2009.
6. R. K. Madhukar: “Business Communication”, Vikas Publishing House, New Delhi, 2012.
7. Kelly M Quintanilla, Shawn T. Wahl: “Business and Professional Communication”, SAGE, New Delhi, 2012.

## PRINCIPLES OF MANAGEMENT

<b>I Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20102</b>	3	0	0	3

### Course Objectives:

COB 1: To familiarize students with the basic concepts, principles and definitions of management.

COB 2: To facilitate students in understanding specific theories related to perception, motivation, leadership, job design, and organizational change.

COB 3: To help the student in understanding the contemporary issues in management.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO 1: Interpret basic concepts and theories of management.

CO 2: Outline plans and different organization structures.

CO 3: Classify different leadership styles in cross cultural environment.

CO 4: Develop rationale decision making and Problem-solving abilities.

CO 5: Cite contemporary issues and approaches to management.

### UNIT 1:

**Introduction of Management:** Management: Definition – Importance – Managerial Roles – Functions of management – Classical theory – Scientific management - Administrative theory – Behavioral Theory – Management science – Integrative perspective – System theory – Socio – technical theory – Contingency theory – Comparing theories

### UNIT 2:

**Planning and Organizing:** Nature and Definition of Planning – Principles of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning. Principles of organizing – Organization levels – Organizational designs and structure – Line and staff organizations – Approaches – Delegation of authority – Factors affecting delegation of authority – Span of management – Centralization and decentralization of Authority.

### UNIT 3:

**Directing and controlling:** Definition of Co-ordination – Significance and principles of Co-ordination– Leadership behavior and styles – Leadership in cross cultural environment. Nature and importance of controlling – Controlling process – Requirements of effective control – Establishing controlling system – Controlling techniques.

### UNIT 4:

Decision making: Meaning of decision – types of decisions – Rationale decision making process – Models of decision making – Problem solving and decision making – increasing participation in decision making – Vroom's Participative decision-making model – challenges and problems in decision making

### UNIT 5:

Contemporary issues in Management: MBO - Management by Walking Around – Out of the Box Thinking – Balanced Score Card –Time Management –BPOs – Stress Management

causes and remedies – JIT – TQM – Six Sigma – CMM levels

**Relevant cases have to be discussed in each unit, and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Kumar, Rao, Chhalill: Introduction to Management Science. Cengage Publications, New Delhi
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2010.
4. V. S. P. Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K. Anbuvelan, Principles of Management, University Science Press, 2013.
6. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
7. Deepak Kumar Bhattacharyya, Principles of Management-Text and Cases, Pearson, 2012.

## MANAGERIAL ECONOMICS

<b>I Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20103</b>	3	0	0	3

### Course Objectives:

COB 1: To make students aware of the various economic issues that they are expected to face as managers at the corporate level.

COB 2: To equip with the tools and techniques of economic analysis for improving decision-making skills.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO 1: Describe basic concepts in managerial economics.

CO 2: Generalize economic aspects of demand, pricing, and production.

CO 3: Relate cost factor in different business activities.

CO 4: Cite different market structures and their impact on business activities.

### UNIT 1:

**Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle, Risk & uncertainty.

### UNIT 2:

**Demand Analysis:** Elasticity of demand, types and significance of Elasticity of Demand Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, law of Supply, Elasticity of Supply.

### UNIT 3:

**Supply and Production Analysis:** Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

### UNIT – IV:

**Cost theory and estimation:** Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis

### UNIT 5:

**Market Structure and Pricing practices:** Features and Types of different Markets – Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain’s limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

**Relevant cases have to be discussed in each unit and, in examination case study is compulsory from any unit.**

### Suggested Books:

1. Paul, Koushil: “Managerial Economics”, Cengage Learning, New Delhi,
2. Vanita Agarwal: “Managerial Economics”, Pearson, New Delhi, 2013.



3. Dominick Salvatore: "Managerial Economics", Oxford University Press, New Delhi, 2010.
4. H.L. Ahuja: "Managerial Economics", S. Chand & Company Ltd, New Delhi-55.
5. O'Sullivan, Sheffrin, Perez "Micro Economics: Principles, Applications and Tools", Pearson Education.
6. Mithani D M: "Managerial Economics", Himalaya Publishing House, Mumbai, 2008.
7. Atmanand: "Managerial Economics", Excel Publications. New Delhi, 2012.
8. Narayanan Nadar E, Vijayan S: "Managerial Economics", PHI Private Limited, New Delhi, 2009.

## OPERATIONS RESEARCH

<b>I Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20104</b>	3	0	0	3

### Course Objectives:

COB 1: To develop a deeper understanding of the quantitative techniques, this could be successfully used for improving the quality of managerial decisions.

COB 2: To teach the practical application of Mathematical models.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO 1: Classify basic concepts and mechanics of quantitative Techniques.

CO 2: Transfer organizational problems into Research models for seeking optimal solutions to business problems.

CO 3: Use and understand different mathematical models.

CO 4: Use different transportation models and knows how to assign task.

CO 5: Develop network diagrams and determine optimal duration required to complete projects.

### UNIT 1:

**Basic Mathematical & Statistical Techniques:** Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices. Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

### UNIT 2:

**Introduction to Decision Theory:** Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision-making process, Decision making with an active opponent.

### UNIT 3:

**Linear Programming:** Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.

### UNIT 4:

**Transportation, Assignment Models & Game theory:** Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

### UNIT 5:

**P.E.R.T. & C.P.M. and Replacement Model:** Drawing networks – identifying critical path

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probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement

**Relevant cases have to be discussed in each unit and, in examination case study is compulsory from any unit.**

**Suggested Books:**

1. N.D.Vohra: “Quantitative Techniques in Management”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, “Operations Research: Theory and Applications”, Macmillan Gupta S.P: “Statistical Methods”, S. Chand and Sons, New Delhi.
3. Anand Sharma: “Quantitative Techniques for Business decision Making”, Himalaya Publishers, New Delhi, 2012;
4. Hamdy, A.Taha: “Operations Research: An Introduction”, Prentice-Hall of India, New Delhi 2003.
5. Anderson: “Quantitative Methods for Business”, Cengage Learning, New Delhi 2013

## ORGANISATIONAL BEHAVIOUR

<b>I Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20105</b>	3	0	0	3

### Course Objectives:

- COB 1: Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
- COB 2: Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
- COB 3: Understand the organizational system, including organizational structures, culture, human resources, and change.

### Course Outcomes:

At the end of the Course, Student will be able to:

- CO-1 Describe and explain the basic organizational behavior theories and principles, and analyze their influences in the workplace.
- CO-2 Analyze and explain individual human behavior in the workplace and the factors that influence them.
- CO-3 Describe the factors that influence group behavior such as group cohesiveness, communication, conflict, leadership, power and politics.
- CO-4 Portray how Organizational Culture, Climate, Change & Development can have influence on organizational effectiveness.
- CO-5 Analyze a given situation and identify causes for the situation and recommend alternate courses of action.

### UNIT -1

**Definition - need and importance of organizational Behaviour** – Nature and Scope – Workforce Diversity and its impacts– Contributing disciplines to OB – Organizational Behaviour models – Framework.

### UNIT – 2

**Individual Behaviour** – Individual Similarities and Differences - Personality – Types – Factors influencing personality – Personality Development – Theories of Personality- Emotions - Emotional Intelligence – Theories- Perceptions – Importance –Process of Perception - Factors influencing perception – Attribution Theory & Applications.

### UNIT – 3

**Learning** – Types of learners – The learning process – Learning theories – Misbehavior and Organizational Behaviour modification - Types – Management Intervention - Attitudes – Characteristics – Components – Formation – Measurement – Values-Job satisfaction – Determinants – Measurements – Influence on Behaviour - Motivation – Importance – Theories of Motivation – Applications of Motivation – Effects on work Behaviour

### UNIT – 4

**Group structure** – Formation – Groups in organizations – Influence – Group dynamics – Group decision making techniques - Team building – Conflicts – Levels of Conflicts –

Resolving Conflicts – Conflict Management Styles - Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers - Power - Sources of power – Power and Politics

#### **UNIT – 5**

**Organizational culture and climate** – Factors affecting Organizational Climate – Importance - Organizational Change – Importance – Stability Vs Change – Proactive Vs Reaction Change – The change process – Resistance to Change – Managing Change – Organizational Development – Characteristics – Objectives – Stress – Work Stressors – Prevention and Management of Stress.

**Relevant cases have to be discussed in each unit and, in examination case study is compulsory from any unit.**

#### **Suggested Books:**

1. Aswathappa. K, Organizational Behaviour, 12th Edition, Himalaya Publishing House, 2016.
2. Stephen P. Robins, Organisational Behavior, 17<sup>th</sup> Edition, PHI Learning / Pearson Education, (Global edition), 2016.
3. Fred Luthans, Organisational Behavior, 12th Edition, McGraw Hill, 2014.
4. Udai Pareek, Understanding Organisational Behaviour, 3<sup>rd</sup> Edition, Oxford Higher Education, 2011.
5. Margie Parikh, Rajen Gupta, Organizational Behaviour, 1st Edition, McGraw Hill, 2010

## ACCOUNTING FOR MANAGERS

<b>I Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20106</b>	3	0	0	3

### Course Objectives:

COB 1: To acquaint students with concepts, principles and postulates of accounting and utilization of financial and accounting information for planning and decision making

COB 2: To familiarize the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.

COB 3: To familiarize them with tools and techniques which help in management planning and control systems.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO 1: Prepare independently different accounting statements.

CO 2: Prepare and analyze financial statement and reports independently.

CO 3: Analyze cost accounting concepts.

CO 4: Interpret Cost Behaviour and Decision-making methods.

### UNIT 1:

**Accounting process:** Definition of accounting - Accounting Concepts and conventions – Accounting Cycle - Classification of accounts - Accounting equations – Static and dynamic nature of accounting - Users of accounting information - Books of original entry, ledger - Preparation of Trial balance.

### UNIT 2:

**Final Accounts:** Preparation and Presentation of income statement - Balance Sheet with Adjustments-Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of Financial Statements.

### UNIT 3:

**Financial Analysis:** The scope and purpose of financial analysis - financial statement analysis – Ratio analysis – liquidity, activity, structural, coverage and profitability ratios - Funds flow analysis - concepts of funds; ascertaining funds from operations; Sources of funds - Uses of funds - Preparation and analysis of funds flow statement and cash flow statement.

### UNIT 4:

**Cost accounting concepts:** Methods of Costing, Techniques of Costing - Role of Cost accounting - Elements of cost - Financial accounting Vs Management Accounting - Basic Cost concepts - Determination of product cost - Preparation of cost sheet under different cost heads

### UNIT 5:

**Cost behavior and Decision making:** Behavioral classification of costs and methods for calculation of fixed, variable and semi variable costs - CVP analysis and decision making - Break Even Analysis-Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity utilization - Plant shutdown or continue decision CVP

under conditions of uncertainty - sensitivity analysis.

**Relevant cases have to be discussed in each unit, and in examination case study is compulsory from any unit.**

**Suggested Books:**

1. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “Accounting for Managers”, Himalaya Publishing House, New Delhi, 2013
2. Shankarnarayana, Ramanath: “Financial Accounting for Management”, Cengage Learning, New Delhi.
3. Ramachandran N, Ram Kumar Kakani: “Financial Accounting for Management”, McGraw Hill 2013.
4. Maheshwari, Maheashwari and Maheshwari, “Financial Accounting”, Vikas publishing House, New Delhi,2013
5. Amberish Gupta, “Financial Accounting for Management”, Pearson Education, 2012.
6. Jawahar Lal: “Accounting for management”, Himalaya Publishing house, New Delhi, 2012.
7. Asish K. Bhattacharyya: “Essentials of Financial Accounting”, PHI Learning, New Delhi, 2012.

## FINANCIAL MANAGEMENT

<b>II Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20201</b>	3	0	0	3

### Course Objectives:

COB 1: To acquaint students with concepts, principles and postulates of accounting and utilization of financial and accounting information for planning and decision making.

COB 2: To familiarize the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.

COB 3: To familiarize with basic principles, tools and techniques of financial management.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO 1: Illustrate concepts of financial management.

CO 2: Interpret financial and Investment decisions in organizations.

CO 3: Cite different dividend policies in Indian corporate sector.

CO 4: Choose the appropriate techniques in inventory management.

### UNIT- I:

**Financial Management:** Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

### UNIT- II:

**Financing Decision:** Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

### UNIT- III:

**Investment Decision:** Concept of Time Value of money – Techniques of Time Value of Money–Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Payback period, Accounting Rate of Return, Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

### UNIT- IV:

**Dividend Decision:** Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares – Stock Splits – Dividend policies of Indian Corporate.

### UNIT- V:

**Liquidity Decision:** Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating



Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies  
– Inventory Management.

**Relevant cases have to be discussed in each unit, and in examination case study is compulsory from any unit.**

**Suggested Books:**

1. P. Vijaya Kumar, M. Madana Mohan, G. Syamala Rao: “Financial Management”, Himalaya Publishing House, New Delhi, 2013.
2. Rajiv Srivastava, Anil Misra: “Financial Management”, Oxford University Press, New Delhi, 2012.
3. Brigham, E. F: “Financial Management Theory and Practice”, Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: “Financial Management Theory and Practice”, Tata Mc Graw Hill 2011.
5. I.M. Pandey: “Financial Management”, Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi.

## MARKETING MANAGEMENT

<b>II Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20202</b>	3	0	0	3

### Course Objectives:

COB 1: To acquaint students with the concepts of marketing.

COB 2: To familiarize the student and equip them with the concepts of Planning, designing and implementing marketing strategies to achieve the long-term objectives.

COB 3: To familiarize them with basic changes in marketing and e-marketing.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO 1: Interpret basic concepts of marketing.

CO 2: Classify markets into segments and known how to target market.

CO 3: Apply different pricing strategies.

CO 4: Analyze communication process and control activities in marketing.

### UNIT – I:

**Introduction to Marketing:** Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.

### UNIT – II:

**Market Segmentation and Targeting:** Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Developing and Communicating a Positioning Strategy.

### UNIT – III:

**Pricing Strategy:** Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor's price changes.

### UNIT – IV:

**Marketing Communication:** Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.

### UNIT – V:

**Marketing Organization and Control:** Evolution of Marketing Department - Organizing the Marketing Department - , Marketing Implementation - Control of Marketing Performance - Annual

Plan Control - Profitability Control - Efficiency Control - Strategic Control.

**Relevant cases have to be discussed in each unit, and in examination case study is compulsory from any unit.**

**Suggested Books:**

1. Lamb, Hair, Sharma: “MKTG” Cengage Learning, New Delhi, 2013
2. Phillip Kotler: “Marketing Management “, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: “Marketing Management”, Tata McGraw Hill, New Delhi, 2012.
4. R. Srinivasan: “Case Studies in Marketing”, PHI Learning, New Delhi, 2012.
5. Tapan K Pand: “Marketing Management”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “Marketing”, Oxford University Press, Chennai, 2013.

## OPERATIONS MANAGEMENT

<b>II Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20203</b>	3	0	0	3

### **Course Objectives:**

- COB 1: To help student in learning the basic methodology of understanding the needs and techniques of different production terminologies
- COB 2: To familiarize the student with tools and techniques of production management.
- COB 3: To familiarize them with basic changes in production techniques.

### **Course Outcomes:**

At the end of the Course, Student will be able to:

- CO 1: Interpret basic concepts of production and operation management.
- CO 2: Outline production planning and control activities in production.
- CO 3: Sketch quality control charts and known how to manage environment.
- CO 4: Identify different concepts and dimensions of quality.
- CO 5: Classify stock in stores by using different inventory methods.

### **UNIT – I:**

**Introduction:** Overview & Definition of Production and Operations Management- Nature and Scope

of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design.

### **UNIT – II:**

**Production Planning and Control:** Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management

& Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.

**Managing of Work Environment:** Automation --Technology Management -Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock– Inventory Control Systems – JIT, VMI.

### **UNIT – IV:**

**Quality Improvement:** Basic concepts of quality, dimensions of quality, Juran’s quality trilogy,

Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

### **UNIT – V:**

**Stores Management:** Objectives of Stores Management – Requirements for efficient. Management

of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction –concepts and procedures.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Panner Selvem: “Production and Operation Management”, Prentice Hall of India, New Delhi, 2012.
2. K. Aswathappa, K. Shridhara: “Production & Operation Management”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “Production and Operation Management”, TMH, New Delhi, 2012
4. Deepak Kumar Battacharya: “Production & Operation Management”, University Press, New Delhi, 2012
5. Alan Muhlemann, John Oakland, Asti Katyayani: “Production and Operation Management”, Pearson, New Delhi, 2013

## HUMAN RESOURCE MANAGEMENT

<b>II Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20204</b>	3	0	0	3

### Course Objectives:

COB 1: To acquaint students with a broad perspective on themes and issues of Human Resource Management.

COB 2: To familiarize the student with relevance and application of HRM practices in the Indian perspective.

COB 3: To familiarize students and to build up and refine decision making skills.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO 1: Cite evolution and emerging trends of HRM.

CO 2: Critically analyze HRD concepts.

CO 3: List different appraisal and wage payment systems.

CO 4: Evaluate incentive payment system and welfare measures given to employees.

CO 5: Interpret industrial relations in organization.

### UNIT – I:

**HRM:** Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department – aligning HR strategy with organizational strategy - HRM at global perspective-challenges – cross- cultural problems – emerging trends in HRM.

### UNIT – II:

**Investment perspectives of HRM:** HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis – job description and specifications - Management development - HRD concepts.

### UNIT – III:

**Performance Appraisal:** Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

### UNIT – IV:

**Wage and Salary Administration:** Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms

### UNIT – V:

**Managing Industrial Relations:** Trade Unions - Employee Participation Schemes- Collective Bargaining–Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

**Relevant cases have to be discussed in each unit, and in examination case study is compulsory from any unit.**

**Suggested Books:**

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013
2. Dessler G, Tan CH. Human resource management: An Asian perspective. Pearson Prentice Hall; 2009.
3. N.Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai
4. Mathis, Jackson, Tripathy: “Human Resource Management: A South-Asian Perspective”, Cengage Learning, New Delhi, 2013
5. Subba Rao P: “Personnel and Human Resource Management-Text and Cases”, Himalaya Publications, Mumbai, 2013.

## BUSINESS RESEARCH METHODOLOGY

<b>II Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20205</b>	3	0	0	3

### Course Objectives:

COB 1: To acquaint students with concepts and theoretical and practical base for a research project.

COB 2: To familiarize the student with significant tools and techniques of quantitative techniques, which are useful in the decision making.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO 1: Formulate and test hypotheses.

CO 2: Classify data and use different sampling techniques.

CO 3: Preparation and Presentation of Research Report.

CO 4: Chart different quality control limits.

CO 5: Use multivariate techniques and analyze dependence and independence of samples.

### UNIT – I:

**Introduction:** Nature and Importance of research, the role of business research, aims of social

research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in

business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

### UNIT – II:

**Data Base:** Discussion on primary data and secondary data, tools and techniques of collecting data.

Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

### UNIT – II:

**Survey Research and data analysis:** media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

### UNIT – IV:

**Statistical Inference & quality control:** Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of



hypothesis, tests of significance for small samples, application, t-test, Chi Square test.  
Statistical Quality Control  
Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

**UNIT – V:**

**Multivariate Analysis:** Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

**Relevant cases have to be discussed in each unit, and in examination case study is compulsory from any unit.**

**Suggested Books:**

1. Navdeep and Gupta: “Statistical Techniques & Research Methodology”, Kalyani Publishers
2. William G. Zikmund, Adhkari: “Business Research Methods”, Cengage Learning, New Delhi, 2013
3. UWE FLICK: “Introducing Research Methodology”, SAGE, New Delhi, 2012.
4. Cooper R. Donald and Schindler S. Pamela: “Business Research Methods”, 9/e, Tata McGraw Hill, New Delhi.
5. M. V. Kulkarni: “Research Methodology”, Everest Publishing House, New Delhi, 2010.

## ENTREPRENEURSHIP

<b>II Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20206</b>	3	0	0	3

### **Course Objectives:**

- COB1: To make aware of the various concepts of entrepreneurship.
- COB2: To help in understanding the importance entrepreneurship development
- COB3: To help in analyzing the role of entrepreneurship in economic development.
- COB4: To help in preparing report for business ventures

### **Course Outcomes:**

At the end of the Course, Student will be able to:

- CO1: Describe the meaning and concepts of entrepreneurship development
- CO2: Explain the importance of training in Entrepreneurship development.
- CO3: Distinguish between planning and evaluation of projects.
- CO4: Compare and contrast Small and Micro Enterprises.
- CO5: Research on Institutional Support to Entrepreneur and MSMEs.

### **UNIT 1**

**Entrepreneurship:** Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

### **UNIT 2**

**Training:** Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes

### **UNIT 3**

**Planning and Evaluation of Projects:** Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

### **UNIT 4**

**Small and Micro Enterprises:** Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in International business.

### **UNIT 5**

**Institutional Support to Entrepreneur and MSMEs:** Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

**Relevant cases have to be discussed in each unit, and in examination case study is**

**compulsory from any unit.**

**Suggested Books:**

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: “Entrepreneurship’, Cengage Learning, New Delhi,
3. K. Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
4. Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi,2012
5. P. C. Shejwalkar: “Entrepreneurship Development”, Everest Publishing House, New Delhi, 2011

## STRATEGIC MANAGEMENT

<b>III Semester</b>	L	T	P	C
<b>Course Code: HS-MBA20301</b>	3	0	0	3

### Course Objectives:

- COB1. To familiarize with the Corporate, Business and Functional Strategies.
- COB2. To facilitate in understanding methods and tools which are used in the strategy formulation and implementation processes.
- COB3. To help in understanding and identify the business situations in which they can be applied most effectively
- COB4. Understand the limitations of the various approaches.

### Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Determine the meaning of Vision and Mission statements of organizations.
- CO 2: Outline environmental scanning process, strategic leadership and strategic analysis and choice.
- CO 3: Correlate strategy formulation with developments in markets.
- CO 4: Determine the factors necessary for strategy implementation.
- CO 5: Focus on qualitative and quantitative measures used in strategic control.

### Unit 1

**Introduction:** Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Drafting a strategy - Industry and Competitive Analysis

### Unit 2

**Environmental Scanning and leadership:** Methods. SWOT Analysis –Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard

### Unit 3

**Strategy Formulation:** Strategy Framework For Analyzing Competition, Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.

### Unit 4

**Strategy Implementation:** Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

### Unit 5

**Strategy Evaluation and control:** Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. David, Fred R., and Forest R. David. “Strategic management: Concepts and cases: A competitive advantage approach.” Pearson, 2013.
2. John A Pearce II, Amita Mital: “Strategic Management”, TMH, New Delhi, 2012.
3. Sanjay Vijaya Kumar P, Hitt A: Strategic Management, Cengage learning, New Delhi,2010.
4. Mohapatra: “Cases Studies in Strategic Management”, Pearson, New Delhi,2012
5. Adrian. Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2010.
6. P. Subba Rao: “Business Policy and Strategic Management” Text and Cases, Himalaya Publishing House, New Delhi, 2011

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

ELECTIVE	L	T	P	C
Course Code: HS-MBA6111	3	0	0	3

### Course Objectives:

- COB1. To make students aware of the various concepts of Security Analysis and Portfolio Management
- COB2. To understand various Investment alternatives and Investment process and stock exchange operations Course Outcomes.
- COB3. To understand the Equity and Bond valuation models
- COB4. To help the student in analyzing the investment decisions by using Fundamental Analysis and Technical Analysis
- COB 5. To understand the Portfolio Analysis and Selection by using various models.
- COB6. To understand the Portfolio Evaluation and Mutual Funds.

### Course Outcomes:

At the end of the Course, Student will be able to:

- CO1. Identify various concepts of Security Analysis and Portfolio Management.
- CO2. Explain the process of Investment alternatives and Stock Exchange operations.
- CO3. Determine the bond valuation its risks and returns.
- CO4: Analyze the importance of investment decisions by using Fundamental and Technical Analysis
- CO5: Analyze the portfolios and Mutual Funds.

### UNIT 1

**Concept of Investment Education:** Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – Trading System in Stock Exchanges –Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk. (Problems)

### UNIT 2:

**Equity and Bond Valuation Models:** Preference Shares and Equity Shares Earning Valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems)

### UNIT 3

**Investment Analysis:** Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.

#### **UNIT 4**

**Portfolio Analysis and Selection:** Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems)

#### **UNIT 5**

**Portfolio Evaluation and Revision:** Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems)

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **Suggested Books:**

1. S. Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009
2. Punithavathy Pandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009
3. Sudhendra Bhat: “Security Analysis and Portfolio Management”, Excel Books, New Delhi, 2009.
4. Shashi K Gupta: “Security Analysis and Portfolio Management”, Kalyani Publishers, New Delhi, 2010
5. Prasanna Chandra, “Investment Analysis and Portfolio Management”, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
6. Ranganatham: “Investment Analysis and Portfolio Management” Pearson Education

## INTERNATIONAL FINANCE

ELECTIVE	L	T	P	C
Course Code: HS-MBA6112	3	0	0	3

### Course Objectives:

- COB1: To create awareness on global financial management.
- COB2: To help in understanding concepts of interest rates and exports.
- COB3: To help in analyzing global business practices and operations.

### Course Outcomes:

At the end of the Course, Student will be able to:

- CO1: Describe the meaning and concepts of global financial management
- CO2: Explain about Management of Exchange and Interest Rates Exposure.
- CO3: Distinguish Management of Global Business Operations and Practices with that of domestic operations.
- CO4: Compare international investment decisions.
- CO5: Research on global indebtedness.

### UNIT 1

**Introduction to Global Financial Management:** Globalization and MNCs- Global Winds of Change- New Challenges and Opportunities- Importance of Global Factors- Regulatory and Legal Frame Work- Global Organizational Restructuring- International Monetary System- Exchange Rates and Par Values- International Monetary Reforms- Special Drawing Rights (SDR) –SDR Allocation.

### UNIT 2

**Management of Exchange and Interest Rates Exposure:** Determination of Exchange Rates- Balance of Payments (Equilibrium vs Disequilibrium)- International Trade Flow- Time factor in International Risks- Hedging in Swap Market- Measurement of Politico Economics Risk- Management of International Transactions Exposure.

### UNIT 3

**Management of Global Business Operations and Practices:** Operational Strategies of MNCs- Management of Global Business Practices- Sources of funds for MNCs- Operations in International Financial Markets- Inter-Corporate Funds Flow- Market for Currency Futures and Currency Options.

### UNIT 4

**International Investment Decision:** Foreign Direct Investment- International Capital Budgeting- Evaluation and Management of Political Risk- Global Portfolio Investment- International Global Financial Decisions- Role of Multi-Lateral Development Banks- Global Financial Market Instruments- Management of Interest Rate Risk- Shorter Asset and Liability Management.

### UNIT 5



**Global Indebtedness:** External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges- Short -Term Financing- Internal Financing by MNCs.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Jeff Madura, “International Financial Management” Cengage Learning Limited, 2008.
2. PG Apte, “International Financial Management” Tata McGraw Hill Limited, 2009.
3. Vyuptakesh Sharan, “International Financial Management” PHI, 2012.
1. V.A. Avadhani, “International Financial Management” Himalaya Publishing House, 2009

## FINANCIAL MARKETS, INSTRUMENTS AND SERVICES

ELECTIVE	L	T	P	C
Course Code: HS-MBA6115	3	0	0	3

### Course Objectives:

COB1: To inculcate understanding on Indian financial system.

COB2: To help in understanding the importance of banks and their financial contributions.

COB3: To help in analyzing venture capital, mutual funds and credit rating in India

### Course Outcomes:

At the end of the Course, Student will be able to:

CO1. Describe the meaning and concepts of financial markets

CO2. Explain the importance of financial services and banks.

CO3. Distinguish venture capital and types of leases

CO4: Compare credit rating and factoring in Indian context.

CO5: Research on mutual funds.

### UNIT 1

**Structure of Financial System:** Role of Financial System in Economic Development  
Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

### UNIT 2

**Financial Services:** Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning- Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

### UNIT 3

**Venture Capital:** Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

### UNIT 4

**Credit Rating:** Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

### UNIT 5

**Mutual Funds:** Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations- role of NSDL and CSDL.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
3. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
4. Edminister R.D., Financial Institution, Markets and Management:
5. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
6. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

## RISK MANAGEMENT

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6116</b>	3	0	0	3

### Course Objectives:

COB1: To make aware of the various concepts of risk management

COB2: To help in understanding the importance of risk Management

COB3: To help in analyzing the role risk management in Business.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO1. Describe the meaning and concepts of risk management.

CO2. Explain about issues in measurement of risk

CO3. Distinguish between various factors affecting management and measurement of risk

CO4: Compare Regulatory and Other Issues in Risk Management.

CO5: Research on Important Concepts of Risk Management.

### UNIT 1

**Introduction to Risk Management:** Role of Financial Institutions- Future Trends and Global Issues- Financial Services provided by Intermediaries- Need of Risk Management- What is Risk- Sources of various Risk- Risk Management frame work in Organization- Identification of Risks like Liquidity Risk, Market Risk, Foreign Exchange Risk, Operational Risk etc.

### UNIT 2

**Measurement of Risks:** Measurement of Interest Rate Risk and Market Rate Risk- Measurement of Credit Risk- Measurement of operational and Technology Risk- Measurement of Foreign Exchange and Sovereign Risk- Measurement of Liquidity Risk- Measurement of Off-Balance Sheet Risks.

### UNIT 3

**Management of Risks:** Risk Management Tools- Interest Rate Risk Management- Market Risk Management- Credit Risk Management- Operational Risk Management- Foreign Exchange and Sovereign Risk Management- Liquidity Risk Management- Management of Capital Adequacy- Risk Reporting.

### UNIT 4

**Regulatory and Other Issues in Risk Management:** Regulatory Frame Work- Revised RBI Risk Management Norms to Banks- Organizational Structure for Market and Credit Risk- SEBI, NHB- Bank for International Settlement- BASEL Committee on Banking Supervision- BASEL Settlement I, II & III- Calculation of Minimum Capital Requirements.

### UNIT 5

**Important Concepts of Risk Management:** Time Value of Money- Advance Bond Concepts- Calculation of VaR- Balck-Scholes Model- Moody's KMV Portfolio Manager- Probability Distribution and Fundamentals of Statistics- Derivative Products and its Markets- Margin and Mark-to-Market.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Dr. G. Kotreshwar: "Risk Management", Himalaya Publishing House, Delhi. 2012
2. Trieschmann, Hoyt, Sommer: "Risk Management and Insurance", Cengage Learning. 2005,
3. Dhanesh Kumar Khatri: "Derivatives and Risk Management", Mac Millan, 2012
4. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, Delhi. 2012
5. Rene M. Stulz. "Risk Management & Derivatives" Cengage Learning. 2003.

## TRAINING AND DEVELOPMENT

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6211</b>	3	0	0	3

### Course Objectives:

COB 1: To Create awareness of the basic concepts of training and development as they are essential for the managers at the corporate level.

COB 2: To equip the managers with various procedures, practices and tools required for improving the skills of employees.

### Course Outcomes:

CO1: Describe basic concepts of training and development.

CO2: Illustrate the tools and techniques of training.

CO3: Relate the importance of training for the development of managers.

CO4: Articulate various methods of training to managers and understand their importance in carrying out various business operations.

### UNIT 1

Job analysis – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors

### UNIT 2

**Learning Objectives** – domains of learning – methods of learning – importance of teaching techniques – instruction technology – instructor behavior – attention versus involvement

### UNIT 3

**Need for Training and Development** – Role of Development officers – administrators, consultants, designers and instructors – determining training needs – potential macro needs – usefulness of training – development of competency-based training programs – Evaluation of training programs

### UNIT 4

**Methods of training** – on the job training – off the job training – choosing optimum method – the lecture – field trips – panel discussion – behavior modeling – interactive demonstrations – brain storming – case studies – action mazes, incident process, in-baskets, team tasks, buzz-groups and syndicates, agenda setting, role-plays-reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, data gathering, grouping methods, transactional analysis, exception analysis.

### UNIT 5

Need for development – differences between training and development – management development program – career development program – counseling evaluation of programs – job evaluation – methods and techniques.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### Suggested Books:

1. B. Taylor & G. Lippitt: Management Development and Training Handbook.

1. William E.Blank, Handbook For Developing Competency Based Training Programmes, Prentice-Hall, New Jersey.
2. David A. Decenzo & Stephen Robbins: Fundamentals of Human Resource Management.

## PERFORMANCE MANAGEMENT

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6212</b>	3	0	0	3

### Course Objectives:

COB 1: To Create awareness of the basic concepts of performance management that they are expected to face as managers at the corporate level.

COB 2: To equip with the tools and techniques of performance management for improving their skills in decision making.

### Course Outcomes:

CO1: Describe basic concepts in performance management.

CO2: Illustrate the tools and techniques of performance management

CO3: Relate the various rating techniques existing in the performance appraisal.

CO4: Articulate various approaches related to the decision-making abilities involved in the performance management approach.

### UNIT 1

**Introduction:** Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance-Importance –Linkage of PM to other HR processes-Performance Audit.

### UNIT 2

**Performance Management Planning:** Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning-Barriers to performance planning-Competency Mapping-steps-Methods

### UNIT 3

**Management System:** objectives – Functions- Phases of Performance Management System-Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges-Appraisal for recognition and reward-Purpose of Appraising –Methods of Appraising-Appraisal system design-Implementing the Appraisal System-Appraisal and HR decisions.

### UNIT 4

**Performance Monitoring and Counseling:** Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills

### UNIT 5

**Performance management skills:** Operational change through performance management. High Performing Teams: Building and leading High performing teams – team-oriented organizations – developing and leading high performing teams- Role of Leadership

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### Suggested Books:



1. Prem Chadha: "Performance Management", Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, "Performance Management": The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, "Appraising and Developing Managerial Performance", Excel Books, 2003.
4. David Wade and Ronad Recardo, "Corporate Performance Management", Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: "Performance Appraisal and Compensation Management", PHI Learning, New Delhi, 2009
6. A.M. Sarma "Performance Management Systems" Himalaya Publishing House, New Delhi, 2010.

## STRATEGIC HUMAN RESOURCE MANAGEMENT

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6213</b>	3	0	0	3

### **Course Objectives:**

COB1: To inculcate strategic orientation in the students.

COB2: To create awareness on strategic orientation of human resources.

### **Course Outcomes:**

CO1: Describe the meaning and concept of Strategic human resource management.

CO2: Explain the concepts of strategic human resource planning

CO3: Distinguish the concepts of strategy implementation.

CO4: Compare and contrast Human resource development strategies at various levels.

CO5: Research different human resource evaluation systems.

### **UNIT 1**

**Human Resource Strategy:** Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework - Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

### **UNIT 2**

**Strategic Human Resource Planning:** Objectives, benefits, levels of strategic planning- Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning Model-Components of the strategic plan.

### **UNIT 3**

**Strategy Implementation:** Strategy implementation as a social issue-The role of Human Resource- Work force utilization and employment practices-Resourcing and Retention Strategies-Reward and Performance management strategies

### **UNIT 4**

**Strategic Human Resource Development:** Concept of Strategic Planning for HRD-Levels in Strategic

HRD planning-Training and Development Strategies-HRD effectiveness.

### **UNIT5**

**Human Resource Evaluation:** Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Charles R. Greer: “Strategic Human Resource Management” - A General Manager Approach - Pearson Education, Asia
2. Fombrum Charles & Tichy: “Strategic Human Resource Management” – John Wiley Sons, 1984
3. Dr. Anjali Ghanekar “Strategic Human Resource Management” Everest Publishing House, Pune 2009
4. Tanuja Agarwala “Strategic Human Resource Management” Oxford University Press, New Delhi 2014

## INDUSTRIAL RELATIONS

ELECTIVE	L	T	P	C
Course Code: HS-MBA6213	3	0	0	3

### Course Objectives:

COB1: To inculcate strategic orientation in the students.

COB2: To create awareness on strategic orientation of human resources.

### Course Outcomes:

CO1. Describe the meaning and concepts of industrial relations.

CO2. Explain about contribution of Trade unions in managing industrial relations.

CO3. Distinguish between various factors affecting quality of work life.

CO4: Compare social security in India and other countries.

CO5: Research on employee grievances and its causes.

### UNIT 1

**Industrial Relations Management:** Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.

### UNIT 2

**Trade Unions:** Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction, Objective Membership, Financial Status.

### UNIT 3

**Quality of Work Life:** Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace. Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

### UNIT 4

**Social Security:** Introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees' State Insurance Act relating to social security – Workers' education objectives -Rewarding.

### UNIT 5

**Employee Grievances:** Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. C.S Venkataratnam: “Industrial Relations”, Oxford University Press, New Delhi, 2011
2. Sinha: “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi, 2013
3. Mamoria: “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 2010
4. B. D. Singh: “Industrial Relations” Excel Books, New Delhi, 2010
5. Arun Monappa: “Industrial Relations”, TMH, New Delhi. 2012
6. Prof. N. Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai
7. Ratna Sen: “Industrial Relations”, MacMillan Publishers, New Delhi, 2011

## LABOUR LEGISLATION

ELECTIVE	L	T	P	C
Course Code: HS-MBA6214	3	0	0	3

### Course Objectives:

COB1. To help in understanding different legislations in labour welfare.

COB2. To establish practical understanding about the applications of legislations.

COB3. To help in analyzing the impact of legislations on Human resource management practices.

### Course Outcomes:

At the end of this course students will be able to

CO1. Describe the meaning and concept of welfare

CO2. Explain legislations relating to industrial relations.

CO3. Distinguish wage and social security legislations

CO4: Compare labour welfare in Indian organizations.

CO5: Research on labour welfare programs in India and contribution of CBWE.

### UNIT 1

**Welfare Legislation:** Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act.

### UNIT 2

**Industrial Relations Legislation:** Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.

### UNIT 3

**Wage and Social Security Legislation:** Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

### UNIT 4

**Labour Welfare:** Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.

### UNIT 5

**Labour welfare programmes:** Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives; Welfare Centers, Welfare Officers' Role, Status and Functions. Role of social work in industry.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Malik, P.L: “Industrial Law”, Eastern Book Company. Laknow,1977
2. Moorthy, M.V: “Principles of Labour Welfare”, Oxford University Press, New Delhi.
1. Pant, S.C: “Indian Labour Problems”, Chaitanya Pub. House. Allahabad.

## EMPLOYEE COMPENSATION

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6216</b>	3	0	0	3

### **Course Objectives:**

COB1. To make the students aware of the various compensation systems

COB2. To equip them with the tools and techniques used for analyzing compensation structures

### **Course Outcomes:**

CO1: Describe the meaning and concept of compensation management

CO2: Explain the concepts of job evaluation

CO3: Distinguish the concepts of wage and salary

CO4: Compare and contrast the practical applications of control systems for labor costs.

CO5: Research pay structures and tax planning in Indian context.

### **UNIT 1**

**Compensation:** concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations-Compensation as a Retention strategy- aligning compensation strategy with business strategy – concept of reward - non-financial compensation system-Reward management process - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level.

### **UNIT 2**

**Job evaluation and Compensation Structure:** Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods-Compensation Structure-History and past practices, elements of, management compensation –Types of compensation system, Role of compensation and Reward in modern organizations-compensation surveys-Incentive payments and its objectives.

### **UNIT 3**

**Wage and Salary administration:** Nature and Purpose, Wage Surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage Differentials-Importance-Wage differentials in India-Executive compensation plans-Legal frame work for wage and salary administration.

### **UNIT 4**

**Control systems for labour costs:** Introduction-Direct and Indirect labour, Role of various departments-The personnel department- Industrial engineering department-Types of worker-Payroll department -Process and steps for preparation of payroll-Wage Analysis-Cost accounting treatment of wages components-Compensation Surveys-Profit sharing.

### **UNIT 5**

**Pay Structure and Tax Planning:** Introduction- Compensation Structures-Performance



based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures- Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012.
2. A. M. Sarma, N. Sambasiva Rao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai
2. Dewakar Goel: “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012
3. ER Soni Shyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2009
4. Mousumi S Bhattacharya Nilanjan Sengupta, “Compensation Management” – Excel Books, New Delhi – 2009
5. Tapomoy Deb “Compensation Management” – Excel Books, New Delhi – 2009

## ORGANIZATIONAL CHANGE AND DESIGN

ELECTIVE	L	T	P	C
Course Code: HS-MBA6217	3	0	0	3

### Course Objectives:

COB1: To make aware of the various concepts of organizational change and development

COB2: To help in understanding the importance change and development activities in organizations

COB3: To help in analyzing the role of change in organizational development.

COB4: To help in understanding problems in change management

### Course Outcomes:

CO1. Describe the meaning and concepts of change and development

CO2. Explain the importance of mapping change.

CO3. Distinguish between organizational development and change.

CO4: Compare change management strategies in organizations.

CO5: Research on team building.

### UNIT 1

**Basics of Change Management:** Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value-based change.

### UNIT 2

**Mapping change:** The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Learning organization: The relevance of a learning organization - strategies to build a learning organization

### UNIT 3

**Organization Development (OD):** Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners.

### UNIT 4

**Negotiated Change:** Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

### UNIT 5

**Team Building:** Nature and Importance of Teams – Team Vs Groups – Types of teams –

Characteristics of Virtual teams – Team building life cycle – Team building skills – Virtual team High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 2013.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
3. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
5. Radha R Sharma: Change Management, TMH, New Delhi, 2012

## INTERNATIONAL HUMAN RESOURCE MANAGEMENT

**ELECTIVE** L T P C

**Course Code: HS-MBA6217** 3 0 0 3

### Course Objectives:

COB1: To make aware of the various concepts of international human resource management

COB2: To help in understanding the importance of international human resource management practices

COB3: To help in analyzing the role of culture in IHRM.

COB4: To help in understanding problems faced by multinational corporations.

### Course Outcomes:

CO1. Describe the meaning and concepts of Global Human Resource management practices.

CO2. Explain about issues in managing international assignments.

CO3. Distinguish between various factors affecting cross cultural management

CO4: Compare and contrast global compensation management practices and domestic practices.

CO5: Research Global HRD climate.

### UNIT 1

**Introduction:** A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

### UNIT 2

**Managing International Assignments:** Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women - Problems.

### UNIT 3

**Cross Culture Management:** Importance – Concepts and issues – theories- considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

### UNIT 4

**Compensation Management:** Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

### UNIT 5

**Global Strategic Advantages through HRD:** Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New

Corporate Culture

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
2. Tony Edwards: “International Human Resource Management”, Pearson Education, New Delhi, 2012
3. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
4. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.

## ADVERTISING AND SALES PROMOTION

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6311</b>	3	0	0	3

### **Course Objectives:**

- COB1. To help in understanding of basic concepts of Advertising and Sales Promotion.
- COB2. To help in understanding the importance of Advertising and Sales Promotion in business.
- COB3. To help in analyzing the effects of Advertising and Sales Promotion Management.

### **Course Outcomes:**

At the end of the Course, Student will be able to:

- CO1. Describe the meaning of Advertising
- CO2. Explain the importance of Advertising Management.
- CO3. Distinguish Marketing Channels used for promotion and distribution management
- CO4: Compare Channel Institutions and Designing Sales force channels.
- CO5: Research on Ethical and Social Issues in Distribution Management.

### **UNIT 1**

**Overview of Advertising Management:** Introduction, Meaning and Framework of Advertising; Defining Advertising; Advertising to Persuade the Buyer; Importance of Advertising in Marketing; Role of Advertising in Marketing Mix and Positioning; Advertisers and Advertising Agencies; Choosing an Advertising Agency. The exciting world of Indian Advertising: Introduction, Emerging Areas of Growth, shifting patterns of consumption; Factors that Affect Marketing and Advertising

### **UNIT 2**

**Structure of an Advertising Agency:** Introduction, Overview of an Advertising Agency; Departments of an Advertising Agency, Creative department, Media department, Client servicing department, Marketing research department; Ancillary Services; Interfacing with Client's Organization; Integration of Services, Setting Advertising objectives: Introduction, Marketing Objectives; Advertising Objectives, Sales-oriented/ Behavioural objectives, Communication-oriented objectives; The DAGMAR Approach to Setting Objectives and Measuring, Advertising Effectiveness; Kinds of Advertising Objectives; The Advertising Communication System, The communication process, The advertising exposure model; The Need for Clear Understanding of Objectives

### **UNIT 3**

Ethics in Advertising: Introduction, Perceived Role of Advertising; The Advertising Standards Council of India (ASCI); Forms of Ethical Violations; Misleading advertising; Advertising to children, Product endorsements, Stereotyping, Cultural, religious and racial sensitivity in advertising, Obscenity in advertising, Laws for Protection against Malpractices: Introduction, Civil and Penal Codes Applicable to Advertising; Laws Relating to Intellectual Property Rights; Consumer Protection and Consumer Protection Act, 1986; The Monopolies and Restrictive Trade Practices Act, 1969; A Note Regarding Comparative Advertising;

#### **UNIT 4**

**Sales Promotion:** Introduction, Meaning and Importance of Sales Promotion; Strengths and Limitations of Sales Promotion; Difference between Sales Promotion and Advertising; Tools and Techniques of Consumer Sales Promotion; Trade Promotions; Organising Sales Promotion Campaigns Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior- Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **Suggested Books:**

1. Moriarty, Mitchell, Wood & Wells: “Advertising & IMC: Principles and Practice”, 11/E”, Pearson 2019
2. K. Shridhara Bhat: “Sales and Distribution Management”, Himalaya Publishing House, 2011.
3. Dr. Matin Khan: “Sales and Distribution Management”, Excel Books, New Delhi, 2005
4. Pingali Venugopal: “Sales and Distribution Management”, Sage Publications, New Delhi, 2008.

## CONSUMER BEHAVIOUR

<b>ELECTIVE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Code: HS-MBA6312</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### Course Objectives:

- COB1: To develop an understanding on consumer behavior, characteristics, purchase- decision making process, customer relations and its application to marketing strategy.
- COB2: To develop an understanding of peoples' consumption-related behaviors and to develop and evaluate marketing strategies intended to influence those behaviors.
- COB3. To enlighten the students with the concepts and Practical applications of consumer behavior and consumerism
- COB4. To equip them with the tools and techniques of economic analysis for improving their decision-making skills.

### Course Outcomes:

At the end of the Course, Student will be able to:

- CO1: Understand the concept of Consumer Behavior
- CO2: Understand the concept of perception, motivation, and personality in organizational context.
- CO3: Articulate consumerism and consumer protection Act 1986
- CO4: Appraise the importance of communication with consumer behavior.

### UNIT 1

Introduction to Consumer Behavior: Understanding consumers and market segments. Evolution of consumer behavior, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behavior Model.

### UNIT 2

Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

### UNIT 3

Communication and Consumer Behavior: Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre -purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior

### UNIT 4

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

### UNIT 5



Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behavior” Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011
3. M. S. Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, “Consumer Behavior” 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L “Consumer Behavior”, 8/e, Pearson Education, New Delhi, 2003.

## MARKETING RESEARCH

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6313</b>	3	0	0	3

### Course Objectives:

- COB1: To develop an understanding of research, research characteristics and marketing research in management.
- COB2: To develop an understanding of framing a research design, types of research and process the data.
- COB3: To enlighten the students with the interpretation of data and understand Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research and Distribution Research.
- COB4: To equip the students with the concept of Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining and recent trends in Marketing Research.

### Course Outcomes:

At the end of the Course, Student will be able to:

- CO1: Understand the concept of market research and types of market research.
- CO2: Understand the concept of research design, types of research design and data collection with interpretation.
- CO3: Understand Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research and Distribution Research.
- CO4: Create an understanding of Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining and recent trends in Marketing Research.

### UNIT 1

Marketing Research Dynamics- Introduction, Meaning of Research, Research Characteristics, Various Types of Research , Marketing Research and its Management, Nature and Scope of Marketing Research , Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information, Planning the Research Process- Introduction, Research Process: An Overview, Formulation of a Problem, Research Methods, Research Design, Data Collection Methods, Sample Design, Data Collection, Analysis and Interpretation, Report Writing, Components of Research Proposal, Components of Research Paper

### UNIT 2

Research Design- Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Causal Research Design, Research Design and Marketing Decision Process, Choosing a Good Research Design. Data Collection Sources and Methods: Designing a Questionnaire- Measurement and Scaling Techniques, Sampling Theory-, Hypothesis Testing:

### UNIT 3

Data Processing and Preliminary Data Analysis: Introduction, Survey Field Work and Data Collection, Nature and Scope of Data Preparation, Editing, Coding, Data Entry, Data

Cleaning, Preliminary Data Analysis, Assessing for Normality and Outliers, Introduction, Statistics in Data Analysis, Measures of Central Tendency, Measures of Dispersion, Bivariate Analysis, Multivariate Analysis, Descriptive Statistics, Univariate Analysis, Bivariate Analysis, Correlation analysis, analysis of variance and analysis of covariance, Multivariate Analysis, Conjoint analysis

#### **UNIT 4**

Data Interpretation and Report Writing: Introduction, Data Interpretation, Research Report, Modus Operandi of Writing a Market Research Report, Structure of the Report, Components of a Report, Style and Layout of a Report, Revising and Finalizing the Research Report, Quality Research Report, Responsibilities of a Market Research Report Writer, Presenting the Report Applications of Marketing Research: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research

#### **UNIT 5**

Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining, Recent Trends in Marketing Research: Introduction, Marketing Information System and Research, Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **Suggested Books:**

1. Malhotra Naresh, K., and Satyabhusan Dash. Marketing Research, An Applied Orientation, 7e. Pearson India, 2015.
2. Green, Paul E., and Donald S. Tull. "Research for marketing decisions." PHI, 2005
3. Ferber, Robert, and Robert Ferber. "Handbook of marketing research". New York: McGraw-Hill, 2004.
4. Arora, Richa, and Nitin R. Mahankale. Marketing research. PHI Learning Pvt. Ltd., 2012.

## **INDUSTRIAL MARKETING**

<b>ELECTIVE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Code: HS-MBA6314</b>	3	0	0	3

### **Course Objectives:**

- COB1: To develop an understanding of Industrial Marketing, Classification of Industrial Customers, Buying Behaviour- Unique Characteristics of Organizational Procurement.
- COB2: To develop an understanding of Inputs to Industrial Marketing, Uncertainty Management in Industrial Marketing; Purchasing Agents in Industrial Buying; Negotiation in Industrial Marketing. Strategic Planning and Process of Strategic Planning
- COB3: To enlighten the students with Channel Optimization, Channel Participants; Channel Functions and Dual Channels and Choosing the Right Distributor.
- COB4. To equip them with the knowledge of Price: A Crucial Element in Product Strategy; The nature of Derived Demand and Industrial Product Pricing in India

### **Course Outcomes:**

At the end of the Course, Student will be able to:

- CO1: Understand the concept of Industrial Marketing, Classification of Industrial Customers, Buying Behaviour.
- CO2: Understand the concept of Inputs to Industrial Marketing, Uncertainty Management in Industrial Marketing; Purchasing Agents in Industrial Buying.
- CO3: Articulate Channel Optimization, Channel Participants; Channel Functions and Dual Channels and Choosing the Right Distributor.
- CO4: Appraise the importance of Price: A Crucial Element in Product Strategy; The nature of Derived Demand and Industrial Product Pricing in India

### **UNIT 1**

Basics of Industrial Marketing Introduction to Industrial Marketing; Industrial versus Consumer Marketing; Industrial Marketing Landscape; Economics of Industrial Demand; Classification of Industrial Customers. Buying Behaviour- Unique Characteristics of Organizational Procurement; Purchasing in Government Units; Industrial Buying Behaviour in Indian context; Conceptualization of Buying Behaviour; Stages in Buying.

### **UNIT 2**

Inputs to Industrial Marketing, Uncertainty Management in Industrial Marketing; Purchasing Agents in Industrial Buying; Negotiation in Industrial Marketing. Strategic Planning Process of Strategic Planning; Macro and Micro Variables Used to Segment Industrial Marketing; Industrial Marketing Strategy in India; Managing the Development of Strategic Planning and McKinsey's 7-s Framework.

Strategy Implementation, Understanding Strategy Formulation and Strategy Implementation; Industrial Marketing Strategy Components; Industrial Marketing Strategy in India; Industrial Marketing Research for New Product Development.

### **UNIT 4**

Channel Optimization Channel Participants; Channel Functions and Dual Channels;

Choosing the Right Distributor; Distribution and Manufacturers' Representatives. Logistics and Marketing Control

Purchasing Practices of Industrial Customers in Indian Context; Marketing Logistics: Physical Distribution and Customer Services; Marketing Control. Sales Force Planning- Development of Industrial Sales Force; Motivation of Sales Force; Effective Use of Sales Compensation.

#### **UNIT 4**

Pricing- Price: A Crucial Element in Product Strategy; The nature of Derived Demand; Industrial Product Pricing in India; Segregation of New Product Cost; Pricing in Industrial Marketing.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **Suggested Books:**

1. Industrial Marketing: A Process of Creating and Maintaining Exchange by Krishnamacharyulu Csg,
2. Lalitha R, Publisher: Jaico Book House
3. Industrial Marketing by Ghosh, Publisher: Oxford University Press
4. Industrial Marketing 2e by K. K. Havaldar, Publisher: Tata McGraw-Hill Publishing Company limited
5. Industrial Marketing Management by Govindarajan, Publisher: Vikas Publishing House Pvt Ltd.
6. Industrial Marketing by Phadtare M. T, Publisher: Prentice Hall of India Private Limited
7. Industrial Marketing Text Book: ICMR

## INTERNATIONAL MARKETING

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6315</b>	3	0	0	3

### Course Objectives:

COB1: To help in understand basic concepts in International Marketing.

COB2: To help in understanding the importance of International Marketing.

COB3: To help in analyzing the effects of International Marketing.

### Course Outcomes:

CO1: Describe the meaning of International Marketing

CO2: Explain the importance of International marketing strategy

CO3: Distinguish Global Product & Price management from that of domestic management

CO4: Compare Global Marketing Channels and Promotion for global markets with domestic markets

CO5: Research on Export procedures and documents.

### UNIT 1

**Introduction to Global Marketing:** Scope and Significance of global Marketing, - Difference between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in international marketing.

### UNIT 2

**International marketing strategy:** Entry strategies in Global markets – modes of entries in global markets – global market segmentation – international targeting – criteria for targeting, selecting a global target market – Global product positioning strategy. Business Customs in global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms

### UNIT 3

**Global Product & Price management:** International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets – International Product Life Cycle – Product and culture – Global brand leadership –Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – Global Pricing – Policy Alternatives – Constraints on global pricing

### UNIT 4

**Global Marketing Channels and Promotion for global markets:** channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns - Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.

### UNIT 5

**Export procedures and documents:** Preliminaries: inquiry and offer – confirmation of offer – export license – finance – production /procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs

formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Reference Books:**

1. Francis Cherunilam: International marketing, 11th Edition, Himalaya Publication House, 2010
2. Warren J Keegan: Global Marketing Management, 5th Edition, Prentice Hall of India Private Limited.
3. Philip R. Cateora, John L. Graham: International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
4. R.Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010
5. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008
6. Kotabe, Peloso: International Marketing, Wiley India, New Delhi, 2020

## SERVICE MARKETING

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6316</b>	3	0	0	3

### Course Objectives:

COB1: To help in understanding on Services Marketing.

COB2: To help in understanding the importance of Services Marketing.

COB3: To help in analyzing the effects of Services Marketing.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO1: Describe the meaning and concept Services Marketing

CO2: Explain the importance of Services Marketing.

CO3: Distinguish between factors affecting Management of Services Marketing

CO4: Compare Service Marketing Practices.

CO5: Research on Service Marketing practices.

### UNIT 1

**Introduction to Services Marketing:** Scope and Definition- Services Marketing Environment- Definition- Goods and Services- Components of Service- Characteristics- Service Delivery as a System- Service Facility Design and Layout- HRM Issues- -Building Services Aspirations- Tracking Customer Behavior-.

### UNIT 2

**Key Dimensions of Services Marketing:** Introduction- Service Environment- Service Blue Printing- Service Encounter- Customer Expectations- Demand- Supply Management- Service Quality- Service Quality Gap- Service Quality Audit-Delivering Quality Services- Communication Strategies- Bench Marking-TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees.

### UNIT 3

**Management of Services Marketing:** Introduction- Marketing Mix- Developing a Package- Product Attractiveness- Components of Promotion Mix- Strategic Services Marketing- Service Target Segments- Positioning the Services- Creating and Maintaining Value Relationship- Market Leadership Strategies.

### UNIT 4

**Service Marketing Practices I:** Marketing of Financial and Insurance Services- Major Characteristics- Technological Innovations- Regulatory Mechanism- Marketing of Hospitality, Travel and Tourism Products- Marketing for Travel and Tourism- Segmentation- Tourism Marketing Strategies- Yield Management- Services Delivery- Global Service Quality- Marketing of Educational, Software and other Professional Services.

### UNIT 5

**Service Marketing Practices II:** Marketing of Health Care, Cellular and Entertainment Services- Health Care Marketing Strategy- Major Hospital Products- Cellular Promotion Mix- Entertainment Marketing Mix- Emerging Influence of Retailing and Shopping Malls- Internationalization of Services- Liberization of Services- Off shoring – ITES- Industry Structure- Business Models

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**



**Suggested Books:**

1. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.
2. Rajendra Nargundkar: “Services Marketing”, Tata McGraw Hill, New Delhi, 2011.
3. S.M. Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi, 2011
4. C. Bhattacharjee: Services Marketing, Excel Books, New Delhi, 2010

## RURAL MARKETING

<b>ELECTIVE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Code: HS-MBA6317</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### Course Objectives:

COB1. To develop an insight into rural marketing regarding different concepts and basic practices in this area.

COB 2: To discuss the challenges and opportunities in the field of rural marketing.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO 1: Explore the various facets of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area.

CO 2: Identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies.

CO 3: To acquaint the students with the appropriate concepts and techniques in the area of rural marketing.

CO 4: Apply adaptations to the rural marketing mix to meet the needs of rural consumers.

CO5: Understand the concept and methodology for conducting the research in rural

### UNIT 1

**Introduction to Indian Rural Marketing:** Definition, scope of rural marketing, concepts, classification of rural markets, Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.

### UNIT 2

**Rural Consumer Behaviour:** Consumer buying Behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. Researching Rural Market: Sensitizing rural market, Research design- reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection,

### UNIT 3

**Rural Marketing of FMCG's:** Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Select case studies Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, Rural Marketing of Consumer durables: Select case studies Rural marketing of

financial services: Marketing objectives and approaches, Evolution of rural banking after independence, Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services

#### **UNIT 4**

**Distribution Strategy:** Introduction Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC’s Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural Digitalizing the Indian rural markets-e-rural marketing: select live case studies

#### **UNIT 5**

**Communication strategy:** Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **Suggested Books:**

1. Kashyap, Pradeep, and Siddhartha Raut. The rural marketing book (Text & Practice) (With Cd). Dreamtech Press, 2005.
2. Krishnamacharyulu, C. S. G. Rural Marketing: Text And Cases, 2/E. Pearson Education India, 2011.
3. Singh, Awadhesh Kumar, and Satyaprakash Pandey. Rural marketing: Indian perspective. New Age International, 2005.
4. Dinesh Kumar, Punam Gupta “Rural Marketing: Challenges and Opportunities”. Sage Publications

## E-BUSINESS

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6318</b>	3	0	0	3

### **Course Objectives:**

COB1: To make the students aware of E-Business concepts

COB2: To equip with the tools and techniques used in E-Business ventures

### **Course Outcomes:**

At the end of the Course, Student will be able to:

CO1: Describe the meaning and concept of E-Business

CO2: Explain the E-Business models

CO3: Distinguish building an E-Business and normal business venture.

CO4: Compare and contrast Internet marketing environment.

CO5: Research on legal and ethical issues in internet marketing.

### **UNIT 1**

**Introduction to E- Business:** Transitioning to the Web – E-Business and E-Commerce overview History of Internet and World Wide Web – Web development Internet and World Wide Web Resources. A Framework for understanding E -Business.

### **UNIT 2**

**E-Business Models:** Storefront Models, Auction Model, Portal Model and Dynamic-Pricing Models. B2B E-Commerce and EDI. Understanding Online Communication and Behavior. Creating the Marketing Mix – Organizational and Managerial Issues. Implementation and Control of the E-Business Plan.

### **UNIT 3**

**Building an E-Business:** Design and Development and Management – E-Business Solutions - Online Monetary Transactions. e-Wallets – Digital Currency and Alternate Consumer Payment Options. Smart Cards, e-Billing developing payment standards.

### **UNIT 4**

**Internet Marketing:** Branding, Promotions, E-Business Advertising – E-Customer Relationship Management – Tracking and Analyzing data, Personalization – Contact Centers Complete e- CRM Solutions

### **UNIT 5**

**Legal and Ethical Issues:** Privacy and confidentiality on the Internet Other Legal areas like Defamation IPR and Patents, Trade mark Unsolicited Commercial e-Mail (Spam) Online Contracts and User Agreements. Cyber Crime – Internet Taxation Issues

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **Suggested Books:**

1. Hanson: “E-Commerce and Internet Marketing”, Cengage Learning, New Delhi, 2013

2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: “E-Business and E-Commerce” for Managers, Pearson Publication.
3. David Whiteley: “E-Commerce - Strategy Technologies and Applications” Tata Mac-Graw Hill, New Delhi, 2000.
4. C.S.V.Murthy: “E-Commerce–Concepts, Models & Strategies” Himalaya Publishing house, Mumbai, 2003.
6. Kamalesh K Bajaj & Debjani Nag: “E-Commerce”, the Cutting Edge of Business-Tata McGraw- Hill, New Delhi, 2002.
5. Bharat Bhaskar: “Electronic Commerce”, Tata Mc-Graw-Hill, New Delhi, 2003.

## MANAGING TECHNOLOGICAL INNOVATION

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6411</b>	3	0	0	3

### **Course Objectives:**

COB 1: To understand Innovation types, Technology Change, Innovation Strategy, Management and Entrepreneurship.

### **Course Outcomes:**

At the end of the Course, Student will be able to:

CO1: Develop Creative Techniques, Create Entrepreneurial opportunities, formulate innovate strategies.

### **UNIT 1**

**INTRODUCTION** - Innovation types, Process - Economic scale of innovation – Innovation system – Innovation research & development - Creativity techniques.

### **UNIT 2**

**TECHNOLOGY CHANGE** - Technology change – Organizational issues – Entrepreneurs opportunities and Technology changes – Technology change and productivity.

### **UNIT 3**

**INNOVATION STRATEGY** - Importance - innovation strategy in practice –types – formulating strategy - building innovative capabilities - returns from innovation strategy - innovation strategy in SMEs.

### **UNIT 4**

**INNOVATION MANGEMENT** - Product and services – benefits, failure, role of design. Operations and Process – importance, techniques, lean production, integration - internal, external.

### **UNIT 5**

**INNOVATION ORGANISATION** - Entrepreneurship - Technology based, knowledge spill over in large and small firms – financing - contribution of public entities.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **Suggested Books:**

1. Mark Dodgson, David Gann, and Ammon Salter, The Management of Technological Innovation, Oxford University Press, 2008.
2. Scott Shane, Handbook of Technology and Innovation Management, John Wiley & Sons, 2009.
3. Frederick Betz, Managing Technological Innovation, John Wiley & Sons, Third Edition, 2011.
4. Edited by Michael Tushman and Philip Anderson (The Second Edition, 2004)

5. Robert Szakonyi, Managing Strategic Innovation and Change: A Collection of Readings, Handbook of Technology Management – Viva Books Private, Limited, 2006.
6. Twiss B & Goodridge, M. Pitman, Managing Technology for Competitive Advantage: Integrating Technological and Organizational Development from Strategy to Action, 1989.

## VALUE ENGINEERING

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA64112</b>	3	0	0	3

### **Course Objectives:**

- COB1: To understand concepts of value engineering.
- COB 2: To learn phases of value engineering.
- COB 3: To discuss queuing theory.
- COB 4: To discuss various cases related to value engineering.

### **Course Outcomes:**

- At the end of the Course, Student will be able to:
- CO 1 Discuss the concepts of value engineering, identify the advantages, applications.
  - CO 2 Discuss various phases of value engineering. Analyze the function, approach of function and evaluation of function. Determine the worth and value.
  - CO 3 Discuss queuing theory.
  - CO 4 Appraise the value engineering operation in maintenance and repair activities.
  - CO 5 Create the value engineering team and discuss the value engineering case studies.

### **UNIT 1**

#### **INTRODUCTION:**

Value engineering concepts, advantages, applications, problem recognition, and role in productivity, criteria for comparison, element of choice. ORGANIZATION: Level of value engineering in the organization, size and skill of VE staff, small plant, VE activity, unique and quantitative evaluation of ideas.

### **UNIT 2**

**VALUE ENGINEERING JOB PLAN:** Introduction, orientation, information phase, speculation phase, analysis phase. Selection and Evaluation of value engineering Projects, Project selection, methods selection, value standards, application of value engineering methodology. ANALYSIS FUNCTION: Anatomy of the function, use esteem and exchange values, basic vs. secondary vs. unnecessary functions. Approach of function, Evaluation of function, determining function, classifying function, evaluation of costs, evaluation of worth, determining worth, evaluation of value.

### **UNIT 3**

**VALUE ENGINEERING TECHNIQUES:** Selecting products and operation for value engineering action, value engineering programmes, determining and evaluating function(s) assigning rupee equivalents, developing alternate means to required functions, decision making for optimum alternative, use of decision matrix, queuing theory and Monte Carlo method make or buy, measuring profits, reporting results, Follow up, Use of advanced technique like Function Analysis System.

### **UNIT 4**

**VERSATILITY OF VALUE ENGINEERING:** Value engineering operation in maintenance and repair activities, value engineering in non-hardware projects. Initiating a value engineering programme Introduction, training plan, career development for value engineering specialties. Fast diagramming: cost models, life cycle costs



## **UNIT 5**

**VALUE ENGINEERING LEVEL OF EFFORT:** Value engineering team, co-coordinator, designer, different services, definitions, construction management contracts, value engineering.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **Suggested Books:**

1. Anil Kumar Mukhopadhyaya, "Value Engineering: Concepts Techniques and applications", SAGE Publications 2010.
2. Alphonse Dell'Isola, "Value Engineering: Practical Applications for Design, Construction, Maintenance & Operations", R S Means Co., 1997.
3. Richard Park, "Value Engineering: A Plan for Invention" St. Lucie Press, 1999.
4. Del L. Younker, "Value Engineering analysis and methodology", Marcel Dekker Inc, New York, 2004.
5. Miles, L.D., "Techniques of Value Analysis and Engineering", McGraw Hill second Edition, 1989.
6. Khanna, O.P., "Industrial Engineering and Management" Dhanpat Rai & Sons, 1993.
7. Anil Kumar Mukhopadhyaya, "Value Engineering Mastermind: From concept to Value Engineering Certification", SAGE Publications, 2003

## SUPPLY CHAIN MANAGEMENT

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6413</b>	3	0	0	3

### **Course Objectives:**

COB1: To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

### **Course Outcomes:**

At the end of the Course, Student will have the:

CO1: Ability to build and manage a competitive supply chain using Strategies, models, techniques and information technology.

### **UNIT 1**

**INTRODUCTION** - Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

### **UNIT 2**

**STRATEGIC SOURCING** - Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

### **UNIT 3**

**SUPPLY CHAIN NETWORK** - Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

### **UNIT 4**

**PLANNING DEMAND, INVENTORY AND SUPPLY** - **Managing** supply chain cycle inventory. Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products -multiple item -multiple location inventory management. Pricing and Revenue Management

### **UNIT 5**

**CURRENT TRENDS** - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains -Reverse Supply chain. Agro Supply Chains.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 5th edition, 2012.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 5th edition, 2012.
3. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5<sup>th</sup> edition, 2013.
4. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 3rd edition, 2007.
5. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 3rd edition, 2005.
6. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint, 2013.
7. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management- A Balanced Approach, South-Western, Cengage Learning, 3rd edition, 2011.

## PRODUCT DESIGN AND DEVELOPMENT

**ELECTIVE** L T P C

**Course Code: HS-MBA6414** 3 0 0 3

### Course Objectives:

COB1: To understand concept of product, product development, its characteristics and cost.

COB2: To learn the Product Planning Process, Product Life Cycle. Technology Life Cycle and to understand the Customer Needs.

COB3: To learn the design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing.

COB4: To have the knowledge of Intellectual Property and Patents.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO1: Understand the concept of product, product development, its characteristics and cost.

CO2: Understand the Product Planning Process, Product Life Cycle. Technology Life Cycle and to understand the Customer Needs.

CO3: Learn the design for Manufacturing-Value Engineering-Ergonomics-Prototyping Robust Design- Design for X-failure rate curve-product use testing

CO4: Acquire the knowledge of Intellectual Property and Patents.

### UNIT 1

**INTRODUCTION** - Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

### UNIT 2

**PRODUCT PLANNING** - Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Techniques.

### UNIT 3

**PRODUCT CONCEPT** - Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

### UNIT 4

**INDUSTRIAL DESIGN AND DESIGN TOOLS** - Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development- Product development economics-scoring model- financial analysis.

### UNIT 5

**PATENTS** - Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International

Patent Law.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Suggested Books:**

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, Reprint 2009.
2. Kenneth B.Kahn, New Product Planning, Sage, 2nd edition, 2011.
3. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
4. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
5. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
6. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2006.
7. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

## LEAN MANUFACTURING

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6415</b>	3	0	0	3

### **Course Objectives:**

COB1: To outline the need for Lean Management

COB2: To highlight different techniques of Lean implementation

### **Course Outcomes:**

At the end of the Course, Student will be able to:

CO1: Understand the need for Lean management System.

CO2: Apply appropriate approaches to project using Lean tools and techniques.

CO3: Understand the working concept of lean principles and implementation.

### **UNIT 1**

#### **INTRODUCTION TO LEAN MANAGEMENT AND LEAN ELEMENTS:**

Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow and Muda, Muri and Mura, Need for LM, Meeting the stake holders requirement, Elements of LM

### **UNIT 2**

**LEAN TOOLS AND TECHNIQUES:** Various tool of LM, Fundamental blocks of Lean, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE) and its computation.

### **UNIT 3**

**LEAN SYSTEMS:** Features manufacturing and services, Work flow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just In Time.

### **UNIT 4**

**RESOURCE AND PROJECT SELECTION:** Selecting projects, Process mapping, Current and future value stream mapping, project suitable for lean initiatives.

### **UNIT 5**

**LEAN MANAGEMENT AND IMPLEMENTATION:** Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **Suggested Books:**

1. Charron, R., Harrington, H. J., Voehl, F., & Wiggin, H. (2014). The lean management systems handbook (Vol.4). CRC Press.
2. Feld, W. M. (2000). Lean manufacturing: tools, techniques, and how to use them. CRC press.

3. Forrest W. Breyfogle III, *Implementing Six Sigma: Smarter solutions Using Statistical Methods*, 1999.
4. James P. Womack, Daniel T. Jones, *Lean Thinking*, Free press business, 2003.
5. Liker, J. K. (1997). *Becoming lean: Inside stories of US manufacturers*. CRC Press.
6. Ohno, T. (2012). *Taiichi Ohnos Workplace Management: Special 100th Birthday Edition*. McGraw Hill Professional.
7. Pascal Dennis, *Lean Production Simplified*, Productivity Press, 2007

## BUSINESS PROCESS REENGINEERING

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: HS-MBA6416</b>	3	0	0	3

### Course Objectives:

- COB1: To understand concepts and philosophy of Business Process Reengineering.
- COB1: To learn various BPR and alternate methodologies – TQM, Work Study, ISO standards practiced in the industry.
- COB1: To understand and analyze the role of Information Technology and change management in the implementation of BPR.
- COB1: To expose practically BPR implementation and best practices through research papers and case discussions.

### Course Outcomes:

At the end of the Course, Student will be able to:

- CO1: Understand various BPR methodologies and their applications.
- CO2. Understand the critical success factors for implementing BPR.
- CO3. Appreciate various alternative techniques of BPR – TQM, Work Study, Benchmarking and their applications.
- CO4. Understand f ISO standard 9001:2015, IACBE and their applications in education and industry.
- CO5. Analyze and integrate issues and challenges of applying tools/techniques of Information Technology for BPR and learn to apply them in the industry.

### UNIT 1

**PROCESS VIEW OF BUSINESS-** Definition and Dimensions of Business Process, Generic Process Framework, The Capability Maturity Model Integration (CMMI), Design Process and Design Quality, Requirement Engineering, Design Concepts

### UNIT 2

**BPR: METHODOLOGIES AND TECHNIQUES & APPLICATIONS-** Introduction and History of BPR, Definition and Benefits of BPR, BPR Model, BPR Methodology Selection Guidelines, Steps to implement BPR: Reengineering Approaches :a) Big Bang Approach, b) Incremental Approach, c) Evolutionary Approach, BPR Methodologies: a) Hammer/Champy Methodology, b) Davenport Methodology, c) Manganeli/Klein Methodology, d) Kodak Methodology; Comparison of various methodologies. Case: Dabbawala of Mumbai, A Case Analysis using BPR methodologies

### UNIT 3

**CRITICAL SUCCESS FACTORS ANALYSIS-** Reengineering Success Factors, Risks associated with BPR, Barriers to BPR, Case: Analysis on “Pillsbury: Customer Driven Reengineering”, Barriers Management, Case: “Walmart China- Supply Chain Transformation”

### UNIT 4

**BPR Vs OTHER IMPROVEMENT APPROACHES-** Optimization Techniques, Process Simplification, Case: “Aviation Spare Parts Supply Chain Management Optimization at



Cathay Pacific Airways Ltd”. TQM: ISO 9000 – QMS/EMS/IMS, Quality Policy, Quality Manual, SIPOC, Procedure Manual, Work Sheets, Quality Audit, Six Sigma, QMS, ISO in Higher Education Institutions, IACBE Accreditation in Education, Restructuring, 5 S Technique, Benchmarking, Work Study, Knowledge Management

## **UNIT 5**

**INFORMATION TECHNOLOGY AND BPR:** Role of IT in Reengineering, Criticality of IT in Business Process, BPR Team Characteristics, Threads of BPR in Various Phases, Case: “Otis Elevator: Accelerating Business Transformation with IT”, BPR, SAP and ERP, Elements of ERP, Applications of ERP

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **Suggested Books:**

1. R. Radhakrishnan, S. Balasubramanian. (2010). Business Process Reengineering, Text and Cases. Prentice Hall of India, New Delhi.
2. Dimitris, N. Chorafas. Integrating ERP, CRM, Supply Chain Management and Smart Materials.
3. Jayanti Natarjan. (2002). Business Process Reengineering. TMH, New Delhi,
4. Kapoor Rajneesh. (2001). Business Process Redesign. Global Business Press, Delhi.
5. Richard Johnson Management, (2001). Processes for Quality Operations. Vision Books.
6. Roger S. Pressman (2005). Software Engineering – A Practitioner’s Approach, 6<sup>th</sup> Edition. Mcgraw- Hill International Edition.
7. Siddiqui Moid & Khwaja R.H. (2010). The Acrobatics of Change, 7th Reprint. Sage Publications India Pvt. Ltd. New Delhi.

## DATA VISUALIZATION USING TABLEAU

<b>ELECTIVE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Code: IT-E37</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>3</b>

### **Course Objectives:**

**COB 1:** Know the basics of data visualization.

**COB 2:** Understand the importance of data visualization and the design and use of many visual components.

**COB 3:** Learn to wisely use various visualization structures such as tables, spatial data, time-varying data, tree and network, etc.

### **Course Outcomes:**

At the end of the Course, Student will be able to:

CO1: Design and create data visualizations.

CO2: Conduct exploratory data analysis using visualization.

CO3: Craft visual presentations of data for effective communication.

CO4: Use knowledge of perception and cognition to evaluate visualization design alternatives.

### **UNIT 1**

**BASIC CONCEPTS & CONNECTING TO DATA-** Dimensions & Measures, Tableau user interface, Options for data connection, Dealing with data changes, Reusing & sharing data connection, Working with multiple connection, Creating a Live Data Connection, Saving a Data Source, Sharing a Data Source, Understanding Changes to Data, Other Data Connection Options in Tableau

### **UNIT 2**

**ANALYSIS: CREATING VIEW & ANALYZING-** Marks, Size and Transparency, Highlighting, Working with Dates, Date aggregations and date parts, Discrete versus Continuous, Dual Axis / Multiple Measures, Combo Charts with different mark types, Geographic Map, Page Trails, Heat Map, Density Chart, Pie Charts and Bar Charts, Bump chart, Hockey stick chart, Pareto chart, Gantt bar chart, Waterfall chart, Sparklines, Market basket analysis, Multiple bars & lines, Box plot, Band chart, Benfords law Small Multiples,

### **UNIT 3**

**CALCULATED FIELD & FORMATTING-** Working with aggregate versus disaggregate data, Sorting & Grouping, Aliases, Filtering and Quick Filters, Cross-Tabs (Pivot Tables), Totals and Subtotals, Drilling and Drill Through, Aggregation and Disaggregation, Working with String Functions, Basic Arithmetic Calculations, Date Math, Working with Totals, Custom Aggregations, Logic Statements, Options in Formatting your Visualization, Working with Labels and Annotations, Effective Use of Titles and Captions, Combining multiple visualizations into a dashboard, Making your worksheet interactive by using actions and filters

### **UNIT 4**

**MULTIPLE VISUALISATIONS-** Measure names and measure values, Side by side bar, Combined axis chart, Stacked marks, Dual axis chart, Bar in bar chart, Reference line, Reference band, Reference distribution, Boxplot, Instant analytics, Create trend lines, Model

types, Create forecast, Files, Relational databases, OLAP databases, Big data sources, Cloud data sources, Tableau data server

## **UNIT 5**

**BUSINESS SYSTEM ARCHITECTURE-** Tableau data server, Physical architecture overview, User access, Component functions & processes, Tableau server on-premises, Tableau reader, Tableau online v tableau server, Configuration information, Tableau Server installation, Setting up configuration and authentication, Configuring additional servers, Configuring security SSL, SAML, Kerberos, SAP HANA or OpenID

### **Suggested Books:**

1. Joshua N. Milligan. Learning Tableau, Packt Publishing (April 27, 2015), ISBN-13: 978-1784391164.
2. Daniel G. Murray, Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software
3. Ben Jones, Communicating Data with Tableau
4. Chandraish Sinha, Tableau Questions & Answers: Guide to Tableau concepts and FAQs
5. Donabel Santos, Tableau Dashboard Cookbook

## BUSINESS INTELLIGENCE & DATA ANALYTICS

**ELECTIVE** L T P C

**Course Code: IT-E38** 2 0 2 3

### Course Objectives:

COB1: Understand the Microsoft Business Intelligence Architecture.

COB2: Deliver and process new data sources and new Cubes.

COB3: To understand decision making and methods to analyze the data.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO1: Identify the major frameworks of computerized decision support: data analytics and business intelligence.

CO2: List the definitions, concepts, and architectures of data warehousing.

CO3: Demonstrate the impact of business reporting, information visualization.

### UNIT 1

**BUSINESS INTELLIGENCE-** Introduction, Meaning, Purpose and Structure of Business Intelligence Systems, Understanding Multidimensional Analysis Concepts: Attributes, Hierarchies and Dimensions in data Analysis, Understanding Dimensional Data Warehouse: Fact Table, Dimension Tables, Surrogate Keys and alternative Table Structure

### UNIT 2

**UNDERSTANDING OLAP-** Fast response, Meta-data based queries, Spread sheet formulas. Understanding Analysis Services speed and meta-data, Microsoft's Business intelligence Platform, Analysis Services Tools, Data Extraction, Transformation and Load, Meaning and Tools for the same

### UNIT 3

**CREATING YOUR FIRST BUSINESS INTELLIGENCE PROJECT- :** Creating Data source, Creating Data view, Modifying the Data view, Creating Dimensions, Time, and Modifying dimensions, Parent-Child Dimension, Wizard to Create Cube. Preview of Cube, Adding measure and measure groups to a cube, calculated members, Deploying and Browsing a Cube, Aggregate Functions, Using MDX to retrieve values from cube, Calculation Scripting, Creation of KPI's, Creating reference, fact and many to many dimensions, Using Financial Analysis Cubes, Interacting with a cube, Creating Standard and Drill Down Actions

### UNIT 4

**BUSINESS REPORTING, VISUAL ANALYTICS, AND BUSINESS PERFORMANCE MANAGEMENT-** Opening Vignette: Self-Service Reporting Environment Saves Millions for Corporate Customers, Business Reporting Definitions and Concepts, Data and Information Visualization, the Emergence of Data Visualization and Visual Analytics, Performance Dashboards, Business Performance Management, Closed-Loop BPM Cycle, Six Sigma as a Performance Measurement System, Model-Based Decision Making: Optimization and Multi-Criteria Systems, Modeling and Analysis: Heuristic Search Methods and Simulation

## **UNIT 5**

**RETRIEVING DATA FROM ANALYSIS SERVICES-** Creating Perspectives, MDX Queries, Excel with Analysis Services, Creation of Prediction queries, Understanding DMX language, Using SQL Server Reporting Services to develop reports for analysis services

### **Suggested Books:**

1. Ramesh Sharda, Business Intelligence And Analytics
2. Carlo Verzellis (2011). "Business Intelligence: Data Mining and Optimization for Decision Making". John Wiley & Sons.
3. David Loshin (2012). "Business Intelligence: The Savvy Manager's Guide". Newnes.
4. Elizabeth Vitt, Michael Luckevich, Stacia Misner (2010). "Business Intelligence". O'Reilly Media, Inc.
5. Rajiv Sabhrwal, Irma Becerra-Fernandez (2010). "Business Intelligence". John Wiley & Sons.
6. Swain Scheps (2013). "Business Intelligence for Dummies". Wiley.

<b>MACHINE LEARNING &amp; VISUALIZATION</b>				
<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: IT-E39</b>	2	0	2	3
<p><b>Course Objectives:</b>            COB1: To learn methods and modern programming tools for data analysis.            COB2: To introduce students to the basic concepts and techniques of Machine Learning.            COB3: To develop skills of using recent machine learning software for solving practical problems.            COB4: To gain experience of doing independent study and research.</p>				
<p><b>Course Outcomes:</b>            At the end of the Course, Student will be able to:            CO1: understand modern notions in data analysis-oriented computing.            CO2: be capable of confidently applying common Machine Learning algorithms in practice and implementing their own.            CO3: be capable of performing experiments in Machine Learning using real-world data.</p>				

### **UNIT 1**

**INTRODUCTION TO MACHINE LEARNING-** Introduction: what is ML; Problems, data, and tools; Visualization, Linear regression; SSE; gradient descent; closed form; normal equations; features, Overfitting and complexity; training, validation, test data, and introduction to Python, Classification problems; decision boundaries; nearest neighbor methods, Probability and classification, Bayes optimal decisions, Naive Bayes and Gaussian class-conditional distribution, Linear classifiers, Bayes' Rule and Naive Bayes Model, Logistic regression,

### **UNIT 2**

**R PROGRAMMING ESSENTIALS-** Commands and Syntax, Packages and Libraries, Introduction to Data Types, Data Structures in R - Vectors, Matrices, Arrays, Lists, Factors, Data Frames, Importing and Exporting Data, Control structures and Functions

### **UNIT 3**

**STATISTICAL ANALYSIS-** Relationship between attributes: Covariance, Correlation Coefficient, Chi Square, Measure of Distribution (Skewness and Kurtosis), Box and Whisker Plot (Box Plot and its parts, Using Box Plots to compare distribution) and other statistical graphs

### **UNIT 4**

**MULTIPLE VISUALISATIONS-** Data Acquisition, Gather information from different sources. Internal systems and External systems, Web APIs, Open Data Sources, Data APIs, Web Scrapping, Relational Database access (queries) to process/access data. Data Quality and Transformation ÿ Data imputation ÿ Data Transformation (minmax, log transform, z-score transform etc.,).

### **UNIT 5**

**DATA VISUALIZATION-** Science of Visualization, Visualization Periodic Table,

Aesthetics and Storytelling, Concepts of measurement - scales of measurement, Design of data collection formats with illustration, Principles of data visualization - different methods of presenting data in business analytics, Concepts of Size, Shape, Color, Various Visualization types, Sample versus population, Sample techniques (simple, stratified, clustered, random), Sampling Distributions, Parameter Estimation, Unbalanced data treatment

**Suggested Books:**

1. Ethem Alpaydin, Introduction to Machine Learning, Second Edition, <http://mitpress.mit.edu/catalog/item/default.asp?ttype=2&tid=12012>.
2. Stephen Marsland, Machine Learning: An Algorithmic Perspective. <http://www.amazon.com/Machine-Learning-Algorithmic-PerspectiveRecognition/dp/1420067184> .
3. Christopher M. Bishop, Pattern Recognition and Machine Learning. <http://research.microsoft.com/en-us/um/people/cmbishop/prml/>.
4. Tom Mitchell, Machine Learning, <http://www.cs.cmu.edu/~tom/mlbook.html>.
5. Garrett Golemund , Hands-on Programming with R
6. Brett Lantz, Machine Learning with R

## BIG DATA STRUCTURING

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: IT-E40</b>	2	0	2	3

### Course Objectives:

COB1: To understand the concepts of Big Data and various file systems.

COB2: To understand applicability of Big data in various fields.

COB3: To understand query processing in Higher data sets.

### Course Outcomes:

At the end of the Course, Student will be able to:

CO1: Understand the meaning of Big data and its applicability in various fields.

CO2: Understand how data is stored and processed with the help of Hadoop

CO3: Understand the process of mapping and reducing.

### UNIT 1

**INTRODUCTION TO BIG DATA AND HADOOP-** Types of Digital Data, Introduction to Big Data, Big Data Analytics, History of Hadoop, Apache Hadoop, Analysing Data with Unix tools, Analysing Data with Hadoop, Hadoop Streaming, Hadoop Echo System, IBM Big Data Strategy, Introduction to Infosphere Big Insights and Big Sheets

### UNIT 2

**HDFS (HADOOP DISTRIBUTED FILE SYSTEM)** - The Design of HDFS, HDFS Concepts, Command Line Interface, Hadoop file system interfaces, Data flow, Data Ingest with Flume and Scoop and Hadoop archives, Hadoop I/O: Compression, Serialization, Avro and File-Based Data structures.

### UNIT 3

**MAP REDUCE-** Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features

### UNIT 4

**HADOOP ECO SYSTEM-** Pig : Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases, Grunt, Pig Latin, User Defined Functions, Data Processing operators. Hive : Hive Shell, Hive Services, Hive Metastore, Comparison with Traditional Databases, HiveQL, Tables, Querying Data and User Defined Functions. Hbase : HBasics, Concepts, Clients, Example, Hbase Versus RDBMS. Big SQL : Introduction

### UNIT 5

**BIG DATA APPLICATIONS-** Big Data Applications for Consumers in e-commerce, Telecommunications, Law Enforcement and Cyber Security, Power Industry, Financial Services, Health Sciences, Government

### Suggested Books:

1. Big Data And Analytics, Seema Acharya, Subhasinin Chellappan, Wiley Publications.



2. Big Data, Black Booktm , Dreamtech Press, 2015 Edition.
3. Business Analytics 5e , By Albright |Winston
4. Rajiv Sabherwal, Irma Becerra- Fernandez,” Business Intelligence –Practice, Technologies, and Management”, John Wiley 2011.
5. Lariss T. Moss, Shaku Atre, “Business Intelligence Roadmap”, Addison-Wesley It Service.
6. Yuli Vasiliev, “ Oracle Business Intelligence : The Condensed Guide to Analysis and Reporting”, SPD Shroff, 2012
7. Michael Berthold, David J. Hand, "Intelligent Data Analysis", Springer

## DATA VIRTUALIZATION

<b>ELECTIVE</b>	L	T	P	C
<b>Course Code: IT-E41</b>	2	0	2	3

### Course Objectives:

CO1: Illustrate the use of various cloud computing technologies.

CO2: Introduce Virtualization technologies: Hypervisor, emulation, and application VM; Platform virtualization, storage virtualization, and network virtualization.

CO3: Provide Introduction to cloud security and secure computation in the cloud.

### Course Outcomes:

At the end of the Course, Student will be able to:

COB1: Explain virtualization and their role in elastic computing.

COB1: Create and deploy cloud applications.

COB1: Analyze the advantages and disadvantages of Public and Private Clouds.

### UNIT 1

**OVERVIEW OF VIRTUALIZATION** - Basics of Virtualization, Virtualization Types, Desktop Virtualization, Network Virtualization, Server and Machine Virtualization, Storage Virtualization, System-level or Operating Virtualization, Application Virtualization, Virtualization Advantages, Virtual Machine Basics, Taxonomy of Virtual machines, Process Virtual Machines, System Virtual Machines, Hypervisor, Key Concepts

### UNIT 2

**SERVER CONSOLIDATION**- Hardware Virtualization – Virtual Hardware Overview - Server Virtualization – Physical and Logical Partitioning - Types of Server Virtualization – Business cases for Server Virtualization – Uses of Virtual server Consolidation – Planning for Development – Selecting server Virtualization Platform

### UNIT 3

**NETWORK VIRTUALIZATION**- Design of Scalable Enterprise Networks - Virtualizing the Campus WAN Design – WAN Architecture - WAN Virtualization - Virtual Enterprise Transport Virtualization–VLANs and Scalability - Theory Network Device Virtualization Layer 2 - VLANs Layer 3 VRF Instances Layer 2 - VFI's Virtual Firewall Contexts Network Device Virtualization - Data- Path Virtualization Layer 2: 802.1q - Trunking Generic Routing Encapsulation – Isec L2TPv3 Label Switched Paths - Control-Plane Virtualization–Routing Protocols- VRF - Aware Routing MultiTopology Routing

### UNIT 4

**VIRTUALIZING STORAGE**- SCSI- Speaking SCSI- Using SCSI buses – Fiber Channel – Fiber Channel Cables – Fiber Channel Hardware Devices – iSCSI Architecture – Securing iSCSI – SAN backup and recovery techniques – RAID – SNIA Shared Storage Model – Classical Storage Model – SNIA Shared Storage Model – Host based Architecture – Storage based architecture – Network based Architecture – Fault tolerance to SAN – Performing

Backups – Virtual tape libraries

## **UNIT 5**

**VIRTUAL MACHINES PRODUCTS-** Xen Virtual machine monitors- Xen API – VMware – VMware products – VMware Features – Microsoft Virtual Server – Features of Microsoft Virtual Server

### **Suggested Books:**

1. William von Hagen, Professional Xen Virtualization, Wrox Publications, January, 2008
2. Chris Wolf , Erick M. Halter, Virtualization: From the Desktop to the Enterprise, APress 2005.
3. Kumar Reddy, Victor Moreno, Network virtualization, Cisco Press, July, 2006.
4. James E. Smith, Ravi Nair, Virtual Machines: Versatile Platforms for Systems and Processes, Elsevier/Morgan Kaufmann, 2005.
5. David Marshall, Wade A. Reynolds, Advanced Server Virtualization: VMware and Microsoft Platform in the Virtual Data Center, Auerbach Publications, 2006.