

**MRSPTU MBA SYLLABUS - 2020 BATCH ONWARDS**

**MBA (2<sup>nd</sup> Year)  
SEMESTER -THIRD**

**Total Contact Hours = 20**

**Total Marks = 600    Total Credits = 26**

<b>SEMESTER 3<sup>rd</sup></b>		<b>Contact Hrs.</b>			<b>Max Marks</b>		<b>Total</b>	<b>Credits</b>
<b>Subject Code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Int.</b>	<b>Ext.</b>		
<b>MBADS1-321</b>	Project Management	4	-	-	40	60	100	4
<b>MBADS1-322</b>	Summer Internship Project	-	-	-	60	40	100	6
<b>For Major Specialization</b>								
<b>XXXXXX</b>	Compulsory Subject 1 (From Major Specialization)	4	-	-	40	60	100	4
<b>XXXXXX</b>	Compulsory Subject 2 (From Major Specialization)	4	-	-	40	60	100	4
<b>XXXXXX</b>	Department Elective 1* (From Major Specialization)	4	-	-	40	60	100	4
<b>XXXXXX</b>	Department Elective 2* (From Major Specialization)	4	-	-	40	60	100	4
<b>For Dual Specialization</b>								
<b>XXXXXX</b>	Compulsory Subject 1 (From 1 <sup>st</sup> Specialization)	4	-	-	40	60	100	4
<b>XXXXXX</b>	Compulsory Subject 2 (From 1 <sup>st</sup> Specialization)	4	-	-	40	60	100	4
<b>XXXXXX</b>	Compulsory Subject 1 (From 2 <sup>nd</sup> Specialization)	4	-	-	40	60	100	4
<b>XXXXXX</b>	Compulsory Subject 2 (From 2 <sup>nd</sup> Specialization)	4	-	-	40	60	100	4
<b>Total</b>	<b>Theory = 6    Labs = 0</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>260</b>	<b>340</b>	<b>600</b>	<b>26</b>

*\*Select any two subjects from the list of department elective subjects of major Specialization.*

**List of Compulsory Papers (For Major and Dual Specialization)**

<b>Semester - Third</b>	
<b>Subject &amp; Paper Code</b>	<b>Compulsory Papers as per specialization</b>
<b>FINANCE</b>	
MBADD1-321	Indian Financial Systems and Financial Markets
MBADD1-322	Security Analysis & Portfolio Management
<b>HR</b>	
MBADD2-321	Industrial Relation and Labour Laws
MBADD2-322	Strategic HRM
<b>IT</b>	
MBADD3-321	Data Mining for Business Decisions
MBADD3-322	Data Base Management System
<b>MARKETING</b>	
MBADD4-321	Consumer Behaviour
MBADD4-322	Sales and Distribution Management
<b>OPERATIONS</b>	
MBADD5-321	Supply Chain & Logistic Management
MBADD5--322	Operations Strategy
<b>BUSINESS ANALYTICS</b>	
MBADD6-321	Introduction to Business Analytics and Data Science
MBADD6--322	Introduction to Python

**List of Departmental Elective Subjects (For Major Specialization)**

<b>Semester - Third</b>	
<b>Subject Code</b>	<b>Subject</b>
<b>FINANCE</b>	
MBADD1-323	Business Valuation
MBADD1-324	Financial Derivatives
MBADD1-325	Behavioural Finance
MBADD1-326	Fixed Income Securities
<b>HR</b>	
MBADD2-323	Cross Culture Management
MBADD2-324	Manpower Planning, Recruitment and Selection
MBADD2-325	Team Dynamics at Work
MBADD2-326	Negotiation Management
<b>IT</b>	
MBADD3-323	System Analysis and Design
MBADD3-324	Enterprise Resource Planning
MBADD3-325	Software Project Management
MBADD3-326	Software Engineering
<b>MARKETING</b>	
MBADD4-323	Rural Marketing
MBADD4-324	Advertising Management
MBADD4-325	Industrial Marketing
MBADD4-326	Digital & Social Media Marketing

**List of Departmental Elective Subjects (For Major Specialization)**

Semester - Third	
Subject Code	Subject
<b>OPERATIONS</b>	
MBADD5-323	Operation Research Applications
MBADD5-324	Pricing & Revenue Management
MBADD5-325	Supply Chain Analytics
MBADD5-326	Behavioural Operation Management
<b>BUSINESS ANALYTICS</b>	
MBADD6-323	Business Optimization and Big Data Analytics
MBADD6-324	Data Mining
MBADD6-325	Financial Analytics and Forecasting
MBADD6-326	Marketing and Retail Analytics

**Course Description**

**Pedagogy**

1. The medium of delivery of course will be English.
2. Subject wise small projects are given to students for better clarity of concepts in context of business scenario.
3. For sharpening the communication skills of students, presentations are conducted on individual basis or group basis.
4. Case Studies and Caselets are discussed in the class for enhancing the decision making and analytical skills of students.
5. Workshops, Expert lectures of industry persons and industrial visits are conducted to integrate the theoretical knowledge into practical one.
6. Relevant articles from Newspapers, Journals and Magazines are extracted and discussed in the class to update students with current global business issues.
7. Students are suggested to enroll in MOOC courses to enhance their knowledge in their interested areas.
8. Students are encouraged to participate in various competitive events (Sports/Cultural/Academics) in different colleges and universities for developing their overall personality.

**Attendance**

The attendance requirement shall be a minimum of 75% of the classes actually-conducted in every course the student has registered for in the Academic Term.

**Scheme of Examination**

The medium of instructions and evaluation will be English.

**Distribution of Marks**

Examinations	Marks
Internal	40
External	60

**Internal Examinations**

Category	Marks	Descriptions
MST (Mid Term Sessional Test)	24	There will be Two MSTs of 24 Marks. The average of marks of both MSTs will be taken.
Assignments	10	Four assignments will be submitted by students. Out of Four assignments, Two assignments will be theoretical and Two will be small projects based on the topics of the subject.
MCQs	6	There will be 2 MCQs of 30 Marks. The average of both MCQs will be taken. The marks will be scaled down to 6. (Divide the marks by 5)
Total	40	

**Final Examination**

1. The final examination will be of Three Hours. Total Marks will be 60.
2. The question paper will be comprised of Three Sections (A, B and C)
3. Section A (20 Marks) consists of 10 questions. Each question carries 2 Marks.
4. Section B (32 Marks) consists of Eight Questions (2 Question from each unit). Students have to attempt Four questions (One question from each unit). Each question carries 8 Marks.
5. Section C (8 Marks) consists of case study. It carries 8 Marks.

**PROJECT MANAGEMENT**

**Subject Code – MBADS1-321**

**L T P C  
4 0 0 4**

**Duration- 60 Hrs**

**Course Objectives**

**The aim of this subject is**

1. To enhance competence as a Project Manager
2. To equip students with the process of feasibility analysis and risk analysis
3. To provide skill in project time management

**Course Outcomes**

**After completing the course, students will be able to**

1. Identify the project idea and analyze feasibility of project
2. Adopt holistic approach in evaluating and monitoring the performance of the project
3. Use statistical techniques for project time management and resource allocation
4. Provide basic project management skills with a strong emphasis on issues and problems associated with delivering successful projects

**Unit -I (15 Hrs)**

**Introduction to Project Management:** Meaning and Definition of Project, Characteristics of a Project, Project Life Cycle Phases, Role of a Project Manager, Need for Project Management

**Generation and Screening of Project Ideas-** Generation of ideas, Monitoring the environment, Tools for identifying investment opportunities, Corporate Appraisal, Preliminary Screening, Project Rating Index

**Project Feasibility Analysis:** Market Feasibility, Technical Feasibility

**Unit II (15 Hrs)**

**Project Appraisal:** Time Value of Money, Project Appraisal Techniques- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio,

**Risk Analysis:** Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis

**Unit III (15 Hrs)**

**Project Scheduling:** Importance of Project Scheduling, Work Breakdown Structure Scheduling Techniques - Gantt Chart.

**Network techniques for Project Management:** Development of Project Network, time estimation, Determination of Critical Path, PERT and CPM models,

**Unit- IV (15 Hrs)**

**Implementation of Project –** Project Planning, Project Control, Human aspects of project management, Prerequisites for successful Project Implementation

**Project Review and Administrative Aspects-** Initial review, Performance evaluation, Post Audit, Abandonment analysis, Agency Problems

**Project Quality Management:** Benchmarking, Quality Circle, Six Sigma

**Suggested Readings**

1. Prasanna Chandra: Projects - Planning, Analysis, Selection, Implementation and Review, Tata McGraw Hill.
2. Larson, D. Project Management. Tata McGraw- Hill.
3. Desai, V. Project Management. Himalaya Publishing House.
4. Gopalakrishnan, P. Textbook of Project Management. Macmillan.
5. Maylor, Harvey. Project Management. Pearson

**SUMMER INTERNSHIP PROJECT**

**Subject Code – MBADS1- 322**

**L T P C**

**0 0 0 6**

**Course Outcome - After completing this course, student will be able to:**

1. Identify and utilise project related information contained during Training
2. Understand the real time working of various departments of organization
3. Find the solution of various contemporary business problems and effectively communicate in company
4. Present the findings of the projects executed during training through latest tools

Students will undergo Summer Internship of Six weeks to Eight weeks after Second semester. A report based on the summer training shall be submitted within three weeks from the commencement of the third semester. Students will give presentation on the Summer Internship Project in the department.

Evaluation of Students will be done based on following criteria

1. Evaluation from Company Supervisor - 40 Marks\*
2. Summer Internship Project Report - 40 Marks
3. Presentation - 20 Marks

\*Company Supervisor will send the evaluation of student (out of 40 marks) to the department HOD email. These marks will be uploaded as external assessment on MRSPTU examination portal.

*Detail about important project documents has been provided in the end of syllabus.*

**INDIAN FINANCIAL SYSTEMS AND FINANCIAL MARKETS**

Subject Code – MBADD1-321

L T P C

Duration – 60 Hrs

4 0 0 4

**Course Objectives**

**The aim of this subject is to:**

1. To provide an in-depth view of the financial system of country
2. To develop knowledge on the financial institutions and insurance industries
3. To develop student's ability in dealing with New issue market and money markets

**Course Outcomes**

**After successful completion of this course, students will be able to:**

1. Understand the working of banks and insurance banks.
2. Demonstrate the knowledge of structure and working of Indian financial institutions
3. Compare and evaluate the different products of financial capital markets.
4. Comprehend the Ethics of functioning of financial institutions

**UNIT-I (15 Hrs)**

**Financial System:** Introduction, Functions and Organisation. Role of Financial System in economic development, Reforms in the Indian financial system, **Banking system:** Banking System in India: An Overview, Structure of Indian Banks: Public, Private and Foreign banks, their Role and Performance. **Reserve Bank of India:** Functions and Role as a Central Bank.

**UNIT-II (15 Hrs)**

**Financial Institutions: Commercial Banks:** Meaning, Functions, Present Structure  
**Development Banks:** Development Banks in India: Types, functions, growth, structure & working of Development Banks. **Non-Banking Financial Companies:** Importance, Scope, Characteristics, Functions, Types **Regional Rural Banks:** Objectives, Features, RBI Assistance, Major RRBs

**Insurance Industry in India:** Evolution, Growth, Importance, Types, Major Players, Important Regulations, Insurance Sector Reforms. **IRDA** –Objectives and Functions of IRDA

**UNIT-III (15 Hrs)**

**Financial Markets:** Structure and Significance **SEBI** - Role, Objectives and Functions.

**Capital Market**-Introduction, Types of Capital Markets, Functions of Capital Markets.

**New Issue Market:** Instruments in New Issue Markets, Pricing of new issue, promoters' contribution – appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers, etc., Procedures for new issues, SEBI guidelines for new issues.

**Capital Market Financial Instruments:** Equity Shares, Preference Shares, Debentures, Bonds, Disaster Bonds, Option Bonds, Easy Exit Bonds, Split Coupon Debentures, Floating Rate Bonds, Clip and Strip Bonds, Dual Convertible Bonds, Commodity Bonds. etc.

**UNIT-IV (15 Hrs)**

**Money Market:** Definition, Functions, **Money Market Instruments:** Treasury bills, Commercial Bills, Commercial Paper, Participatory Notes.

**Currency Markets:** Introduction, Objectives and Functions, Participants, Currency Derivatives

**Ethics in Financial System:** Significance of Ethics and Ethical issues in Banking and Financial markets.

Note: Relevant Case Studies should be discussed in class.

**Suggested Readings**

1. S Gurusamy, 'Financial Services & System' Thomson Publications
2. M Y Khan, 'Financial Services' Tata McGraw-Hill
3. L M Bhole, 'Financial Institutions & Markets' Tata McGraw- Hill
4. Gordon & Natarajan, 'Financial Markets & Services' Himalaya Publications
5. V. A. Avdhani, 'Financial Services in India', Himalaya Publications
6. Vasant Desai, 'Financial Markets and Financial Services', Himalaya Publications

**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Subject Code: MBADD1-322**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To equip the students with the theoretical and practical knowledge of capital market.
2. To develop the skills for developing the portfolio constructions, revision, reconstruction and investment advisory.
3. To develop the skills required for portfolio management so as to be able to judge the competitive position of firm in capital market to support investment decisions

**Course Outcomes**

**After successful completion of this course, students will be able to:**

1. Understand various functions of Primary and Secondary markets.
2. Evaluate the performance of companies by applying fundamental and technical analysis
3. Develop the equity and bond portfolio and measure their performance through various techniques
4. Comprehend the applications of derivatives and various risk management strategies in derivative market.

**UNIT-I (12 Hrs)**

**Introduction:** Concepts of Investment, Objectives of Investment, Various Alternatives of Investments. **Primary Market:** Introduction, Structure and Functions. Investment Tools in Primary Market **Secondary Market:** Introduction, Major players, Functions of Secondary Market. **Stock Markets:** Introduction to Indian Stock Markets, Stock Market Indices

**Risk and Return:** Concept, Types, CAPM, Arbitrage Pricing Theory and Multi – Factor Models

**UNIT-II (18 Hrs)**

**Economic Analysis:** Analysis of Macroeconomic Variables. **Industry Analysis:** Industry Life Cycle, Key Characteristics in Industry Analysis. **Company Analysis:** Analysis of Financial Statements, Key Financial Ratios **Technical Analysis:** Introduction, Basic Tenets of Dow Theory, Key Technical Indicators, Charting Techniques

**UNIT-III (18 Hrs)**

**Market Efficiency** - Introduction to Efficient Market Hypothesis, Random Walk Model, Forms of EMH, Empirical Evidence **Markowitz Portfolio Selection Model:** Portfolio Diversification, Markowitz Model, Portfolios of Two Risky Securities, A Three Security Portfolio. **Evaluation of Portfolio Performance** - Sharps' Index, Treynor's Index, Jensen Measure or (Portfolio Alpha). **Portfolio Revision Techniques:** Rupee Cost Averaging, Constant Rupee Plan, Constant Ratio Plan, Variable Ratio Plan.

**UNIT-IV (12 Hrs)**

**Fixed Income Securities** – Bonds – Convexity, Duration, Bond Immunization, and Valuation of bonds. **Derivatives:** Introduction, Future, Forward, Options, Option Pay off Strategies, Black Scholes Models and Option Greeks.

*Relevant Case Studies should be discussed in class.*

**Suggested Readings**

1. Reilly and Brown, 'Investment Analysis and Portfolio Management', Cengage, New Delhi
2. Bodie, Kane, Marcus and Mohanty, 'Investments', Tata McGraw Hill, New Delhi
3. Fisher DE and Jordon RJ, 'Security Analysis and Portfolio Management', PHI, New Delhi
4. Hirt and Block, 'Fundamentals of Investment Management', Tata McGraw Hill, New Delhi
5. A. Avdhani 'Security Analysis and Portfolio Management' Himalaya Publication

**BUSINESS VALUATION**

**Subject Code: MBADD1-323**

**LTP C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To analyse, appraise and compare financial statements of various industries;
2. To estimate and evaluate the financial health of a firm;
3. To interpret the results of the company for managerial decision making.
4. To compute ratios and apply the concepts learned on actual results published by companies

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Understand various valuation approaches
2. Conduct valuation with discounted cash flow model and relative valuation model
3. Apply companies based on various valuation models
4. Demonstrate the knowledge of valuation of projects and real options

**UNIT-I (15 Hrs)**

**Valuation:** Introduction, Basis of Business Valuation, Approaches of Valuation- Asset Based Approach, Income Based Approach, Market Based Approach. Factors Affecting Valuation

**Methods of Valuation:** Discounted Cash Flow (DCF) Valuation, Advantages & Disadvantages of DCF

**UNIT-II (15 Hrs)**

**Firm Valuation Models:** Cost of Capital Approach, Adjusted Present Value Approach, Excess Return Models, Relative Valuation: Equity Valuation, Firm Valuation and Enterprise Valuation

**UNIT-III (15 Hrs)**

**Valuation Multiples:**FCFE Models, FCFE Models, PEG Ratio, Sales Multiple, EV/EBITDA Ratio, Relative PE Ratio, Equity Valuation vs Enterprise Value, Fundamental Value vs Relative Valuation

**Project Valuation:** Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Hillier Model

**UNIT-IV (15 Hrs)**

**Valuation of Real Options** – Introduction, Types of Real Options, Binomial Model and its application, Black Scholes Model and its application,

*Note: Ask Students to review of any company's financial statements and calculate the financial ratios and state their interpretations*

**Suggested Readings**

1. Gerald White, Ashwinder Paul Sondhi and Dov Fried, 'The Analysis and Use of Financial Statements', Wiley India Edition, 2010
2. AswathDamodaran, 'Damodaran on Valuation', Wiley India Ltd.2011
3. Prasanna Chandra, 'Projects', 8<sup>th</sup> edition, Tata McGraw Hill Education, 2015
4. Prasanna Chandra, 'Corporate Valuation & Value Creation',Tata McGraw Hill Education, 2015
5. C Rajendran, 'Management Accounting', 1<sup>st</sup> edition, Regal Publications, New Delhi, 2009
6. ICAI notes on 'Financial Analysis & Business Valuation'

**FINANCIAL DERIVATIVES**

**Subject Code – MBADD1-324**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. Understand and explain the differences between the various financial derivative securities (Futures, Forwards and Options)
2. Understand the terminology, risks and costs associated with financial derivatives.
3. Explain the mechanics of the Futures market and evaluate the various hedging strategies using Futures
4. Analyse the role and relationship between forward and futures prices.

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Understand the functioning of financial derivative instruments and markets.
2. Apply the future hedging strategies for managing the risks
3. Evaluate and apply Option strategies for risk management under different market conditions.
4. Comprehend and compare the working of derivative tools like Interest rate derivatives, Currency derivatives and Commodity derivatives.

**UNIT-I (15 Hrs)**

**Financial Derivatives** - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India

**UNIT-II (15 Hrs)**

**Futures and Forwards**—Introduction, Types of Forward, Futures, Difference between Futures and Forwards, Mechanics of buying & selling futures, Margins, Index futures, **Market Characteristics**- Futures Contract Specifications, Underlying Asset, Contract Size, and Delivery Specifications, Familiarising with Market Quotes. **Hedging strategies using futures**: Short hedge and long hedge and using futures, Optimal, Hedge Ratio, cross hedging of portfolio using futures

**UNIT-III (15 Hrs)**

**Options** – Introduction, Types of options, option pricing, factors affecting option pricing Option Pay-off Strategies. **Option Pricing Model**: Black Scholes Model, Binomial Model, Option Greeks **Interest Rate Derivatives**: Introductions, Types, Type of rates, Zero rates, Hedging with Interest Rate Derivatives, Advantages, Disadvantage and Applications, Indian Scenario

**UNIT- IV (15 Hrs)**

**Currency Derivatives**: Introductions, Types, Hedging with Currency Derivatives, Advantages, Disadvantages and Applications, Indian Scenario **Commodity Derivatives**: Introduction, Types, Commodity Futures and Options, Swaps Commodity Exchanges, Multi Commodity Exchange, National Commodity Derivative Exchange (NMDC) role, functions and trading

**Suggested Readings**

1. Hull, J.C. (2014). Options Futures and other Derivatives. 9th edition, Prentice Hall of India
2. Bhalla, V.K. (2012). Investment Management. New Delhi: Sultan Chand.
3. Chance, D.M., & Brooks, R. (2008). Derivatives and Risk Management Basics. Cengage Learning India
4. Wimott, P. (2012). Quantitative Finance. Wiley & Sons.

**BEHAVIORAL FINANCE**

**Subject Code: MBADD1- 325**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The aim of this subject is:**

1. To give insights of Behavioral Finance and Psychology
2. To provide interconnection between behavioral aspects and economic rationality in decision making
3. To provide understanding of investor behavior, risk attributes and personality trait of investors

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Understand the financial market behaviour and investor's psychology
2. Comprehend the behavioural finance theories to understand the investors' sentiments.
3. Apply the investors' belief and emotions to capture the stock market trend
4. Demonstrate the knowledge of behavioural factors and personality traits in corporate decision making

**UNIT-I (15 Hrs)**

**Introduction:** Nature, Scope, Objectives and Significance & Application. History of Behavioral Finance,

**Psychology:** Concept, Nature, Importance, The psychology of financial markets, Market Strategies, The psychology of investor behavior, Allais paradox. Building Blocks.

**UNIT-II (15 Hrs)**

**Behavioural Finance Theories:** Prospect Theory, Loss Aversion Theory, Under Prospect Theory & Mental Accounting—investors Disposition effect. Ellsberg's paradoxes, Investors sentiments and Bubble creation.

**Economic Rationality:** Different ways to define rationality: Dependence on time horizon, individual or group rationality. Herbert Simon and Bounded Rationality

**UNIT-III (15 Hrs)**

**Demand by average investors:** Definition of average investor; Belief biases; Limited attention and categorization

**External Factors and Investor Behavior:** Fear & Greed in Financial Market, Emotions and financial markets: Geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

**UNIT-IV (15 Hrs)**

**Behavioral Corporate Finance:** Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains

**Suggested Readings**

1. Ackert, L. and Deaves, R., Behavioral Finance: Psychology, Decision-Making, and Markets, South-Western Cengage Learning
2. Forbes, W., Behavioral Finance, John Wiley & Sons Ltd. 78
3. Montier, J., Behavioral Finance: Insights into Irrational Minds and Markets, John Wiley & Sons Ltd.
4. Baker, H.K. and Nofsinger, J.R., Behavioral Finance: Investors, Corporations, and Markets, John Wiley & Sons Ltd.
5. Parikh, P., Value Investing and Behavioural Finance, Tata McGraw Hill Ltd.

**FIXED INCOME SECURITIES**

Subject Code- MBADD1-326

L T P C

Duration: 60 Hrs

4 0 0 4

**Course Objectives**

**The aim of this subject is:**

1. To acquaint the participants with the principles and practices of investing in the instruments of fixed income securities
2. To provide understanding of Bond evaluation techniques and structured products

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Evaluate the role of bond market in India and contemporary issues pertaining thereto
2. Assess the returns and risks of fixed income investments
3. Formulate strategies to manage the fixed income portfolio investment
4. Compare various structured financial products and their derivative instruments

**UNIT-I (15 Hrs)**

**Introduction to Fixed Income Market:** Fixed Income Securities market in India. Money market instruments and Debt market instruments.

**Bond Pricing and Returns:** Pricing of Bonds and Bond Price Theorems. Bond Yield. Spot rates and Forward rates. **Yield Curve:** Par yield curve and Zerocoupon yield curve.

**UNIT-II (15 Hrs)**

**Risks involved in fixed income investments:** Bond Price Volatility. Interest Rate Risk and its measures. Purchasing Power Risk. Call Risk. Default risk of Bond investment

**UNIT-III (15 Hrs)**

**Strategies for Fixed Income Investments:** Passive Bond Investment Strategies. Bond Index. Active Bond Investment Strategies. Bond Portfolio Performance measures and evaluation. Portfolio management by pensions funds and other institutions

**UNIT-IV (15 Hrs)**

**Structured Products:** Introduction to Structured Finance products. Securitisation. Mortgage Backed and Asset Backed Securities. Collateralised Debt Obligations. Bond and Credit Derivatives.

**Suggested Readings**

1. Choudhry, M. *An Introduction to Bond Markets*. UK: John Wiley & Sons.
2. Fabozzi, F. J., *Bond Markets, Analysis, and Strategies*. USA: Pearson Education.
3. Fabozzi, F. J., *Fixed Income Analysis*. New Jersey: John Wiley & Sons.
4. Hull, J. C. (2018). *Risk Management and Financial Institutions*. New Jersey: John Wiley & Sons.
5. Martellini, L., Priaulet, P., & Priaulet, S., *Fixed-Income Securities: Valuation, Risk Management and Portfolio Strategies*. England: John Wiley & Sons

**INDUSTRIAL RELATIONS AND LABOUR LAWS**

**Subject Code: MBADD2- 321**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this course is:**

1. To help students to understand basics of labour laws and industrial relations applicable in various business houses.
2. To familiarise the students with labour legislations and employee relations scenario in India.
3. To enable students, understand the important concepts of wage, salary and compensation management in India.
4. To make the students of Industrial Relations understand the concept of Public Relations and its various dimensions in the organisation.

**Course Outcomes**

**After completion of course, students will be able to:**

1. Understand the laws related to working conditions in different settings.
2. Learn the laws relating to Industrial Relations, Social Security
3. Able to identify and solve issues related to welfare and wage Legislations of groups in organization
4. Gain knowledge about the dispute settlement machinery and the laws related to dispute settlement

**UNIT-I (15 Hrs)**

**Industrial Relations** - Concept, Theories and Evolution, System approach to IR-factors, Context, Web of Rules & Ideology, Trade UNIONSIM, impact of trade unions on wages, Factories Act, 1948; Mines Act, 1952; Trade Unions Act, 1926.

**UNIT-II (15 Hrs)**

**Trade Unionism in India:** Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organisations in India, Managerial Associations. **Collective Bargaining:** Concept, Meaning and Objectives, Approaches, Technique & Strategies to Collective Bargaining, Process of Collective Bargaining, Impact of CB and Workers Participation in Management on IR

**UNIT-III (15 Hrs)**

**Workers' Participation in Management:** Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India.

**UNIT-IV(15 Hrs)**

**Laws relating to Industrial Relations:** Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946; Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Funds & Misc. Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972. Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.

**Relevant case studies related to the topics should be discussed.**

**Suggested Readings**

1. Arun Monappa & J.T., 'Dunlop Industrial System', TATA McGraw Hill.
2. C.N. Patil, 'Collective Bargaining', University Press.
3. Pramod Varma, 'Industrial Relations', Tata McGraw Hill.
4. S.C. Srivastava, 'Industrial Relation & Labor Laws', Vikas Publications.
5. Singh and Sinha, 'Labor Laws in Brief', Excel Books.

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Subject Code: MBADD2- 322**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this course is:**

1. To help students to understand basics of labour laws and industrial relations applicable in various business houses.
2. To acquaint the learners with the tools & techniques essential as a strategic contribution of HRM to organizational growth.
3. To understand the concept of strategic human resource management and explore how the strategic approach to human resources is different from the traditional approach

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Identify and evaluate key HR issues which critically impact on organisational performance and strategic direction.
2. Interpret and integrate human resources management into the strategic thinking, direction setting, planning and operation of the organization.
3. Identify relevant metrics in strategic human resource management.
4. Demonstrate the interventions needed to generate commitment among key Stakeholders and business partners for a strategic HR agenda.

**UNIT-I (15 Hrs)**

**Strategic HRM:** Introduction, Definition, Need and Importance, Introduction to business and corporate strategies, Integrating HR strategies with business strategies, Developing HR plans and policies.**Human Resource Environment:** Technology and structure, Workforce diversity, Demographic changes, Temporary Contract Labour, Global Environment, Global Competition, Global sourcing of labour, WTO and labour standards

**UNIT-II (15 Hrs)**

**Recruitment & Retention Strategies:** Online recruitment, Employee referrals, Recruitment process outsourcing, Headhunting, Executive education, Flexi timing, Telecommuting, Quality of work life, Work – life balance, Employee empowerment, Employee involvement, Autonomous work teams.

**Training and Development Strategies:** Creating learning organization, Competency mapping, Multiskilling, Succession planning, Cross cultural training.

**UNIT-III (15 Hrs)**

**Performance Management strategies:** Defining key result areas (KRA) - Result based performance, Linking performance to pay, Merit based promotions.

**Reward and Compensation Strategies:** Performance based pay, Skill based pay - Team based pay, Broad banding Profit sharing, Executive compensation, Variable pay

**UNIT-IV(15 Hrs)**

**Retrenchment strategies:** Downsizing, Voluntary retirement schemes (VRS), HR Outsourcing, Early retirement plans, Project based employment

**Global HR Strategies:** Improving international Assignments through selections, Training and maintaining international Employees, Developing international Staff and Multinational Teams.

*Relevant case studies related to the topics should be discussed.*

**Suggested Readings**

1. Jeffery Mello, 'Strategic HRM' Thompson publication, New Delhi
2. Charles Greer, 'Strategic HRM', Pearson Education Asia , New Delhi
3. Michael Armstrong, Strategic HRM- Agarwal, Oxford University Press, New Delhi
4. Garry Desseler, 'Human Resource Management', PHI, New Delhi

**CROSS CULTURE MANAGEMENT**

**Subject Code: MBADD2-323**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The aim of this subject is:**

1. To introduce the key concepts and main theoretical frameworks of culture.
2. To infuse knowledge about how cultural differences may impact the management of individuals, teams, and organizations.
3. To introduce effective human resource management practice in multinational organizations.
4. To develop the students' cultural intelligence.

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Demonstrate relevant knowledge, skills, and abilities when presented with cross-cultural management problems in multinational organizations.
2. Demonstrate understanding and respect for culture difference.
3. Apply theoretical frameworks in analysing culture and related management problems.
4. Provide critical and creative solutions for cross-cultural management problems.

**UNIT-I (15 Hrs)**

**Introduction to Cross Cultural Management:** Significance of Culture for International Management, Culture dimensions, impact of cross culture on organizations, role of culture in Strategic Decision- Making. Influence of National Culture on Organizational Culture. Comparing Culture: Cultural and Behavioural Differences in different countries, various models for comparing cultural- Hofstede. GLOBE, Kluchohm& Stood beck.

**UNIT-II (15 Hrs)**

**Shift in Culture:** Culture as a Factor in a People's Response to Change, Significance of Shift in Culture, Economic Factors and Shifts in National Culture, Foreign Intervention and influence on shifts in Local Cultures. **Cross- Cultural Communication:** Role of Effective Communication for International and Cross Cultural Management and in The Field of International Marketing, Cross, Cultural Verbal, Non-Verbal Communication Across Cultures, Managing Culture, Specific Perception, Responding the Demographic Change.

**UNIT- III (15 Hrs)**

**Cross Cultural Human Resources Management –** Staffing and Training for Global Operations Global Staffing Choices, Expatriates or Local Managers, Dynamics of Cross-Cultural Leadership, Managing and Motivating Multi Culture Teams.

**Cross - Cultural Negotiation & Decision Making:** Culture and Dispute, Resolution of Conflicts and Disputes in Cross Culture Context, Negotiations Across Culture, Cross, Culture Negotiation Process with Two Illustrations from Multi Cultural Context {India-Europe / India –US setting, for instance }

**UNIT- IV (15 Hrs)**

**Cross-culture Ethics:** Ethics Values across Cultures and Ethics dilemma, Contemporary issues in Cross culture ethics, Overview of Culture and Management in Asia (India, China and Japan), US and Europe.

*Relevant case studies related to the topics should be discussed.*

**Suggested Readings**

1. Deresky Helen 'International Management: Managing Across Borders and Cultural', Prentice Hall India.
2. Cashby Franklin, 'Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company into a High- Performance Organization, Prentice Hall India.
3. P.L. Rao, 'International Human Resource Management', Excel Books.

**MANPOWER PLANNING, RECRUITMENT AND SELECTION**

**Subject Code: MBADD2-324**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this course is:**

1. To learn about the importance of manpower planning specially in today's dynamic environment with emphasis on effective recruitment and selection.
2. To understand the process of Recruitment, Training and Development.
3. To understand various methods of selection.

**Course outcome**

**After completion of the course students will be able to:**

1. Review the current manpower resources, forecasting future requirements
2. Various strategies of recruitment and selection of manpower in the organization
3. Map complex managerial aspect arise due to ground realities of the manpower.
4. Understand various ethical issues related to recruitment and forecasting of manpower in company

**UNIT- I (15 Hrs)**

**Strategic staffing-HR planning process;** Macro level scenario of manpower planning, setting up of objectives, organizing planning concept, process of manpower planning. Demand and Supply Forecasting; analyzing Jobs and Work; Types of Employment, Job analysis and description-competency mapping -procedures and steps, methods of data collection for mapping, developing competency models from raw data,

**UNIT – II (15 Hrs)**

**The Recruitment Process;** Advertising for Recruitment; Issues in Recruitment; Screening Applications; Measuring and Interpreting Individual Differences; Creating Psychometric Tests, Validation of Measurement; Using Psychometric Tests. New Tools for Recruitment, online recruitment; employee referrals; recruitment process outsourcing, head hunting.

**UNIT – III (15 Hrs)**

**Managerial Selection;** selection process, testing for selection of employees, use of psychological test, Conducting Interviews, Types of Interviews, interviewing skills, Group Discussions; Decision Making for Selection; errors in selection.

**UNIT – IV (15 Hrs)**

**Recruitment and Selection:** Linking with other HRM Systems; Selecting Expatriates; Use of Technology in Recruitment and Selection; Communicating the Decision; Induction and Socialization; Internal Selection; Designing Systems, Administering and Evaluating the system; Ethical Issues; Present Trends in Recruitment and Selection. Employer branding

*Relevant Case Studies should be discussed in class.*

**Suggested Readings**

1. Dessler Gary & V. Biju, 'Human Resource Management', Pearson Education.
2. Roberts. Gareth, 'Recruitment & Selection- A Competency Approach', Chartered Institute of Personnel & Development, London.
3. Jon Billsberry, 'Experiencing Recruitment & Selection', Wiley Publications.
4. Dominic Cooper, Robertson T. Ivan & Tinline Gordon, 'Recruitment & Selection – A Framework for Success', Thomson Publications, London

**TEAM DYNAMICS AT WORK**

**Subject Code: MBADD2-325**

**L T P C**

**Duration: 60 Hrs.**

**4 0 0 4**

**Course Objectives**

**The aim of this course is:**

1. To make students understand how to manage people and Leadership strategies at work.
2. To understand group development to achieve team goals.
3. To learn various Leadership styles.

**Course Outcomes**

**After completion of the course students will be able to:**

1. Explain the concepts and contributors to employee relations between individuals and teams
2. Apply effective communication skills to solve the issues between groups
3. Demonstrate the leadership skills to solve various manpower issues in the company
4. Apply various strategies for enhancing effectiveness in teamwork

**UNIT-I (15 Hrs.)**

**Team Management:** Team composition, formation, and development. Team Performance and Motivation. Team Conflict and conflict resolution in teams, Team Decision Making. Performance at Work; Work Planning and Organization. Responsible Management of People at Work.

**UNIT-II (15 Hrs.)**

**Interactive Communication Skills:** Discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building, team morale, competitive vs collaborative behavior, developing collaboration.

**UNIT-III (15 Hrs.)**

**Leadership:** Types and Importance of Leadership, Role of Leadership in Creating a High Performance Work Culture, Empowerment and Delegation; Interactive Problem-Solving and Leadership.

**UNIT-IV (15 Hrs.)**

**Experiential learning methodologies:** T- group sensitivity training, encounter groups, appreciative enquiry, discovering the interpersonal orientation through FIRO-B.

**Relevant case studies related to the topics should be discussed.**

**Suggested Readings**

1. Andrew J. DuBrin, 'Leadership Principles', Cengage Course, India.
2. Halder U. Kumar, 'Leadership and Team Building', Oxford University Press.
3. Lussier Achua, 'Effective Leadership', Cengage Course.
4. Richard. L. Draft, 'Leadership', Cengage Course.

**NEGOTIATION MANAGEMENT**

**Subject Code: MBADD2-326**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this course is:**

1. To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations to help in managing unions effectively.
2. To understand the need for developing negotiation skills and various cultural negotiations.
3. To understand conflict management

**Course Outcomes**

**After completion of the course students will be able to:**

1. Understand the process and strategies of negotiation
2. Analyze the effect of external environment on negotiation
3. Impart skills in doing effective negotiations to solve issues between groups and management
4. Analyze various issues of Conflicts and develop solutions through various conflict management techniques

**UNIT- I (15 Hrs.)**

**The Negotiation Process – Gaining leverage through power & persuasion:** Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness.

**UNIT- II (15 Hrs.)**

**Negotiation Skills for Effectiveness:** Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, Impasse and Alternative Dispute Resolution (ADR), What causes Impasse and Intractable Negotiations, characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators.

**UNIT- III (15 Hrs.)**

**The influence of culture and gender on negotiations:** Understanding cultural differences in negotiation; Hofstede's Cultural Dimensions, GLOBE study on cultural dimensions, Gender issues in negotiations; role of cross-cultural differences in Negotiations; Seven pillars to negotiational wisdom. International Negotiations, Best practices in negotiations.

**UNIT- IV (15 Hrs.)**

**Conflict Management:** Meaning and Source of Conflict, Types of conflict, patterns, levels, and; traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict Process, Management of conflict – Resolution & Stimulation Techniques, Dual Concern Model of Conflict Resolution

**Course Outcome:** Understanding the central concepts of negotiation and conflict and providing experience in the negotiation and conflict management process. Developing negotiating skills and confidence in a variety of contexts in students.

**References Books**

1. Carrell. R. Michael &Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 2008
2. Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, Mc Graw Hill, 5th Edn.**2011**.
3. Cohen, S. Negotiating Skills for Managers. McGraw Hill Professional
4. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Tata Mc Graw Hill.

**DATA MINING FOR BUSINESS DECISIONS**

**Subject Code: MBADD3-321**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The aim of this subject is:**

1. To cover powerful data mining techniques including clustering, association rules, and classification.
2. To teach high volume data processing mechanisms by building warehouse schemas such as snowflake, and star. OLAP query retrieval techniques are also introduced.
3. To enable the students to apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.

### Course Outcomes

After the completion of the course students will be able to:

1. Gain the knowledge of basic concepts of Data Warehouse and Data Mining techniques.
2. Understand various business ethic issues in application of latest IT technologies.
3. Explore interesting patterns, analyze supervised and unsupervised models and estimate the accuracy of the algorithms
4. Synchronization of IT tools with E-business models

#### UNIT-I (13 Hrs)

Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Global issues

#### UNIT-II (16 Hrs)

**Data Mining Techniques:** Introduction, Statistical Perspective on Data Mining, Statistics-need, Similarity Measures, Decision Tree-Illustrations, Neural Network, Neural Network versus Conventional Computers, Kohonen's Self-Organizing Maps, Genetic Algorithms

#### UNIT-III (15 Hrs)

**Introduction to Data Warehousing:** Introduction, Data Warehousing, Advantages and Disadvantages of Data Warehousing, Data Mart, Aspects of Data Mart, Online Analytical Processing, Characteristics of OLAP, OLAP Tools, OLAP Data Modelling, OLAP Tools and the Internet, Difference between OLAP and OLTP, Multidimensional Data Model, Data Modelling using Star Schema

#### UNIT-IV (16 Hrs)

**Different Ways of Data Warehousing:** Introduction, Types of Business Models, B2B Business Intelligence Model, Electronic Data Interchange & E-Commerce Models, Advantages of E-Commerce for B2B Businesses, Systems for Improving B2B E-Commerce, B2C Business Intelligence Model, Need & Types of B2C model in Data warehousing

**Data Extraction:** Introduction, Data Extraction, Role of ETL process, Importance of source identification, Various data extraction techniques, Logical extraction methods, Physical extraction methods, Change data capture

*Note: Relevant Case Studies should be discussed in class.*

#### Suggested Readings

1. Nisbet, R., Elder, J., & Miner, G. Handbook of statistical analysis and data mining 2009 techniques. New Delhi: Academic Press 2009
2. Efram G Mallach, 'Decision Support and Data Warehouse Systems', Tata McGraw-Hill, New Delhi, 2003.
3. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi, 2003

### DATABASE MANAGEMENT SYSTEMS

Subject Code: MBADD3-322

L T P C

Duration: 60 Hrs.

4 0 0 4

#### Course Objectives

The aim of the subject is:

1. To provide introduction to database systems and various models.
2. To provide introduction to relational model and SQL
3. To understand about Query processing and Transaction Processing.
4. To learn the concept of failure recovery and concurrency control

### Course Outcomes

**After Completion of this course, students will be able to:**

1. Understand advanced database concepts and technologies.
2. Comprehend database system concept and architecture and implement PL/SQL
3. Apply query processing and transaction control
4. Define object oriented, relational, distributed databases.

#### UNIT- I (15 Hrs.)

**Database Management System:** Introduction, Purpose, Applications, View of data, relational databases, database architecture, transaction management, The importance of datamodels, Basic building blocks, Business rules, The evolution of data models, Degrees of data abstraction.

#### UNIT-II (15 Hrs.)

**ER Model:** Overview, ER-Model, Constraints, ER-Diagrams, ERD Issues, weak entity sets, Codd's rules, Relational Schemas, Introduction to UML Relational database model: Logical view of data, keys, integrity rules.

**Relational Database Design:** features of good relational database design, atomic domain and Normalization (1NF, 2NF, 3NF, BCNF).

#### UNIT-III (15 Hrs)

**Constraints:** Definition, Types of constraints, Integrity constraints

**Views:** Introduction, Data independence, security, updates on views, comparison between tables and views

**SQL:** Introduction, Data definition, aggregate function, Null Values, nested sub queries, Joined relations. Triggers. Functions - Arithmetic functions, Character functions, Date functions, and Group functions. SET Operators - Union, Intersect, Minus

#### UNIT-IV (15 Hrs.)

**PL/SQL Concepts:** Cursors, Stored Procedures, Stored Function, Database Triggers

**Transaction Management:** Transaction concepts, properties of transactions, serializability of transactions, testing for serializability, System recovery, Two- Phase Commit protocol, Recovery and Atomicity, Log-based recovery, concurrent executions of transactions and related problems, Locking mechanism, solution to concurrency related problems, deadlock, two-phase locking protocol, Isolation, Intent locking

#### Suggested Readings

1. Bipin C. Desai, 'An Introduction to Database System', 3rd Edn. Galgotia Publications Private Ltd, 2012.
2. Ivan Bayross, 'SQL, PL/SQL The Programming Language of ORACLE', 2nd Edn., BPB Publication, 2003.
3. Henry F. Korth, 'Database Systems Concepts', 5th Edn., McGraw Hill Inc, 2005.
4. Ramez Elmasri and Shamkant B. Navathe, 'Fundamentals of Database Systems', 4th Edn., Pearson Publication, 2003
5. A Silberschatz, H Korth, S Sudarshan, 'Database System and Concepts', 5<sup>th</sup> Edn. McGraw-Hill

**SYSTEM ANALYSIS AND DESIGN**

**Subject Code: MBADD3-323**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of the subject is:**

1. To familiarize the students with System Development concepts.
2. To familiarize the students with system development life cycle, system project planning, system design & testing fundamentals.

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Analyze algorithms and to determine real time efficiency class.
2. Ability to apply and implement learned design techniques and data structures to solve problems.
3. Develop planning for analyzing system-based issue
4. Apply techniques to project management and finance related issues

**UNIT-I (15 Hrs)**

**System Definition and Concepts:** General Theory systems, Manual and automated systems, Real time business sub systems, System environment and Boundaries, Real time system and distributed systems, Basic principles of successful systems, *Approach to system development:* Structured System Analysis and Design, Prototype, Joint Application Development, Role and Need of Systems Analyst Qualifications and responsibilities.

**UNIT-II (15 Hrs)**

**Systems Development Life Cycle (SDLC) and Various phases of SDLC:** Study Analysis, Design, Development, Implementation, Maintenance; **Documentation:** Principles of Systems Documentation, Types of documentation and their importance **Data and fact gathering techniques:** Interviews, Group Communication -Questionnaires; **Assessing Project Feasibility:** Technical, Operational, Economic, Cost Benefits Analysis, Module specifications, Top-down and bottom-up design. Module coupling and cohesion, Structure Charts.

**UNIT-III (15 Hrs)**

**System Design and Modeling:** Process Modeling, Logical and physical design **Conceptual Data Modeling:** Entity /Relationship Analysis, Entity-Relationship Modeling, ERDs and DFDs, Structured English, Decision Tree, Table.

**UNIT-IV (15 Hrs)**

**Planning Considerations:** Conversion methods, procedures and controls, System acceptance criteria, System Evaluation and Performance, Testing and Validation,

*Relevant case studies related to the topics should be discussed.*

**Suggested Readings:**

1. Hoffer J. A, George J.F, Valacich J.S. and Panigrahi P.K, 'Modern Systems Analysis and Design', 6<sup>th</sup> Edition, Pearson Education, 2011.
2. Alan Dennis, David Tegarden and B. H. Wixom, 'Systems Analysis and Design', 1<sup>st</sup> Edition, John Wiley & Sons, Inc, 2001.
3. Jeffrey L. Whitten, Lonnie D. Bentley and Kevin C. Dittman, 'Systems Analysis and Design Methods', 5<sup>th</sup> Edition, Tata McGraw-Hill, 2000.
4. Kendall & Kendall, 'Systems Analysis and Design', 4<sup>th</sup> Edition, Prentice Hall, 1998.

**ENTERPRISE RESOURCE PLANNING**

**Subject Code: MBADD3-324**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To have a deep understanding of different business modules of an organization.
2. To have a basic understanding of applications of ERP and various ERP software's.
3. To provide insights of necessary strategies of resource planning of an organization.

**Course Outcomes**

**After completion of this course, students will be able to**

1. Understand the scope of ERP, data models, Client/Server architecture and identify all components in an ERP system and the relationships among the components.
2. Understand the technologies related to ERP and the phases of ERP.
3. Implement the domain of ERP to resolve business issues
4. Understand the application of EDI across various business domains

**UNIT-I (15 Hrs)**

**Introduction:**An Overview, Reasons for Growth of ERP, Problem areas in ERP implementations, The future of ERP, Characteristics and features of ERP, Benefits of ERP.

**Enterprise Modelling and Integration for ERP:**Enterprise-An overview, Integrated Management Information, Business modelling, Integrated Data Model, Role of Common/Shared Enterprise Database, Generic Model of ERP System, Client/Server Architecture and Enterprise – wide Computing, Characteristics of client/Server Architecture, Different Components of ERP Client/Server Architecture.

**UNIT-II (15 Hrs)**

**ERP And related Technologies:**BPR(Business Process reengineering), Definition, BPR – The different phases, Enterprise Redesign Principles, BPR and IT,

**Data Warehousing:**Data Warehouse Components, Structure and Uses of Data Warehouse, Data Mining, Advantages and Technologies Used In Data Mining, OLAP, Supply Chain Management, Definition, Stevan's Model, Benefits, ERP Vs SCM, CRM.

**UNIT-III (15 Hrs)**

**ERP Implementation:**Evolution of ERP, Evolution of Packaged Software Solutions, The Obstacles in ERP implementation, ERP Implementation Lifecycle (Different Phases), Implementation Methodology, ERP Implementation-The Hidden Costs, In-house Implementation-Pros and Cons, Vendors and role of vendors for ERP, Consultants and role of consultants for ERP.

**UNIT – IV (15 Hrs)**

**Technologies in ERP System:**Electronic Data Interchange(EDI), Use of EDI, Evolution of EDI, Benefits of the EDI, EDI Standards, EDI Services, EDI Components.

**The ERP Domain:**Vendors in the ERP Market, SAP's Markets, SAP Architecture and Integration, Scalability of SAP, SAP Business Structure, Common SAP Installation, SAP R/3 System, SAP Tools, Pepole Soft, Jd Edwards, Oracle.

**Relevant case studies related to the topics should be discussed.**

**Suggested Readings**

1. Alexis Leon, 'ERP Demystified', 3<sup>rd</sup> Edition, McGraw-Hill, 2014.
2. S. Sadagopan, 'ERP: A Managerial Perspective', 1<sup>st</sup> Edition, McGraw-Hill, 1999

**SOFTWARE PROJECT MANAGEMENT**

**Subject Code: MBADD3-325**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is**

1. To create an understanding on methodologies, tools, techniques, metrics, quality and risk issues in software project management.
2. To provide an in-depth knowledge of software project management and project planning. It also covers the Step Wise framework in project planning.
3. To apply the basics of Software Project Management in order to manage and deliver qualified product and plan the activities within time schedules with CPM and PERT Analysis.

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Manage the quality of product and managing the risk involved managing team and measuring and tracking the planning.
2. Handle offshore projects effectively
3. Develop teams for effective execution of teams
4. Identify various business related risk issue from software development

**UNIT I (15 Hrs)**

**SPM concepts:** Definition – components of SPM – challenges and opportunities – tools and techniques – managing human resource and technical resource – costing and pricing of projects – training and development – project management techniques.

**UNIT II (15 Hrs)**

**Software Measurements:** Monitoring & measurement of SW development – cost, size and time metrics – methods and tools for metrics – issues of metrics in multiple projects.

**UNIT III (15 Hrs)**

**Software Quality:** Quality in SW development – quality assurance – quality standards and certifications – the process and issues in obtaining certifications – the benefits and implications for the organization and its customers – change management.

**UNIT IV (15 Hrs)**

**Risk Issues:** The risk issues in SW development and implementation – identification of risks – resolving and avoiding risks – tools and methods for identifying risk management.

**Offshore Projects:** Projects – off-shore development issues – managing human resources – pricing and payments across countries – remote development and implementation.

**Suggested Readings**

1. Richard H.Thayer (Edited), Software Engineering Project Management, IEEE, 2<sup>nd</sup>Edn. John Wiley & Sons,
2. Royce, Walker, Software Project Management, Pearson Education, 2002.
3. Kelker, S. A, Software Project Management, Prentice Hall,2003

**SOFTWARE ENGINEERING**

**Subject Code: MBADD3-326**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To enable the students to learn the principles and methodologies followed to develop a good software.
2. Understand the concepts and methods required for the construction of large software systems.
3. It aims to develop a broad understanding of the discipline of software engineering.

### Course Outcomes

**After completion of this course, students will be able to:**

1. Study how software engineering principles evolve and to analyze the various software models that can be followed to develop a software.
2. Understand the software analysis and design step of software development.
3. Understand coding, testing and reliability of a software.
4. Highlight the various management activities and related terms of a software.

#### UNIT-I (15 Hrs)

**System Concept:** Definitions, Sub-systems, Modules, Software Engineering Goals, Software Process Models: Waterfall, Prototyping, Spiral, Communication skills for Software Engineer/Analyst, Software requirements, Software requirements specifications (SRS), Components of SRS.

#### UNIT-II (15 Hrs)

**Systems Development Life Cycle:** Feasibility Study, Requirements Capture, Detailed Systems Analysis, Systems Design, Testing, On-site Implementation and Maintenance. System Analysis: Principles of Structured Analysis, DFD, E-R-diagram, Data Dictionary, Cost estimation models, COCOMO model, Risk in estimation.

#### UNIT-III (15 Hrs)

**Software Design:** Objectives, Principles, Concepts, Design Process, Design Methodologies, Structured design, Modular design, Object oriented design, User-interface design: Menu, Screen and Report Layout Designing, The Mode/Style of interaction between the system and the user.

#### UNIT – IV (15 Hrs)

**Testing Fundamentals:** Objectives, Principles, Testability, Test Cases, White Box & black box Testing, Testing Strategies: Verification & Validation, Unit Test, Integration Testing, Validation Testing, System Testing. Introduction to Computer Aided Software Engineering (CASE), Types of Data Processing - Batch, On-line and Real Time Processing.

### Suggested Readings

1. Roger Pressman, 'Software Engineering Practitioner's Approach', 6<sup>th</sup> Edition, McGraw-Hill, 2014.
2. Pankaj Jalote, 'An Integrated Approach to Software Engineering', 3<sup>rd</sup> Edition, Narosa, 2005.
3. Kenneth D. Shere, 'Software Engineering Management', Prentice Hall, 1987.
4. Rajib Mall, 'Fundamentals of Software Engineering', 4<sup>th</sup> Edition, PHI, 2014.

## CONSUMER BEHAVIOUR

**Subject Code: MBADD4-321**

**L T P C  
4 0 0 4**

**Duration:60 Hrs**

### Course Objective

**The aim of this subject is:**

1. To understand the various factors effecting consumer behaviour and to understand the process of consumer buying.
2. To understand the principal factors that influence consumers as individuals and decision makers.
3. To understand buying behaviour of consumers in relation to human psychology.

### Course Outcome

**After successfully completion of this course, students will be able to:**

1. Understand the theories of consumer behaviour and perception
2. Identification of issues and finding the solutions in market segmentations
3. Use appropriate techniques to understand the behaviour of consumer
4. Comprehend the effect of society and culture on decision making

#### UNIT-I (14 Hrs)

Introduction to Consumer Behaviour: **Consumer Behavior:** Scope, Importance and Interdisciplinary nature, Strategic Applications, **Research in Consumer Behaviour:** Need, Scope, Types, Research Process, Application of Research in Consumer Behaviour, **Market Segmentation:** Meaning and Bases of Segmentation, Criteria for Effective Targeting, Implementing Segmentation Strategies

#### UNIT-II (16 Hrs)

Individual Determinants of Consumer Behaviour: **Motivation:** Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, **Personality:** Theories, Product Personality, Self, Self image, Vanity, **Consumer Perception:** Concept and Elements of Perception, Dynamics of perception, Consumer Imagery, Perceived Risk, **Consumer Learning:** Elements of learning, Behavioural and Cognitive Learning Theories, **Consumer Attitude:** Functions of Attitude, **Attitude Theories:** Tri component, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies, Designing persuasive communications

#### UNIT-III (14 Hrs)

External Influences on Consumer Behaviour: **Group behaviour:** Meaning and Types of group, Influence of Reference Groups, group appeals, **Family:** Functions of family, Family Decision Making, Family Life Cycle, **Culture:** Values and Norms, Characteristics and Affect on Consumer Behaviour, Types of Sub Culture, Cross Cultural Consumer, **Social Class:** Categories, Measurement and Applications of Social Class

#### UNIT-IV (16 Hrs)

**Consumer Decision Making Process:** Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion Leadership And Firm's Promotional Strategy, Diffusion of Innovations: Diffusion Process, Adoption Process, Profile of Consumer Innovator, **Introduction to Consumer Decision Making:** Levels, Decision Making Process- Pre-Purchase, Purchase and Post Purchase Process, Models of Consumer Decision-Making

*Note: Relevant Case Studies should be discussed in class.*

#### Suggested Readings

1. L G Schiffman and L L Kanuk, 'Consumer Behavior', Pearson Education
2. D Loudon and D. Bitta, 'Consumer Behaviour', Tata McGraw Hill
3. H Assael, 'Consumer Behaviour in Action', Cengage Learning
4. R.D. Blackwell, P.W. Miniard and J.F. Engel, 'Consumer Behaviour', Cengage Learning
5. S Batra and S Kazmi, 'Consumer Behaviour', Excel Books

**SALES AND DISTRIBUTION MANAGEMENT**

**Subject Code: MBADD4-322**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.
2. To provide customer centric approach to sales and distribution function.
3. To plan and implementation of effective sales strategy for organizations.
4. To understand role and responsibilities of sales manager.

**Course Outcome**

**After completing of this course, students will be able to:**

1. Learn the designing and implementation of distribution channel strategy.
2. Gain knowledge about various ranges of tools available for marketing communication.
3. Analyze various distribution channels and their implementation in business
4. Manage the sales force and its budget analysis

**UNIT-I (12 Hrs)**

**Sales Management:** Scope, Importance, Objectives, Selling Process, Personal Selling Objectives, Determining Sales Related Marketing Policies, Sales Organization Structures: Types of Sales Organization Structure, Relationship of Sales Department with other Departments, Distributive Network Relations.

**UNIT-II (15 Hrs)**

**Sales Force Management:** Recruiting and Selecting Sales Personnel, Training Sales Force Motivating Sales Personnel, Compensating Sales Personnel, Managing Expenses of Sales Personnel, Staff Meeting and Sales Contests, **Controlling the Sales Force:** Sales Budget, Sales Quotas, Sales Territories, Sales Control and Cost Analysis.

**UNIT-III (18 Hrs)**

**Distribution Planning and Control:** Functions of Intermediaries; Types and Role of Channel, Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection of Channel Partner, Motivation, Control And Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian Context.

**UNIT-IV (15 Hrs)**

**Distribution System and Logistics:** Physical Distribution System – Objectives Present Need, Concept, Significance and Decision Areas; Customer Service Goals; Logistics Planning; An Overview of Transportation, Warehousing, Inventory Decisions, Reverse Logistics, Vendor Evaluation, Supplier Service Policy (SSP), Purchase Order Processing; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Role of IT in Distribution, Performance Measurement and Controls in Supply Chain Management

**Relevant case studies related to the topics should be discussed.**

**Suggested Readings**

1. Cundiff, Govoni & Still, 'Sales Management', Prentice Hall India.
2. Mark W. Johnston & Greg W. Marshall, 'Sales Force Management', Tata McGraw-Hill
3. Gupta, S L, 'Sales and Distribution Management', Excel Books.
4. T.K. Panda and S. Sahadev, 'Sales and Distribution Management', Oxford University
5. K.K. Havaldar and V.M. Cavale, 'Sales and Distribution Management', Tata McGraw Hill.
6. S.A. Chunawalla, 'Sales and Distribution Management', Himalaya Publishing House.

**RURAL MARKETING**

**Subject Code – MBADD4-323**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

1. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
2. To familiarize with the special problems related to sales in rural markets.
3. To Train and explore the possibilities and potential of rural marketing.

**Course Outcome**

**After completing of this course, students will be able to:**

1. Analyze marketing opportunities consumer trends and patterns for better development of marketing strategies.
2. Help understand the working of rural marketing institutions.
3. Apply environment scanning for rural marketing
4. Decode Problems and find solutions in emerging issues in rural marketing.

**Unit I (15 Hrs)**

Rural Marketing: Introduction, Concept, Nature, scope and Significance of Rural Marketing, Factors contributing to Growth of rural markets, Components and classification of Rural markets, Rural Market VS Urban Market. Environmental factors.

**Unit II (15 Hrs)**

**Rural Consumers:** Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets. Segmentation, Targeting & Positioning for rural market, Market forces, components of different Product Strategies

**Unit III (15 Hrs)**

**Pricing strategy,** pricing policies, innovative pricing methods for rural markets, **Promotion strategy,** appropriate media, Profiling target audience Designing right promotion mix, promotional campaigns  
**Distribution Strategies** for Rural Consumers, Selection of appropriate channels - New approaches to reach out rural markets – Electronic Choupal applications.

**Unit IV (15 Hrs)**

**Agricultural Marketing:** Concept, Nature and Types of Agriculture produce, concept and types of Agricultural Markets, Marketing channels, Methods of Sales, Market functions.  
**Issues in Rural Marketing:** Rural Consumer behaviour, features, factors influencing, Lifestyle of rural consumer, FMCG sector in Rural India, concept and classification of consumer goods, Marketing Channels for FMCG.

*Relevant case studies related to the topics should be discussed.*

**Suggested Readings**

1. Balaram Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2008
2. A.K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publishers, 2007
3. CSG Krishnamacharylu & Laitha Ramakrishna, - Rural Marketing, Pearson Education Asia, 2009
4. Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi

**ADVERTISING MANAGEMENT**

**Subject Code: MBADD4-324**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objective**

**The aim of this subject is:**

1. To develop understanding about marketing communication tools and implement them in designing Advertisement strategies.
2. To help understand the working of rural marketing institutions.
3. Understanding how the role of manager impacts the success of advertising industry.

**Course Outcome**

**After completion of this course, students will be able to:**

1. Develop creative solutions through applying relevant advertising and marketing principles.
2. Provide an understanding of how consumers make decisions.
3. Develop creative solutions through applying relevant advertising and marketing principles.
4. To select best communication channel as per budget and legal framework

**UNIT-I (15 Hrs)**

Meaning, Nature, Scope and Classification, Key Players in Advertising, Role of Advertising and its Importance, Surrogate Advertising, Puffery in Advertising, Advertising's Role in Marketing Mix, Integrated Marketing Communication, AIDA Model, Laivdige – Stenier Model of Communication, Setting Goals and Advertising Objectives, Concept of DAGMAR in Setting Objectives, Role of Advertising in India's Economic Development, Ethics in Advertising, Social, Economic and Legal Aspects of Advertising.

**UNIT-II (15 Hrs)**

**How Advertising Works:** Perception, Cognition, Affect, Association, Persuasion, Behaviour, Associating Feeling with Brands, Use of Research in Advertising Planning, Advertising Media; Industry Structure, Functions, Advantages, Disadvantages of Print, Television, Radio, Internet, Outdoor, Basic Concept of Media Planning, Media Selection, Media Scheduling Strategy, Setting Media Budgets.

**UNIT- III (15 Hrs)**

Planning and Managing Creative Strategies, Creative Approaches, Building Advertising Program: Message, Theme, Advertising Appeals, Art of Copywriting, Guidelines For Copywriting, Copywriting for Print, Audio, TV and Outdoor Media, Advertising Layout: How to Design And Produce Advertisements, Advertising Budget: Nature And Methods of Advertising Appropriation.

**UNIT-IV (15 Hrs)**

Measuring Advertising Effectiveness: Stages of Evaluations and Various Types of Testing- Pre and Post Testing, Advertising, Advertising Agencies: History, Role, Importance, Organizational Structure, Functions, Selection of Agency, Client Agency Relationship, Compensation Strategies.

***Relevant Case Studies relevant to the topics should be discussed in class.***

**Suggested Readings**

1. G.E. Belch& Belch, 'Advertising and Promotion', Tata McGraw Hill.
2. W. Well, J Burnet and S Moriarty, 'Advertising: Principles & Practice', Pearson Education
3. T O' Guinn, and C Allen, 'Advertising Management with Integrated Brand Promotion', Cengage Learning
4. D A Aaker, Myers and Batra, 'Advertising Management', Pearson Education
5. S. A. Chunawalla, 'Foundation of Advertisement Theory and Practices', Himalaya Publications

**INDUSTRIAL MARKETING**

**Subject Code – MBADD4-325**

**L T P C**

**Duration –60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To help the learner to distinguish between consumer marketing and industrial marketing.
2. To understand the nuances of industrial marketing.
3. To examine importance of industrial marketing on nation's economy.

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Learn to formulate industrial marketing strategies and also design industrial marketing mix elements.
2. Learn to develop competent management professionals with strong ethical values and capable of assuming a pivotal role in various sectors of the Indian Economy.
3. Develop pro-active thinking to perform effectively in the dynamic social, economic and business eco-system.
4. Understand the pricing decision to industrial products

**Unit I (15 Hrs)**

**Introduction to Industrial Markets:** Industrial Marketing System, Concepts and Characteristics, Types of Industrial Markets - Industrial goods demand and product characteristics market levels and product types, the industrial customer, buyer motives business and institutional buyers

**Organisational Buying:** Buying Roles, The Buy Grid Model, The Organizational Buying Decision Process, Buying Centers Value analysis & Vendor analysis.

**Unit II (15 Hrs)**

**Industrial market segmentation:** bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product.

**Industrial Product Decisions:** Industrial Product Life Cycle, Industrial Product Mix determinants viz. technology, competition, operating capacity, shift in location of customers, government controls, changes in level of business activity

**Unit III (15 Hrs)**

**The distribution channel component:** Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Physical Distribution decisions, Channel Management,

**Pricing for Industrial Products:** Pricing Objectives - Price Decision Analysis, Breakeven analysis, Net pricing, Discount pricing, Trade discounts, Geographic pricing, factory pricing, freight allowance pricing, Terms of Sale, Outright purchase, Hire-purchase, Leasing.

**Unit IV (15 Hrs)**

**Promotion for Industrial products:** Supporting salesman, Motivating distributors, Stimulating primary demand, Sales appeal, Publicity & sponsorships, Trade shows, exhibits, Catalogs, Samples, Promotional letters, Promotional novelties

**Relevant Case Studies relevant to the topics should be discussed in class.**

**Suggested Readings**

1. Hawaldar, K. Krishna, Industrial Marketing, TataMcgraw-Hill Publishing Company Limited, New Delhi, 2008
2. Milind T. Phadtare, Industrial Marketing, Prentice Hall of India Pvt. Ltd, New Delhi, 2008
3. Michael D HauttAndThomas W Speh, Industrial Marketing Management, TheDyden Press.
4. Peter M. Chisnall, Strategic Industrial Marketing; Prentice-Hall International
5. Robert R. Reeder, Briety&Betty H. Reeder, Industrial Marketing, Prentice Hall of India Pvt. Ltd, New Delhi, 2008

**DIGITAL AND SOCIAL MEDIA MARKETING**

**Subject Code – MBADD4-326**

**L T P C**

**Duration –60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To provide students with the knowledge about business advantages of the digital marketing and its importance for marketing success.
2. To develop a digital marketing plan.
3. To explore and develop social media marketing initiatives that are designed to meet business objectives.

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Identify the importance of the digital marketing for business sustainability
2. Understand various business ethics in digital marketing
3. Apply the digital marketing for communication with customers and other stakeholders
4. Explain latest tools for promoting brand on social media sites

**Unit I (15 Hrs)**

**Digital Marketing:** Introduction and Evolution of digital marketing- advantages of digital medium over other media, Impact of internet on consumer buying behaviour. Ethical and Legal Issues in the field of digital marketing. Creating initial Digital Marketing Plan; SWOT Analysis; Target Group Analysis

**Unit II (15 Hrs)**

Optimization of Web Sites; MS Expression; CRM platform; Budgeting. Ecommerce, -PPC and Online Advertising

**Search Engine Optimisation (SEO):** Introduction, understanding search engines; basics of keyword research; On-page and off-page Search Engine Optimisation

**Unit III (15 Hrs)**

**Search Engine Marketing (SEM):** Introduction to SEM; Google ad-words; keywords; bidding and budget; quality score; creating and optimising campaign. Google Analytics; Content marketing; Affiliate marketing; Email marketing; Mobile marketing

**Unit IV (15 Hrs)**

**Social Media Marketing:** Introduction, meaning; approach to social media; types of social media websites; blogging; social media engagement, using social media for branding and promotion. Marketing on Facebook, LinkedIn, Youtube, Instagram, Pinterest

**Suggested Readings**

1. Seema Gupta, 'Digital Marketing' Tata Mcgraw Hill Publication 2017
2. Charlesworth A., Internet Marketing: A Practical Approach, BH Publications.
3. Chaffey Dave, Internet Marketing: Strategy, Implementation and Practice, Pearson Education.
4. Parkin Godfrey, Digital Marketing: Strategies for Online Success, New Holland Publishers.

**SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

**Subject Code – MBADD5-321**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objective**

**The aim of this course is:**

1. To study primary differences between logistics and supply chain management.
2. To study management components of supply chain management
3. To study tools and techniques useful in implementing supply chain management
4. To make student aware of sources of competitive advantage for firms in recent times

**Course Outcome**

**After completion of this course, students will be able to:**

1. Understand role in an organization and in integrating firms in a supply chain.
2. Learn various practices in SCM & logistics that distinguish successful companies from others.
3. Measure & assess various facets of supply chain performance.
4. Understand the challenges in SCM and its competitive advantages.

**UNIT-I (15 Hrs)**

Supply Chain Management: Introduction, Objectives, Defining Value Chain, Organisation level, Introduction to Supply chain strategy-Demand forecasting Sourcing decisions-Inventory management-Risk management-Packaging-Warehousing

**UNIT-II (15 Hrs)**

Facility location and network design-Distribution management, Supply Chain Relationships, Building a long-term relationship with vendors, Supplier relationship management (SRM), Transportation System, Different Modes of Transportation, Freight Management.

**UNIT-III (15 Hrs)**

Logistics: Introduction, Objectives, Concept of Logistics, Types of logistics, Evolution of Logistics, Role of Logistics in an Economy, Difference between Logistics and Supply Chain Management, fundamentals and planning Green logistics, Reverse logistics, Supply chain sustainability

**UNIT-IV (15 Hrs)**

Concept of Integrated Logistics, Inventory flow, Information flow, Operational Objectives of Integrated Logistics, Barriers to Integration, Organisation structure, Measurement system, Inventory ownership, Information technology, Logistical Performance Cycle.

*Note: Relevant Case Studies should be discussed in class*

**Suggested Readings**

1. K. Shridhara Bhat “Logistics and Supply Chain Management”, Himalaya Publishing house, 2016
2. ‘Logistics and Supply Chain Management’Springer International Publication.
3. R. Chase, R. Shankar, Jacob “Operations and Supply chain management” 2018, Mc-GrawHill.

**OPERATIONS STRATEGY**

**Subject Code –MBADD5-322**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objective**

**The aim of this course is:**

1. To create understanding among students for concepts, process, techniques of product and brand management
2. To gain a competitive advantage in the delivery of products (both goods and services) to customers
3. To organize and acquire resources to deliver its portfolio of products to customers
4. To examine how manufacturing and operations can be used as sources of competitive advantage

**Course Outcome**

**After completion of this course, students will be able to:**

1. Understand a conceptual framework for the linkage between how a firm manages its supply
2. Find new business solutions and strategies for business issues
3. Understand the interaction between supply chain and other organizational functions.
4. Apply latest Techniques of IT for managing the business operations

**UNIT-I (15 Hrs)**

Need for Operations Strategy, Impact of globalization on Operations Management, The Marketing link in the Operations Strategy -Role in competitive advantage, time-based competitiveness and other criteria of success. The sandcone model.

**UNIT-II (15 Hrs)**

Process of designing, analysing and implementing operations' strategies, Strategic management of transformation processes and flow strategies, Strategic choices in layout and capacity planning. Managing innovations and new product and process development strategies

**UNIT-III (15 Hrs)**

Operations Improvement Strategies, Breakthrough vs Continuous, The Direct, Develop and Deploy strategies and the market strategy, Bohn's stages of process matrix, Measures of performance. Process of Operations strategy, sustainable alignment, Methodology of operations strategy formulation

**UNIT-IV (15 Hrs)**

The process of operations strategy formulation, The strategic organizational. methodological, delivery and operational context. Integrated Management Systems, Leveraging IT for strategic management of Operations.

***Relevant Case Studies should be discussed in class***

**Suggested Readings**

1. Brown, S., Lamming, R., Bessant, J., & Jones, P. (2001). Strategic operations management. New Delhi: Butterworth Heinemann.
2. Christensen, C. M., & Rayner, M. E. (2003). The innovator's solution. Boston: Harvard Business School Press.
3. Finch, Byron. (2007). Operations now. (special ed.). McGraw Hill. New Delhi
4. Hill, T. (1998). Manufacturing strategy (2<sup>nd</sup> ed.). Palgrave MacMillan, London
5. Lawson, R. H. (2002). Strategic operations management. Routledge, London

**OPERATIONS RESEARCH APPLICATIONS**

**Subject Code –MBADD5-323**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To understand various research techniques used in operations management are discussed for the attainment of accurate and valid results.
2. To learn the operations research methodologies in manufacturing and information systems
3. To give knowledge about operations research techniques to solve the real problems.
4. To develop insight about determining the best choice using among available alternate resources.

**Course Outcome**

**After completion of this course, students will be able to:**

1. Learn operation research course and get desired result statistically and by using research techniques.
2. Integrate the knowledge domains of the engineering and management
3. Analyze techniques and Information technology will be used to solve various business problems.
4. Apply operations research techniques to solve the manpower related issue

**UNIT-I (15 Hrs)**

Nature and development of operation research, tools of operation research, application of operation research to industrial problems, Decision-making under certainty, uncertainty and risk situations, Branch and bound method scheduling system-single machine.

**UNIT-II (15 Hrs)**

Formulation of linear programming models and its concept, dual linear programming, application of simplex technique to industrial problem. transportation problems; methods for obtaining optimal solution. Flow shop, job shop-vehicle routing problems.

**UNIT-III (15 Hrs)**

**Queuing systems and concepts:** Introduction and scope of game problems in, Mini-max criterion and optimal strategy, resources constrained project scheduling- Bin packing-portfolio optimization, CPM/PERT and solution of simple problems. Two-stage supply chain distribution problem,

**UNIT-IV (15 Hrs)**

**Staff transfers Problem–** Two stage supply chain distribution problem, Review of Basic Operations Research tools, future of operations research applications.

*Relevant Case Studies should be discussed in class*

**Suggested Readings**

1. R. Panneerselvam - Operations Research 2nd Edn, Prentice Hall of India
2. 2. Sharma J K - Operations Research 3rd Edn. Pearson Education.
3. TahaHamdy - Operations Research - An Introduction, 9th Edn. Prentice-Hall,

**PRICING AND REVENUE MANAGEMENT**

**Subject Code –MBADD5-324**

**L T P C**

**Duration – 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this course is:**

1. To cover the topic related to price on products and the revenue management for the better management of all the operations.
2. To study how to manage production capacity, resources and product availability policies.
3. To introduce the practice of revenue management and pricing
4. To emphasis on discussing models and their implementations

**Course Outcome**

**After completion of this course, students will be able to:**

1. Apply customer value-based pricing
2. Use, identify and develop opportunities for revenue optimization in different business domains.
3. Demonstrate the techniques in forecasting demand and enhancing revenue
4. Examine pricing strategies for goods and services in different market settings and for different customers

**UNIT-I (15 Hrs)**

Price Optimization-Pricing Decision-Price Response with Competition-Price Differentiation and Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, factors influencing pricing, general pricing approaches; pricing decisions and strategies, Price Response with Competition

**UNIT-II (15Hrs)**

Introduction to Variable Pricing-Simulation Games, Scenario 2-Dynamic Pricing, Techniques of Work Measurement including Estimating, Stopwatch Time Study, International Pricing Policy, Online pricing strategies

**UNIT-III (15 Hrs)**

Revenue Management, Capacity Allocation Network Management, Pricing Research, Role of IT in Pricing and Revenue Management, Capacity Allocation Network Management, Demand Forecasting-Bid Price Approach-Customized Pricing, Pricing and Revenue Management for Bulk and Spot Contracts.

**UNIT-IV (15 Hrs)**

Revenue Management: Role of Pricing and Revenue Management in a Supply Chain; Pricing and Revenue Management for Multiple Customer Segments; Pricing and Revenue Management for Perishable Assets; Pricing and Revenue Management for Seasonal Demand.

*Relevant Case Studies should be discussed in class*

**Suggested Readings**

1. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, McGraw-Hill/Irwin, New York, 2003.
2. David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, McGraw-Hill/Irwin, New York, 2003.
3. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 2002.

**SUPPLY CHAIN ANALYTICS**

**Subject Code –MBADD5-325**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main aim of this subject is:**

1. Supply chain analytics will provide the detailed overview of various tools for taking supply related decision and an effective outcome.
2. Understand the importance of the basics of Supply Chain Analytics
3. To study the level of uncertainty associated with the supply of products and services to targeted customer
4. How to develop supply chain strategies and logistical capabilities that serve the needs of their customers

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Understand the uses of analytics in the business domains of SCM, demand forecasting etc.
2. Predict level of procurement and distribution with analytics
3. Use the analytics part in an effective manner to increase the business sustainability.
4. Enhance business efficiency with effective location and routing techniques.

**UNIT-I (15 Hrs)**

Problem-driven to Data-driven supply chains. Big data in supply chain. **Analytics techniques in SCM:** Descriptive, Predictive and Prescriptive. **Analytics in demand planning:** Capturing demand data from different sources, Demand prediction models. Price optimization.

**UNIT-II (15 Hrs)**

**Analytics in sourcing and procurement:** In-house or outsource, Logistics and transportation (Inbound), Supply chain contracts, Analytics in sales and operations planning: Differentiated service level to different products and customers, Location of plants, Product line mix at plants, Production planning and scheduling.

**UNIT-III (15 Hrs)**

**Analytics in distribution:** Location of distribution centre, Transportation and distribution planning (Outbound), Inventory policies/order fulfilment at locations, Vehicle routing for deliveries

**UNIT-IV (15 Hrs)**

**Analytics in reverse logistics in traditional and e-commerce firms:** Location of return centres, Reverse distribution plan, Vehicle routing for returns collection, Analytics in supply chain carbon footprint.

*Relevant Case Studies should be discussed in class*

**Suggested Readings**

1. Blokdyk, G. (2018). Supply Chain Big Data Analytics, 2<sup>nd</sup>Edn.
2. Chan, H.K, Subramanian, N., and Abdulrahman, M.D.A. (2017). Supply Chain Management in the Big Data Era. IGI Global.
3. Raman, A & Fisher, M., How Analytics Are Transforming the Supply Chain and Improving Performance, HBS Press, 2010.
4. Feigin, G. (2012). Supply Chain Planning and Analytics. Business Expert Press, LLC, New York.
5. Plenert, G.J. (2014). Supply Chain Optimization through Segmentation and Analytics. Boca Raton: CRC Press.
6. Awad and Ghaziri, Knowledge Management, Prentice Hall of India

**BEHAVIOURAL OPERATIONS MANAGEMENT**

**Subject Code –MBADD5-326**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To create exposure to the students to apply operations research tools in various environments.
2. To provide more insights on dynamic program.
3. To investigate new developments around behavioural components
4. To study relevant behavioural issues and their applications to the existing Operations Management

**Course Outcome**

**After Completion of this course, students will be able to:**

1. Understand make use of operations research tools in the field of operations scheduling and supply chain distributions
2. Analyse the project based of operations management
3. Insights the essentials for the supply chain management and group behaviour
4. Enhance the decision-making ability by using simulation games.

**UNIT-I (15 Hrs)**

Introduction of Behavioural Operations–scope –process and perception – managing and mismanaging process constraints and variability, The role of human behaviour in scheduling, process control.

**UNIT-II (15 Hrs)**

Dynamic pricing in revenue management, envisioning motivation and performance in work design–how to game the system that’s designed to game you back, envisioning motivation and performance in work design, service design and its behavioural implications

**UNIT-III (15 Hrs)**

Inter–temporal choices in project based organizations, impulsiveness and emotions, understanding risk sharing contracts from the supplier’s perspective– group behaviour and insights into simulating real–world dynamics

**UNIT-IV (15 Hrs)**

Competitive supply chain dynamics, behaviour assessment test on conflict management–kicking the mean habit–A chain of hands, behaviour and decision making revealed in business simulation games, behavioural operations in practice and future work

***Relevant Case Studies should be discussed in class***

**Suggested Readings**

1. Elliot Bendoly, Wout Van Wezel, and Daniel G. Bachrach, The Handbook of Behavioral Operations Management, Oxford University Press.
2. Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman, Operations Management: Processes and Supply Chains, 11th Edition, Pearson Publication.
3. R. Dan Reid, and Nada R. Sanders, Operations Management, Binder Ready Version: An integrated Approach, 6th Edition, Wiley Binder Version
4. Jones, Nigel Slack, and Robert Johnston, Pearson Publication, Operations Management, 8th Edition, Alistair Brandon.

**INTRODUCTION TO BUSINESS ANALYTICS AND DATA SCIENCE**

**Subject Code –MBADD6-321**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. Understanding the Role of Business Analyst and Data Science in business.
2. Understanding the basic concept of data management and data mining techniques
3. To understand the basic concept of machine learning To understand the application of business analysis.
4. Understanding the basic concept of Data Science Project Life Cycle.

**Course Outcome**

**After Completion of this course, students will be able to:**

1. Understand the function of business analyst in various business domains.
2. Apply data science in Project Life Cycle
3. Explain the data mining concept and its application with other analytical tools
4. Understand and Analyzing machine learning concept in business domains

**UNIT-I (15 Hrs.)**

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

**UNIT-II (15 Hrs.)**

**Data:** Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification Data Science

**Project Life Cycle:** Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

**UNIT-III (12 Hrs.)**

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

**UNIT-IV (18 Hrs.)**

**Introduction to Machine Learning:** History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems. Application of Business Analytics

**Suggested Readings**

1. BhimasankaramPochiraju, SridharSeshadri, 'Essentials of Business Analytics: An Introduction to the methodology and its application', Springer
2. Sahil Raj, 'Business Analytics', Cengage Learning
3. Andreas C. Müller, Sarah Guido, O'Reilly, 'Introduction to Machine Learning with Python: A Guide for Data Scientists', 1st Edition,
4. Laura Igual Santi Seguí, 'Introduction to Data Science', Springer
5. Pang-Ning Tan, Michael Steinbach, Vipin Kumar, 'Introduction to Data Mining', Pearson Education India

**INTRODUCTION TO PYTHON**

**Subject Code –MBADD6-322**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To understand fundamentals of Python and Jupyter Notebook.
2. To understand the data structure, dataframes and Pandas Idioms
3. To attain knowledge of Natural Language Processing and learning algorithm for machine learning
4. To understanding of Image and Pattern Recognition

**Course Outcome**

**After completing this course, students will be able to**

1. Understand fundamentals of Python and Jupyter Notebook
2. Explain the data structure, data frames and Pandas Idioms.
3. Apply various functions in python
4. Apply time functions for various business applications

**UNIT-I (14 hrs)**

Introduction of Python, Jupyter Notebook, Python Functions, Python Types and Sequences, Python More on Strings, Reading and Writing CSV files

**UNIT-II (12 hrs)**

Advanced Python Objects, Numpy, Pandas, Visualization Data Matplotlib, Bar Charts, Line Charts, Scatterplots

**UNIT-III (16 hrs)**

The Series Data Structure, Querying a Series, The Data Frame Data Structure, Data Frame Indexing and Loading, Querying a Data Frame, Indexing Data frames, Merging Data frames, Data Aggregation and Group Operations

**UNIT-IV (18 hrs)**

Time Series, Date and Time Data Types and Tools, Time Series Basics, Date Ranges, Frequencies, and Shifting, Time Zone Handling, Periods and Period Arithmetic, Resampling and Frequency Conversion, Time Series Plotting, Moving Window Functions

**Suggested Readings**

1. Mark Lutz, O'reilly Learning Python, 5th Edition
2. Romeo Kienzler, 'Mastering Apache' Spark 2.x - Second Edition, by Packt Publishing Ltd
3. Michael Dawson, 'Python Programming for the Absolute Beginner', 2nd Edition, Premier Press, 2003 Cornelius Leondes, 'Image Processing and Pattern Recognition', Volume 5, 1st Edition, Academic Press

**BUSINESS OPTIMIZATION AND BIG DATA ANALYTICS**

**Subject Code –MBADD6-323**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To provide foundational knowledge associated with the domain of business optimization and analytics
2. To familiarize the students with all concepts including optimization techniques, simulation and big data analytics

**Course Outcomes**

**After completing this course, students will be able to**

1. Apply optimization techniques for enhancing business performance
2. Implement big data analytics for sustainability of business in current economic scenario
3. Predict market and economic scenario with analytical tools
4. Explain the Application of Excel and R in business decisions.

**UNIT-I (15 Hrs.)**

**Business Optimization:** Introduction -Optimization, Classification of optimization problems, General optimization algorithm, Optimization for Analytics, Business applications

**UNIT-II (15 Hrs.)**

**Optimization Techniques:** Introduction-Operations Research Techniques for Analytics, Linear programming, Transportation Problems, Sensitivity Analysis: What-If Analysis

**UNIT-III (15 Hrs.)**

**Big Data Analytics:** Introduction, Big Data Definition, Dimension of Big Data, Big Data Characteristics: Data Structure, Techniques of Big Data, Big Data Analytics, Applications of Big Data Analytics

**UNIT-IV (15 Hrs.)**

**Types of Analytics:** Descriptive, Prescriptive, Predictive, Tools, Software for Analytics, Application of Excel, R in Analytics, Hadoop

**Suggested Readings**

1. Taha Hamdy. Operation Research -An Introduction, Prentice-Hall, 9th edition, 2012.
2. Gordon, G., Systems Simulation, Prentice Hall, 2002.
3. EMC Education Services, Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data, John Wiley & Sons, 2015.
4. Banks, J., Carson, J. S. and Nelson, B. L. , Discrete Event System Simulation, 4th edition, Pearson Education Asia, 2006.
5. James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition, 2012

**DATA MINING**

**Subject Code: MBADD6-324**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To cover powerful data mining techniques including clustering, association rules, and classification.
2. To teach high volume data processing mechanisms by building warehouse schemas such as snowflake, and star. OLAP query retrieval techniques are also introduced.
3. To enable the students to apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.

**Course Outcomes**

**After the completion of the course students will be able to:**

5. Gain the knowledge of basic concepts of Data Warehouse and Data Mining techniques.
6. Understand various business ethic issues in application of latest IT technologies.
7. Explore interesting patterns, analyze supervised and unsupervised models and estimate the accuracy of the algorithms
8. Synchronization of IT tools with E-business models

**UNIT-I (13 Hrs)**

**Introduction to Data Mining:** Introduction, Definition of Data Mining, Data mining parameters, Types of relationships, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining

**UNIT-II (16 Hrs)**

**Data Mining Techniques:** Introduction, Statistical Perspective on Data Mining, Statistics-need, Similarity Measures, Decision Tree-Illustrations, Neural Network, Neural Network versus Conventional Computers, Kohonen's Self-Organizing Maps

**UNIT-III (15 Hrs)**

**Introduction to Data Warehousing:** Introduction, Data Warehousing, Advantages and Disadvantages of Data Warehousing, Data Mart, Aspects of Data Mart, Online Analytical Processing, Characteristics of OLAP, OLAP Tools, OLAP Data Modelling

**UNIT-IV (16 Hrs)**

**Different Ways of Data Warehousing:** Introduction, Types of Business Models, B2B Business Intelligence Model, Electronic Data Interchange & E-Commerce Models, Advantages of E-Commerce for B2B Businesses, Systems for Improving B2B E-Commerce, B2C Business Intelligence Model, Need & Types of B2C model in Data warehousing

*Note: Relevant Case Studies should be discussed in class.*

**Suggested Readings**

1. Nisbet, R., Elder, J., & Miner, G. Handbook of statistical analysis and data mining 2009 techniques. New Delhi: Academic Press 2009
2. Efreem G Mallach, 'Decision Support and Data Warehouse Systems', Tata McGraw-Hill, New Delhi, 2003.
3. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi, 2003

**FINANCIAL ANALYTICS AND FORECASTING**

**Subject Code: MBADD6-325**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To understand various tools and techniques for financial analytics and modelling.
2. To introduce the students into concepts of time series modelling and forecasts in the finance industry

**Course Outcomes**

**After the completion of the course students will be able to:**

1. Use latest analytical tools in finance domain
2. Forecast the demand and behaviour of customer for sustainability of business
3. Understand various business models through latest statistical tools
4. Apply tools for establishing synergy of finance with other business domains

**UNIT-I(14 Hrs.)**

Time series modelling in the finance industry- forecasting- characteristics challenges- good vs. bad forecast time series and finance industry- managing customer loyalty- survival modelling- survival analysis.

**UNIT-II(16 Hrs)**

**Simple linear regression:** Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals **Multiple linear regression:** Coefficient of multiple coefficient of determination, Interpretation of regression coefficients, Categorical variables,

**UNIT-III (17 Hrs)**

Heteroscedasticity, Multi-collinearity, Outliers, Auto regression and Transformation of variables

**Logistic and Multinomial Regression:** Logistic function, Estimation of probability using logistic regression, Deviance, Wald Test, Hosmer Lemshow Test **Forecasting:** Moving average, Exponential smoothing, Trend, Cyclical and seasonality components,

**UNIT-IV (13 Hrs)**

**ARIMA (Autoregressive Integrated Moving Average) :** Introduction, Condition to apply ARIMA, Application of predictive analytics in various business.

**Suggested Readings**

1. Gulati, H., 'SAS for Finance: Forecasting and data analysis techniques with real-world examples', Packt publishing, UK.
2. Ryzhov, P., 'Haskell Financial Data Modeling and Predictive Analytics', Packt publishing, UK.
3. Pignataro, P., 'Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity', Wiley, UK

**MARKETING AND RETAIL ANALYTICS**

**Subject Code: MBADD6-326**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To create an understanding of the use of analytics in Marketing and Retail Management.
2. To use the predictive analysis in decision making.
3. To understand the market place and the changing consumer needs.

**Course Outcome**

**After completion of this course, the students will be able to**

1. Apply predictive modelling in retailing sector.
2. Understand the need for digital evolution in marketing and retail sector specifically
3. Apply latest IT technologies in workforce and customer services
4. Comprehend the analytical application in business domains like retail, marketing, consumer behaviour for sustainable business solution.

**UNIT-I (14 Hrs)**

**Introduction to Marketing:** Understanding the marketplace and consumer needs, Designing a Customer Driven Marketing Strategy, Building Customer Relationships, Consumer Behaviour and Business Buyer Behaviour

**UNIT-II (15 Hrs)**

**Store Operations concepts and practices & IT** – Managing the store, In-store operations and management Store layouts, Design and Visual merchandising, Customer service, Choosing technology, Planogram (POG), Tills: Cash counter, point of sale, work force management

**UNIT-III (16 Hrs)**

**IT applications in Merchandising:** Managing the merchandise assortment, merchandise planning system, buying merchandise-order placing, ranging-retail pricing, retail communication mix, invoice planning

**UNIT-IV (15 Hrs)**

**Retail Analytics:** Customer Analytics Overview; Quantifying Customer Value. Using Stata for Basic Customer Analysis, Predicting Response with RFM Analysis, Statistics Review, Predicting Response with Logistic Regression, Predicting Response with Decision Trees

**Suggested Readings**

1. G. Joshi, Information Technology for Retailing, Oxford University Press, 2009.
2. A. Khurana, Information Technology for Retailing, McGraw Hill Publishing, 2010
3. M. Levy, B. A. Weitz and A. Pandit, Retailing management, McGraw Hill publication, Sixth edition, 2008.
4. Business Analysis Body of Knowledge, Ver. 2.0, International Institute of Business Analysis, 2012

**Summer Internship Project – Joining Report**

Name of Student: \_\_\_\_\_

Roll No.: \_\_\_\_\_

Name of Company: \_\_\_\_\_

Company Address: \_\_\_\_\_  
\_\_\_\_\_

Date of Joining Internship: \_\_\_\_\_

**Supervisor Detail**

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Contact Number: \_\_\_\_\_

Email id: \_\_\_\_\_

Supervisor Signature

Send copy of this form to the department office within one week of joining the internship by email or post.

**CERTIFICATE**  
**(on Company Letter head)**

This is to certify that Mr./Ms. \_\_\_\_\_ Roll No. \_\_\_\_\_  
student of MBA (Batch \_\_\_\_\_ ) of University Business School (College Name),  
Maharaja Ranjit Singh Punjab Technical University, Bathinda has worked with our company  
during summer internship from (date) \_\_\_\_\_ to \_\_\_\_\_ (date) in the  
\_\_\_\_\_ (department name) and has worked on \_\_\_\_\_  
\_\_\_\_\_ (project title).

His / Her performance was found Satisfactory / Non-satisfactory during the period. This  
certificate is being issued to meet the requirement of the University.

Date:

Signature of Supervisor

Name & Designation of Signatory

Seal / Stamp of Organisation

**Company Supervisor Evaluation Performa**

Name of Student

Course: MBA

Roll No. -

Title of Project

**Evaluation Criteria**

S. No.	Parameters	Maximum Marks	Marks given by Company Supervisor
1	Completion of given task on time	10	
2	Behaviour and Conduct during training	10	
3	Discipline, Punctuality and Regularity	10	
4	Quality of Project Undertaken and Findings	10	
	Total Marks	40	

*Suggest improvement area / feedback for student*

Date

Name & Designation of Supervisor

Signature of Supervisor

Name of Company

Company Seal / Stamp

(Project Title)

A Summer Training Report submitted to the **MRSPTU**  
in partial fulfilment of the requirements  
for the award of the Degree of  
**MASTER OF BUSINESS ADMINISTRATION**

**Submitted by**

Student Name

Student Reg. No.

**Under the Guidance of**

Name & Designation of Faculty Guide

Name & Designation of Industry Guide



**University Business School**

Maharaja Ranjit Singh Punjab Technical University,

DabwaliRoad , Bathinda -151001

Punjab (India)

Year (July 2021)

### Summer Internship Project Guidelines

- All the students have to prepare and submit a written project at the end of the internship.
- Each student has to prepare two hard copies of internship project in the presubscribed form.
- The submission will be made within three weeks days after commencement of third semester.
- The report should include a certificate issued by a competent authority from the company.
- The report should include Company Supervisor Evaluation Report duly signed by supervisor in the company.

### Structure of Report

Cover Page – It is the Outer cover of the report.

Front page – The format of Cover page & Front Page should be same.

Certificate

Acknowledgement

Executive Summary (Summary of Training and Project) (Maximum 2 Pages)

Table of Content

List of Tables

List of Figures/Charts

List of Abbreviations

**Chapter 1 Introduction of Company**

Company History (Establishment)  
Mission & Vision of Company  
Types of Products/ Services produced  
Market Position of Company

**Chapter 2 Organization Structure**

Departments and Functions of Departments  
Organization Hierarchy Chart

**Chapter 3 Description of Work & responsibilities Taken**

Describe the department you worked in  
Job & Responsibilities taken

**Chapter 4 Project (Given by Company)**

Objective of Project  
Scope  
Research Methodology  
Data Analysis  
Findings & Recommendations

**Chapter 5 Experienced Gained & Challenges Faced**

What type of challenges you faced at work?  
What did you learn?  
How this learning will help you in your career?

## References

### Key Parameters

<b>Length of Report</b>	15000 – 20000 Words
<b>Page Size</b>	A 4 Size
<b>Font Style</b>	Times New Roman
<b>Font Size (Chapter Heading)</b>	16 (Bold)
<b>Font Size (Sub Headings)</b>	14 (Bold)
<b>Font Size (Body Content)</b>	12 (Justified from Both Left & Right Sides)
<b>Line Spacing</b>	1.5

### Page Numbers

- Page numbers should be mentioned at the bottom side in the middle of page (in Numbers 1,2,3..)
- Page No. 1 should start from Chapter 1 (Introduction of company)
- Roman Numerals (i,ii,iii,iv) should be used for pages (certificate, acknowledgment etc.) before starting Chapter 1 and for the annexure and references (if any)

### Tables & Figures

- Tables & Figures must be numbered according to the Chapters (1.1, 2.1 etc.)
- Title of table should be depicted at the top of the table.

**SEMESTER -FOURTH**

**Total Contact Hours = 20**

**Total Marks = 600**

**Total Credits = 24**

SEMESTER4th		Contact Hrs.			Max Marks		Total	Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.		
MBADS1-401	Strategic Management	4	-	-	40	60	100	4
MBADS1-402	Dissertation	-	-	-	60	40	100	4
<b>For Major Specialization</b>								
XXXXXX	Compulsory Subject 1 (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Department Elective 1* (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Department Elective 2* (From Major Specialization)	4	-	-	40	60	100	4
<b>For Dual Specialization</b>								
XXXXXX	Compulsory Subject 1 (From 1 <sup>st</sup> Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From 1st Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 1 (From 2nd Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From 2nd Specialization)	4	-	-	40	60	100	4
<b>Total</b>	<b>Theory = 6 Labs = 0</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>260</b>	<b>340</b>	<b>600</b>	<b>24</b>

*\*Select any two subjects from the list of department elective subjects of major Specialization.*

**List of Compulsory Subjects (For Major and Dual Specialization)**

<b>Semester - Fourth</b>	
<b>Subject &amp; Paper Code</b>	<b>Compulsory Papers as per specialization</b>
<b>FINANCE</b>	
MBADD1-421	International Finance
MBADD1-422	Management of Financial Services
<b>HR</b>	
MBADD2-421	Organization Development and Change
MBADD2-422	International HRM
<b>IT</b>	
MBADD3-421	E-Commerce and Digital Markets
MBADD3-422	Strategic Management for IT
<b>MARKETING</b>	
MBADD4-421	Services Marketing
MBADD4-422	International Marketing
<b>OPERATIONS</b>	
MBADD5-421	Total Quality Management
MBADD5-422	Sales and Operations Planning
<b>BUSINESS ANALYTICS</b>	
MBADD6-421	Data Science Using R
MBADD6-422	Social Media and Web Analytics

**List of Departmental Elective Subjects (For Major Specialization)**

<b>Semester –Fourth</b>	
<b>Subject &amp; Paper Code</b>	<b>Elective Papers a per specializations (Any Two)</b>
<b>FINANCE</b>	
MBADD1-423	Mergers, Acquisitions and Corporate Restructuring
MBADD1-424	Project Appraisal and Finance
MBADD1-425	Corporate Taxation and Planning
MBADD1-426	Management of Banks&Financial Institutions
<b>HR</b>	
MBADD2-423	Compensation and Benefit Management
MBADD2-424	Employee Relations
MBADD2-425	Human Resource Metrics and Analytics
MBADD2-426	Performance Management System
<b>IT</b>	
MBADD3-423	Managing Digital Platform
MBADD3-424	IT Consulting
MBADD3-425	Information System Audit and Control
MBADD3-426	Business Analytics in IT
<b>MARKETING</b>	
MBADD4-423	Brand Management
MBADD4-424	Customer Relationship Management
MBADD4-425	Integrated Marketing Communication
MBADD4-426	Digital & Social Media Marketing
<b>OPERATIONS</b>	
MBADD5-423	Material Management
MBADD5-424	Management of Manufacturing System
MBADD5-425	Logistic Management
MBADD5- 426	Production Planning and Control

Semester – Fourth	
Subject Code	Subject
<b>BUSINESS ANALYTICS</b>	
MBADD6-423	HR Analytics
MBADD6-424	Data Visualization for Managers
MBADD6-425	Health Care Analytics
MBADD6-426	Supply Chain Analytics

### **Course Description**

#### **Pedagogy**

9. The medium of delivery of course will be English.
10. Subject wise small projects are given to students for better clarity of concepts in context of business scenario.
11. For sharpening the communication skills of students, presentations are conducted on individual basis or group basis.
12. Case Studies and Caselet are discussed in the class for enhancing the decision making and analytical skills of students.
13. Workshops, Expert lectures of industry persons and industrial visits are conducted to integrate the theoretical knowledge into practical one.
14. Relevant articles from Newspapers, Journals and Magazines are extracted and discussed in the class to update students with current global business issues.
15. Students are suggested to enroll in MOOC courses to enhance their knowledge in their interested areas.
16. Students are encouraged to participate in various competitive events (Sports/Cultural/Academics) in different colleges and universities for developing their overall personality.

#### **Attendance**

The attendance requirement shall be a minimum of 75% of the classes actually conducted in every course the student has registered for in the Academic Term

#### **Scheme of Examination**

The medium of instructions and evaluation will be English.

#### **Distribution of Marks**

Examinations	Marks
Internal	40
External	60

**Internal Examinations**

<b>Category</b>	<b>Marks</b>	<b>Descriptions</b>
MST (Mid Term Sessional Test)	24	There will be Two MSTs of 24 Marks. The average of marks of both MSTs will be taken.
Assignments	10	Four assignments will be submitted by students. Out of Four assignments, Two assignments will be theoretical and Two will be small projects based on the topics of the subject.
MCQs	6	There will be 2 MCQs of 30 Marks. The average of both MCQs will be taken. The marks will be scaled down to 6. (Divide the marks by 5)
Total	40	

**Final Examination**

6. The final examination will be of Three Hours. Total Marks will be 60.
7. The question paper will be comprised of Three Sections (A, B and C)
8. Section A (20 Marks) consists of 10 questions. Each question carries 2 Marks.
9. Section B (32 Marks) consists of Eight Questions (2 Question from each unit). Students have to attempt Four questions (One question from each unit). Each question carries 8 Marks.
10. Section C (8 Marks) consists of case study. It carries 8 Marks.

**STRATEGIC MANAGEMENT**

**Subject Code: MBADS1- 401**

**L T P C  
4 0 0 4**

**Duration :60Hrs**

**Course Objectives: The main objectives of this course are:**

1. To understand the sustainable competitive advantages of the organization and identify the growth avenues.
2. To meet stakeholder interests through growth strategies based on ethical value
3. To conduct SWOT analysis and Competitive analysis through various tools and technologies.

**Course Outcomes: After completing this course, students will be able to:**

1. Apply holistic approach by integrating people, finance, marketing and organizational perspectives to develop appropriate organizational policies and strategies
2. Understand and investigate various sustainable competitive advantage of company in current business and economic scenario
3. Identify different strategic options available and their relation with dynamic environment
4. Apply knowledge of strategic tools in determining the firm's vision, mission, objectives and ethical operations for the organisations' success.

**UNIT-I (15 Hrs)**

**Introduction** - Definition, Nature, Scope, and Importance of Strategy and Strategic Management (Business Policy). Strategic Decision Making, Process of Strategic Management Defining Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives, Environmental Appraisal: Concept of Environment, Components of Environment (Economic, Legal, Social, Political and Technological), Environmental Scanning Techniques- ETOP, QUEST and SWOT (TOWS).

**UNIT-II (15 Hrs)**

**Internal Appraisal** – The Internal Environment, Organisational Capabilities in Various Functional Areas and Strategic Advantage Profile. Methods and Techniques Used For Organisational Appraisal (Value Chain Analysis, Financial and Non- Financial Analysis, Industry Standards and Benchmarking, Balanced Scorecard and Key Factor Rating). Identification of Critical Success Factors (CSF)

**UNIT- III (15 Hrs)**

**External Analysis** - Porters's Five Forces Model,

**Corporate Level Strategies:** Stability, Expansion, Retrenchment and Combination Strategies, Corporate Restructuring, Synergy. Mergers & Acquisitions, Corporate Restructuring, **Business Level Strategies:** Porter's Framework of Competitive Strategies; Conditions, Risks and Benefits of Cost Leadership, Differentiation and Focus Strategies. Location and Timing Tactics, Core Competence.

**Strategic Analysis and Choice:** Corporate Level Analysis (BCG, GE Nine Cell, and Shell Directional Policy Matrix)

**UNIT-IV (15 Hrs)**

**Implementation and Control:** Qualitative Factors in Strategic Choice, Strategy Implementation: Resource Allocation, Projects and Procedural Issues. Organisation Structure and Systems in Strategy Implementation. Leadership and Corporate Culture, Values, Ethics and Social Responsibility. Operational and Derived Functional Plans to Implement Strategy, Integration of Functional Plans, Strategic Control and Operational Control, Techniques of Strategic Evaluation

**Relevant case studies related to the topics should be discussed.**

**Suggested Readings**

1. A Kazmi, 'Business Policy & Strategic Management', Tata McGraw Hill
2. Thomson & Strickland 'Strategic Management: Concept & Cases,' Tata McGraw Hill
3. S. Reddy, 'Strategic Management', Himalaya Publication
4. Wheelen & Hungar 'Strategic Management & Business Policy' Addison- Wesley

5. Johnson & Scholes, 'Exploring Corporate Strategy', Prentice Hall India

**DISSERTATION**

**Subject Code: MBADS1-403**

**L T P C**

**Duration:**

**0 0 0 6**

**Course Outcome - After the completion of this course, students will be able to**

5. Identify the contemporary business and social problems
6. Apply various statistical tools to analyze the data for finding the solutions
7. Prepare and presenting the project reports as per academic standards
8. Develop communication and presentation skills

Under the guidance of his/her supervisor, Students will identify the problem from the area of their specialization. The problem should be relevant to current business or social scenario. The student will do literature review, set the objectives, collect data (primary/Secondary) regarding the problem, apply statistical techniques and document the findings of the study with the justification how these findings will solve the existing problem in business/society.

Student will submit the report (Hard Binding) and give presentation and final oral viva.

**INTERNATIONAL FINANCE**

**Subject Code: MBADD1- 421**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objective – The objectives of this course are:**

1. To learn the global financial system
2. To understand the financial decision making at Multinational companies
3. To familiarize students with international economic factors that helps in policy making in companies.

**Course Outcome – After completing this course, students will be able to**

1. Comprehend the historical background as well as working knowledge of current scenario of global monetary system.
2. Get familiarize with global financial theories and global exchange rate system
3. Apply various global financial risk management strategies to solve business issue
4. Define the working of global financial institutions and international bond market

**UNIT-I (15 Hrs)**

**International Finance:** Introduction: Growing Importance of International Finance, Factors affecting International Trade flows

**Balance of Payments:** Introduction, Basics of BOP, Current Account Surplus and Deficit, Capital Account Convertibility, J - Curve, Forex Reserves - Costs and Benefits.

**International Monetary System:** Evolution, Classical Gold Standard, Bretton Woods System, Failure of Bretton Wood System, Flexible Exchange Rate Regime, the current exchange rate arrangements, The European Monetary Union (EMU) – Origin and Functions of EMU

**UNIT –II (15 Hrs)**

**Foreign Exchange Market:** Function and Structure of the Forex markets, Major Participants, Types of transactions and settlements dates,

**Parity Conditions in International Finance:** Relationship between Inflation, Interest Rates and Exchange Rates, Purchasing Power Parity – Absolute and relative, Covered Interest Rate Parity, Real Interest Parity Conditions. The Fisher effect, The International Fisher Effect

**Foreign Exchange Rate:** Types – Spot Rate, Forward Rate and Cross rate, Determination of Exchange Rate, Foreign Exchange Quotations, Types and Settlements, Factors Influencing Foreign Exchange Rates. The Relationship between Forward and Future Spot Rate, Factors Influencing Exchange Rates

**UNIT –III (15 Hrs)**

**Foreign Exchange Risk Management:** Measuring and Managing Transaction Exposure, Economic Exposure and Translation Exposure, Country Risk Analysis

**Currency Derivatives:** Currency Futures, Currency Options, Currency Swaps and Functions of Currency Derivative Market, **Interest Rate Derivatives**

**UNIT – IV (15 Hrs)**

**Multilateral Financial Institutions:** World Bank – Origin and Functions; International Monetary Fund (IMF) – Origin, Functions and Lending Process to Countries; Regional Development Banks, Different International Development Association (IDA) - International Finance Corporation (IFC), OPEC, ADB

**International Market:** International Bond Markets, Floating Rate Bonds, Dual Currency Bonds, Equity Related Bonds, ADR, GDR and Special Drawing Rights (SDRs), Securitisation

**Suggested Readings**

1. P.G.Apte, 'International Financial Management', Tata McGraw-Hill, New Delhi, 2004.
2. Jeff Madura, 'International Financial Management', 6th edition, Thomson Publications.
3. Maurice D.Levi, 'International Finance', 3rd edition, Tata Mc Graw-Hill, New Delhi, 2003.

4. P.K Jain, Josette Peyrard and Surendra S. Yadav, 'International Financial Management',  
Macmillan Publishers, 2001.

**MANAGEMENT OF FINANCIAL SERVICES**

**Subject Code – MBADD1-422**

**L T P C  
4 0 0 4**

**Duration – 60 Hrs**

**Course Objectives - The objectives of this course are:**

1. To give an idea about fundamentals of financial services and players in financial sectors, key concept from environment studies, political, and social analysis
2. To examine forwards and futures contracts for equity indexes, commodities, and currencies
3. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
4. Evaluate and create strategies to promote financial products and services

**Course Outcomes- After completion of course, students will be able to:**

1. Understand the fundamental & operations of financial markets and financial service providers
2. Explain various fund raising solution for the companies at domestic and global level to invest in projects
3. Comprehend the Role and importance of the credit rating agencies and their types.
4. Get familiarity with various financial sources for Start Ups to develop innovative solutions

**UNIT-I (15 Hrs)**

**Financial Services** - Meaning, types and their importance. Depository - Introduction, Concept, Depository Participants, Functioning & Benefits of Depository Systems. Dematerialization and Rematerialisation, Functions of NSDL and CDSL, Role of Depositories in Stock Broking services

**Mutual Funds and AMCs**- Concept, Origin and Growth of Mutual Funds, Management of MFS - Sponsors, Trustees, AMCs, and Custodians. Classification of Mutual Fund Schemes, Advantages and Disadvantages of Mutual Fund Schemes, NAV, SEBI guidelines for Mutual funds.

**UNIT-II (15 Hrs)**

**Merchant Banking** - Origin and Development of Merchant Banking in India Scope, Role and Functions of Merchant Bankers, Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees- IPO, FPO, Book building, Green Shoe Option, Qualified Institutional Placement. Latest Guidelines of SEBI w.r.t. Merchant Bankers – Pre & Post issues activities – Raising capital from International markets: ADRs, GDRs, ECB etc.

**UNIT-III (15 Hrs)**

**Lease and Hire purchase:** Meaning and Types of leasing – Legislative frameworks – Difference between Leasing and Hire Purchase, Types of Leasing Business, Advantages to Lessor and Lessee. Tax implications in leasing, Problems on leasing – Hire Purchasing – Concepts and features, Problems on Hire Purchasing.

**Factoring** –Definition, Factoring, Types & Importance, **Forfeiting**

**UNIT-IV (15 Hrs)**

**Credit Rating** - The Concept and Objective of Credit Rating, Various Credit Rating Agencies in India and International Credit Rating Agencies, Factors Affecting Credit Rating

**Securitisation:** Concept, Process of Securitisation, Risks in Securitisation. Benefits and Limitations of Securitisation, Mortgage Based Securitisation.

**Venture Capital:** Meaning and Modes of Financing, Seed capital and Start-up financing, Key Factors considered in Venture Capital Financing

**Relevant Case Studies should be discussed in class.**

**Suggested Readings**

1. S Gurusamy, 'Financial Services & System' Thomson Publications
2. M Y Khan, 'Financial Services' Tata McGraw-Hill
3. L M Bhole, 'Financial Institutions & Markets' Tata McGraw- Hill

4. Gordon & Natarajan, 'Financial Markets & Services' Himalaya Publications
5. V. A. Avdhani, 'Financial Services in India', Himalaya Publications
6. Vasant Desai, 'Financial Markets and Financial Services', Himalaya Publications

**MERGER, ACQUISITION AND CORPORATE RESTRUCTURING**

**Subject Code-MBADD1-423**

**L T P C**  
**4 0 0 4**

**Duration: 60 Hrs**

**Course Objective: The main objectives of this course are:**

1. To gain the understanding of Merger and Acquisition at corporate level
2. To teach the valuation of companies during merger and acquisition
3. To get familiarize with major corporate restructuring strategies
4. To get an understanding of valuation and analytical tools

**Course Outcomes: After completing this course, students will be able to:**

1. Define various types of Mergers and Acquisitions and the regulatory environment
2. Evaluate financial analysis of merger and acquisition valuation proposals and demonstrate their effect on stakeholders
3. Comprehend various anti-takeover and Exit strategies of corporate restructuring
4. Assess the Post merger challenges to the performance of companies.

**UNIT-I (15 Hrs)**

**Corporate Restructuring:** Meaning of Merger & Acquisitions, Types of Mergers, Process of Merger & Acquisition, Motives Behind Merger & Acquisition, Difference between Merger & Acquisition, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011

**UNIT-II (15 Hrs)**

**Valuation of Merger & Acquisition:** Shareholder Value Analysis, Determination of Swap Ratio, Determination of Financial Benefits of Merger & Acquisitions internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

**UNIT-III (15 Hrs)**

**Corporate Takeovers:** Motivations, Cross Border Take Overs, Takeover Strategies, Anti-Takeover Strategies, Change in Ownership: Buy Back of Shares, Leverage Buyouts (LBO), LBO Process, Management Buyouts (MBO), Going Private, Exchange Offer, Reverse Merger, Financial Restructuring

**UNIT-IV (15 Hrs)**

**Exit Strategies:** Demerger: Introduction, Types of demerger – Sell off, Equity Carve out, Divestiture, Tracking Stocks, Stock Split

**Post-Merger Integration:** Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, approaches to integration, Challenges in integration.

**Suggested Readings**

1. J F Weston & S C Weaver, Mergers & Acquisition: Tata McGraw Hill
2. Stowell David, "Investment Banking, Hedge Funds & Private Equity", Elsevier, 2013
3. Subramanian Pratap: Investment Banking (concepts, analyses and cases)

**PROJECT APPRAISAL AND FINANCE**

Subject Code- MBADD1-424

L T P C

Duration: 60 Hrs

4 0 0 4

**Course Objectives: The main objectives of the course are:**

1. To enrich the students with various project appraisal techniques
2. To provide gainful insights about identification and screening of projects
3. To teach various sources of project financing

**Course Outcomes: After completing this course, students will be able to:**

1. Screening the environment for various investment opportunities
2. Apply various project appraisal techniques for their evaluation.
3. Demonstrate their knowledge about project costing and risk measurement techniques
4. Analyze the project funding opportunities available in the market

**UNIT-I (15 Hrs)**

**Project Identification Analysis:** Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities; Project Screening and Presentation of Projects of Decision Making; Expansion of Capacity; Diversification

**UNIT-II (15 Hrs)**

**Project Appraisal:** Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and Social projects, Social Cost benefit analysis. Environmental Appraisal, Shadow Pricing, UNIDO approach

**Project Appraisal Techniques** – Playback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio

**UNIT-III (15 Hrs)**

**Project Costing and Finance:** Cost of project; Cost of production; Break even Analysis; Social Cost Benefit Analysis

**Multiple Projects:** Project Dependence; Capital Rationing; Ranking Methods of Projects, Post Project Evaluation.

**Risk Analysis Techniques:** Effective Rate of Protection. Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis

**UNIT-IV (15 Hrs)**

**Financing of Project:** Raising finance in domestic market and international market; Role of Financing Institutions in Project Financing, Infrastructure financing; Tax Aspects in Project Finance, Implementation

**Suggested Readings**

1. Prasar Lath, Project Appraisal and Financing', Himalaya Publications
2. Prasanna Chandra, Project Management, MCGraw Hill
3. S. Kathua, Project Management & Appraisal, Oxford Publications
4. N. Singh, Project Management and Control, Himalaya Publications
5. K. Nagarajan, Project Management, New Age International

**MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS**

**Subject Code- MBADD1-425**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives: The main objectives of this course are:**

1. To familiarize the students about Indian Banking System
2. To help students to identify the various risks attached with Banking system and Insurance industry
3. To teach students about strategies to manage the risks

**Course Outcomes: After completing this course, students will be able to:**

1. Define the banking structure in the country
2. Assess the various risks involved in working of financial institutions
3. Demonstrate the knowledge of Basel Norms and Technological Risks in Banking
4. Comprehend the functioning and Legal principals of Insurance industry

**UNIT – I (15 Hrs)**

**Bank and Banking:** Permissible banking activities – Types of banks in India – Role of RBI as a regulator – Money Market Instruments- Concept of NPA and Prudential Norms.

**Analysis of Financial Performance:** Analysis of Balance sheet; Income statement; profitability, liquidity and solvency analysis; CAMELS. **Asset Liability Management** – Significance, ALM process, Techniques – Gap, Duration, Simulation, Value at Risk, Book value of equity and market value of equity perspective, ALCO functions

**UNIT – II (15 Hrs)**

**Risks in Banks and Financial Institutions:** Types of Risks, **Credit risk management:** Credit risk analysis Credit risk diversification, Credit default swaps, **Interest Rate Risks:** Definition, Measuring interest rate risk, Managing interest rate risk. **Liquidity Risk:** Objectives - CRR& SLR measures- Funding the banks. Capital Adequacy

**UNIT – III (15 Hrs)**

**Operational Risk:** definition, types, Operational risk management practices, Identification-measurement- monitoring- mitigation internal audit. Strategies to mitigate operational risk.

**Basel Norms** – Basel 2, Basel 1 and 2, IRR and Basel 2, Three Pillars

**Technology risk:** Identify the drivers and strategies to mitigate the technology risk

**UNIT- IV (15 Hrs)**

**The Insurance Industry:** Need and importance Life and non-life insurance-Players in life and non-life insurance – Essentials of insurance contracts – Risk appraisal and selection, Legal principles of Indemnity – subrogation –utmost Good faith – aleatory contract. Liability risk. Role of IRDA

**Suggested Readings**

1. Baye M. and Jansen D. (1995)"Money, Banking and Financial Markets", Houghton Mifflin Co.
2. Brown C., Mallet D., Taylor M. (1993) "Banks", London.
3. Cance D. (1995): "Introduction to Options and Futures", Dryden Press, Florida.
4. Ernst & Young (1993): "International Bank accounting", Vol. 1, 2, 3rd ed.
5. Hempel G. and Simonson D. (1999): "Bank Management", John Wiley & Sons, Inc. New York.
6. Papadeas, P.(2011) Banking activities and derivatives in accordance with the banking

**CORPORATE TAXATION AND PLANNING**

Subject Code- MBADD1-426

L T P C

Duration: 60 Hrs

4 0 0 4

**Course Objectives: The main objectives of this course are:**

1. To provide basic knowledge of framework of taxation system in India
2. To provide knowledge of various concepts and their application relating to direct tax laws
3. To provide knowledge about integrating the relevance of tax laws with financial planning and management decisions.

**Course Outcomes: After completing this course, the students will be able to:**

1. Understand practical aspects of tax planning as an important managerial decision making process
2. Apply the relevant sections of the Income Tax Act to compute taxable income and tax payable for a corporation
3. Describe the issues and apply the appropriate provisions related to the taxation of corporate investment Income
4. Identify tax planning opportunities and challenges for corporation

**UNIT-I (15 Hrs)**

**Introduction:** Income sources - Basic understanding of Income from Business and professions, Computation of income: Income from salary, capital gains and house properties and other incomes. Computation of income from business and profession, Various exemptions, Computation of tax liability & Payment of tax.

**Introduction to Income tax Act, 1961:** Definitions of Person, Assessee, Assessment Year, Previous Year, Capital and Revenue incomes, expenses, losses and gains, concept of Agriculture Income.

**UNIT-II (15 Hrs)**

**Deduction of Tax at Source and Advance payment of Tax:** Concept, Provisions of the Act for Advance payment of Tax and Deduction of Tax at Source.

**Residential Status:** Determination of residential status of a company, individuals and firms. Incidence of Tax.

**UNIT-III (15 Hrs)**

**Goods and Services Tax, 2017:** Introduction, GST Council, Liability of Tax Payer under IGST, CGST, SGST and UTGST. Rates for Levy of GST and collection. Exemption from GST.

**GST Portal:** Introduction, GST Eco-system.

**UNIT-IV (15 Hrs)**

**Impact of Taxation on Decision Making:** Impact of tax on corporate Restructuring-Mergers, Acquisitions, Transfer of Assets between Holding Companies and Subsidiary Companies. Conversion of sole proprietary concern/partnership firm into Company - Conversion of company into LLP, Tax Planning for Financial Decisions, Nature and Types of Business

**Suggested Readings**

1. Ahuja Girish, "Systematic Approach to Income Tax", Bharat Law House, New Delhi
2. Gaur, Narang & Puri, "Corporate Tax Planning and Management", Kalyani Publishers
3. Mohapatra, Sahu, Business Taxation, Himalaya Publication
4. Pathak and S. Godiawala, Business Taxation, Mc Graw Hill Publication
5. Datey V.S., "GST Ready Reckoner", Taxman Publications (P)Ltd
6. Gupta S.S., "GST-How to meet your obligations 2017". Taxman, Publications (P)Ltd

**ORGANIZATION DEVELOPMENT AND CHANGE**

**Subject Code- MBADD2-421**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives: The main objectives of the course are:**

1. To develop a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
2. To develop a basic understanding of how organizations behave and react to change,
3. To develop understanding why change efforts can fail, overcoming organizational resistance, and making change possible.
4. To identify organizational situations that would benefit from OD interventions

**Course Outcomes: After completing this course, the students will be able to:**

1. Understand various models to solve strategic issues of manpower
2. Identify the detailed process and challenges of organizational development.
3. Analyse fundamentals to practice in organizational development
4. Implement organizational development programs especially at the individual and work group level

**UNIT-I (15 Hrs)**

**Introduction to Change:** Nature of Change, Internal & External changes, Types of Change, Forces of Change, Significance and Importance of Change, Process of Organisational Change, Theoretical approaches Models and Perspectives of change; Theories of Planned Change (Lewin's change model, Action research model, the positive model)

**UNIT-II (15 Hrs)**

**Strategies to Change:** Culture, Leadership and Politics of Change; Different types of organizational structures and designs, Diagnosing organizations; Collecting and Analyzing diagnostic information;

**Organization Development Intervention of Change:** Human Process Interventions; Techno-structural Interventions; Human Resource Management Interventions; Inter Group and Third Party Peacemaking Interventions, Comprehensive Interventions, Structural Interventions, Personal Interventions, Strategic Interventions of Change; Knowledge Management; Quality Circles etc.

**UNIT-III (15 Hrs)**

**Implementation of Change** - The Delta Technique; Developing an Implementation Plan; Gaining Support and Involvement of Key People; Developing Enabling Organizational Structures; Factors Affecting the Choice of a Change Strategy; Formulating and Facilitating Change; Role of Change Agent; Action planning and Implementation; Force Field and Stakeholder Analysis, Leverage Analysis; Impact on Stakeholders; Ethics in Change Management; Kotter's 8-step Model

**UNIT-IV (15 Hrs)**

**Measuring Change:** Selecting and deploying measures; Control Systems during different stages of Change Management; Strategy maps; Balanced Scorecard

**Development of Organisational Development:** Future of Organisational Development, Impact on society, people and attitudes; The changing psychological contract; Unplanned environmental triggers of change and managing predictability; Identifying Trends; Double and Triple Loop Learning in organizations to identify trends; Coping with uncertainties and Scenario planning.

**Suggested Readings**

1. Clarke, T. & Clegg, S., 'Changing Paradigms: the transformation of management knowledge for the 21st century'. Harper Collins Business.
2. Cummings, T.G. & Worley, C.G, 'Organization Development and Change'. Cengage Publications
3. Thomas, G.C. and Christopher, G.W., 'Organization Development and Change.' Thomson South-Western, 8th Edition.
4. Nilakant, V., 'Managing Organisational Change', Sage Publications Chennai.

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Subject Code: MBADD2-422**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives: The main objectives of this course are**

1. To enable the students to understand the Global HR Management and system at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources internationally.
3. To develop relevant skills necessary for application in HR related issues.
4. To enable the students to integrate the understanding of various universal HR concepts along with the domain concept in order to take correct business decisions.

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

1. Develop the understanding of the concept of global human resource management and to understand its relevance in organizations.
2. Develop necessary skill set for application of various international HR issues.
3. Identify critical issues in managing talent of global workforce
4. Describe IHRM's role in managing a global health, well-being, safety, and security program

**UNIT-I (15 Hrs)**

**Introduction to IHRM:** Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model.

**Organizational dynamics and IHRM:** Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture, Impact of Country culture on IHRM.

**UNIT-II (15 Hrs)**

**Strategies for International Growth:** Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration.

**Managing alliances and Joint ventures:** IHRM and International Alliances, IHRM and International Joint Ventures.

**UNIT-III (15 HRS)**

**International Workforce planning:** International labour market, International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions

**International Staffing:** Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, International staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

**UNIT -IV (15 Hrs)**

**International Compensation, International Employment Laws:** International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's,

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings**

1. Peter J. & Denise E., 'International Human Resource Management' CENGAGE Learning
2. Deresky Helen, 'International Management: Managing Across Borders and Cultural', Prentice Hall India.
3. Esen Drlarry, Rchildress John, 'The Secret of a Winning Culture: Building HighPerformance Teams', Prentice Hall India.

- Cashby Franklin, 'Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company into a High-Performance Organization, Prentice Hall India.
- P.L. Rao, 'International Human Resource Management', Excel Books

**COMPENSATION AND BENEFIT MANAGEMENT**

**Subject Code-MBADD2-423**

**L T P C**  
**4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives: The main objectives of this course are:**

- To provide understanding about the compensation process from different perspectives.
- To acquaint the students about designing compensation using performance criteria.
- To discuss and compare different employee benefits programs
- To provide understanding regarding various strategic compensation policies.

**Course Outcomes: After completing this course, students will be able to:**

- Demonstrate their skills in using compensation as a retention strategy
- Demonstrate their skills in applying incentive schemes in the best interest of the organization and employees
- Apply their knowledge in chalking out different types of employee benefits schemes
- Understand the compensation process from different business perspectives.

**UNIT-I (15 Hrs)**

**Compensation Management:** An Introduction: Definition of Compensation, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.),

**Types of Compensation Management:** The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

**UNIT-II (15 Hrs)**

**Job Evaluation, Grading and Compensation Structure:** Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback).

**Wages and Salary Administration at Macro (National) Level:** Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration.

**UNIT-III (15 Hrs)**

**Incentive Schemes:** Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Prerequisites of effective incentive schemes, Merits and Demerits of Incentives, Pay for Performance Plans.

**Benefits and Services:** Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package

**UNIT-IV (15 Hrs)**

**Determining External Competitiveness and Benefits Management:** Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & VRS.

**Performance Based Compensation System:** Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives, Compensation of Special Groups, Compensation Strategies for Special Groups.

**Suggested Readings**

- Richard I. Derson. I. Richard, Compensation Management, Pearson Education,
- Martocchio J. Joseph , Employee Benefits: A Primer for Human Resource

3. Armstrong Michael, Murlis Helen, Hand Book of Reward Management, Crust Publishing House.
4. Martocchio Joseph.J, 'Strategic Compensation - A Human Resource Management Approach', Prentice-Hall.

**EMPLOYEE RELATIONS**

**Subject Code: MBADD2-424**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives:** The main objectives of this course are:

1. To impart knowledge and skills on the key HR processes to maintain and improve the employee-management relations.
2. To understand the changing nature of employment relations and industrial relations, diversity of EMR practices across different parts of the World and different sectors of employment
3. To design and deliver appropriate strategies for their organization.

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

1. Divulge the skills on the key processes to maintain and improve the employee-management relations.
2. Recognize the changing nature of employment relations and industrial relations, diversity of EMR practices globally and different sectors of employment
3. Deliver appropriate strategies for their organization.
4. Understand the changing nature of employment relations and industrial relations

**UNIT-I (15 Hrs)**

**Introduction to Employee Relations Management (ERM):** Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management.

**Strategic Employee Relations Management:** Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges

**UNIT-II (15 Hrs)**

**Organizational Aspects in Employee Relations Management:** Introduction, Organizational Commitment and Engagement, How Organizations Work, Organizational Culture, Conflicts in Organizations.

**Behavioural Aspects in Employee Relations Management:** Introduction, Motivation, Leadership, Communication, Decision Making, Power and Authority

**UNIT III (15 Hrs)**

**Organizational Discipline:** Introduction, Overview of Organizational Discipline, Types of Organizational Discipline, Types of Disciplinary Problems,

**Disciplinary Procedure Grievance Handling:** Introduction, Grievance, needs for Grievance Redressal, Steps in Grievance Redressal Procedure, Essential Pre-requisites of Grievance Procedure, Grievance Interview, Precautions in Grievance Handling, Conflict Resolution

**UNIT-IV(15 Hrs)**

**Laws related to Employee Relations:** Introduction, Evolution of Employee Laws in India, Laws Relevant to Employee Relations, Laws Relevant to Organizational Conflicts, Laws Relevant to Employee Wages and Compensation.

**Contemporary Issues in Employee Relations:** Introduction, Careerism, Stress and Employee wellness in organisation, Organisational Justice, Organisational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organisational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession.

Note: Relevant Case Studies should be discussed in class.

**Suggested Readings**

1. Salamon Michael, 'Industrial Relations: Theory & Practice' Prentice Hall
2. Mills Daniel Quinn, 'Labour Management Relations' Mcgraw Hill
3. Ghosh Biswanath, 'Industrial Relations Of Developing Economy, Himalaya Publishing

**HR METRICS AND ANALYSIS**

**Subject Code: MBADD2-425**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objective: The main objectives of this course are:**

1. To understand the importance of HR metrics and analytics in measuring HR's impact and drive business results.
2. To identify the right HR metrics (what to measure, types of measurements etc.,) – aligning HR and business goals.
3. To Turn metrics into analytics for effective management decisions.

**Course Outcomes: After completing this course, the students will be able to**

1. Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits, Training and Human Capital development etc.
2. Demonstrate HR function in adding value in business terms.
3. Analyse the value of Intangibles that HR helps builds for the organization given a particular business context.
4. Design a Metrics and Analysis index for recruitment, performance and or a training and development context

**UNIT I (15 Hrs)**

**HR Metrics Overview:** Concepts, Objectives, Historical evolution of HR metrics, Explain how and why metrics are used in an organization, Designing effective Metrics that matters, Deciding what metrics are important to your business. HR metrics design principles.

**UNIT II (15 Hrs)**

**Approaches for designing HR metrics:** The Inside-Out Approach, The Outside-In Approach, Align HR metrics with business strategy, goals and objectives. Link HR to the strategy map. Creating levels of metrics measures: HR efficiency measures, HR Effectiveness measures, HR value / impact measures

**UNIT III (15 Hrs)**

**Building HR functions metrics:** Workforce Planning Metrics, Recruitment Metrics, Training & Development Metrics, Compensation & Benefits Metrics, Employee relations & Retention Metrics.

**UNIT IV (15 Hrs)**

**The Implementation of HR Metrics:** Building the business case for HR metrics, Implementation: Building support, Implementing HR metrics

**HR Analytics Overview:** What HR Analytics. Importance of HR Analytics, Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards).

**Suggested Readings**

1. Barnett K, Berk J, Human Capital Analytics. Word Association Publication
2. Fitz-Enz J, 'The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments', AMACOM.
3. Sesil. J, 'Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management'. Prentice Hall.

**PERFORMANCE MANAGEMENT SYSTEM**

**Subject Code: MBADD2-426**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives: The main objective of this course are-**

1. To provide comprehensive knowledge and practical skills to enhance the ability of students for performance management in the organizations.
2. To facilitate the students to have broad understanding about performance management systems
3. To explore the key elements of effective performance management in organizations.

**Course Outcomes: After completing this course, students will be able to-**

1. Set goals for himself as well as his subordinates in the organization.
2. Analyze and assess the performance of employees in the organization and manage team performance.
3. Carry out performance management surveys, compare and evaluate the different performance management systems
4. Explore the key elements of effective performance management in organizations.

**UNIT-I (15 Hrs)**

**Conceptual Approach to Performance Management:** Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, , Performance Planning – Process, Contents, steps, Process of developing individual to group performance plans

**UNIT-II (15 Hrs)**

**Performance Appraisal and Review** – Process and methods, Objectives, steps, Design, Types and Methods of Appraisal, Steps in Review, Effective Performance counselling,

**Performance Management Systems:** Importance, Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems Criteria for performance measures, classification of measures,

**Performance Management Process:** Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance Alternative models for Assessing Performance-Balance score card; EFQM Model; Outcome metrics–Economic Value Added (EVA); other economic measures.

**UNIT-III (15 Hrs)**

**Competency based PMS:** Competency based Performance Management System – Managerial skills and competencies, developing competencies, Competency Identification and Assessment Process, Competency models

**Team Based Performance Management** – Principles, work wheel, Measuring and managing team performance, Stages, Team building, role analysis

**UNIT-IV (15 Hrs)**

**Issues in Performance Management:** Performance Management and Reward: Concepts related to Performance and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward.

**Ethics in Performance Appraisal:** Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance, Performance Management & Employee Development

**Suggested Readings**

1. Soumendra Narian Bagchi, Performance Management, 2e, Cengage Learning
2. Herman Aguinis, Performance management, 3e, Pearson,
3. A S Kohli, T. Deb, Performance Management, Oxford Higher Education
4. Prem Chadha, Performance Management, Macmillan
5. Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House

**E-COMMERCE AND DIGITAL MARKETS**

**Subject Code – MBADD3-421**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives- The main objectives of this course are:**

1. To learn about foundations of E–Commerce.
2. To learn about E–Business plan and address E–Commerce related issues.
3. To provide insights on Business incubators.
4. To provide knowledge about the E–marketing strategies and digital payment systems.

**Course outcome**

**After the completion of this course students will be able to:**

1. Identify and apply relevant problem-solving methodologies.
2. Design components, systems and/or processes to meet required specifications for a web presence.
3. Demonstrate digital techniques for marketing, finance and other business domains
4. Communicate effectively in ways appropriate to the discipline, audience and purpose

**UNIT-I (15 Hrs)**

E-Commerce: Understanding E–Commerce , E–Business models , E– Business and the global economy, Creating E–Business plan, Social and Behavioral issues Ethical and regulatory issues Technology and growth of E–Commerce, Economic foundations of E–Commerce, The strategy of e–business, Economics of e–business, E–Business Technologies

**UNIT-II (15 Hrs)**

*Understanding E-Commerce*-Technology and growth of E Commerce, Economic Foundations of E-Commerce-Business Models on the Internet-Intermediation and Dis-intermediation in e-Commerce-Introduction to Digital Marketing-Payment Gateways and Digital Currencies-Designing Electronic Markets-E Business Entrepreneurship

**UNIT-III (15 Hrs)**

Introduction of the Digital Marketing; Creating initial Digital Marketing Plan; SWOT Analysis; Target Group Analysis; Content management

**UNIT-IV (15 Hrs)**

Digital Payment Systems: Introduction to digital marketing, E–Marketing strategies, E–CRM, Electronic payment methods, Types of payment gateway, Digital Currencies, Digital signature

**Suggested Readings**

1. Kenneth C.Laudon Carol GuercioTraver, ‘E–Commerce’, Pearson Publications
2. Russ, Henneberry, ‘Digital Marketing for Dummies], Willey Publications
3. S.J.P.T.JOSEPH, ‘E–Commerce: An Indian Perspective’, PHI
4. Gary P.Schneider, ‘Electronic Commerce| Course Technology Inc’,

**STRATEGIC MANAGEMENT FOR IT**

**Subject Code –MBADD3-422**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives- The main objectives of this course are:**

1. To understand the approaches of strategic IT applications
2. To analyze the value chain for service industries
3. To examine the organizational movements around the Strategic Grid
4. To Articulate the importance of drivers behind the transformation and implications
5. To develop action plans with clear goals through technology, evaluate the progress and facilitate the plan

**Course outcome- After the completion of this course students will be able to:**

1. Define operational effectiveness and understand the limitations of technology-based competition leveraging this principle.
2. Define strategic positioning and the importance of grounding competitive advantage in this concept.
3. Understand the resource-based view of competitive advantage.
4. List the four characteristics of a resource that might possibly yield sustainable competitive advantage

**UNIT-I (15 Hrs)**

Top-down approaches to Planning for Strategic IT Applications-The Value Chain Analysis Approach to IS/IT Strategy Formulation and Value Chain Analysis for Service Industries.

**UNIT-II (15 Hrs)**

Organizational movements around the Strategic Grid, drivers behind the transformation implications of the drivers for visioning of the strategic role of IT in the organization

**UNIT- III (15 Hrs)**

Strategy Formulation: Levels and formulation of strategy – Process– Types of Strategy–Top–down approaches to Planning for Strategic IT Applications Value Chain Analysis: The Value Chain Analysis Approach to IS/IT Strategy Formulation – Value Chain Analysis for Service Industries.

**UNIT-IV (15 Hrs)**

IT Strategy: Special Considerations for IT Strategy, IT Strategic Planning, IT Critical Success Factors, IT Future Scenarios, Strategy Information: Strategic information systems (SIS), Organizational movements around the Strategic Grid, inter organizational systems (IOS), Information Systems and Information Technology Strategies

**Suggested Readings**

1. CA. Deepak Pandian& CA. Aneesh Noor Mohammed, 'Strategic Management& Information Technology', Paperback, Kothari Academic & Research Publications ,2016.
2. Neil Ritson , 'Strategic Management', Ventus Publishing ApS,
3. J.–C. Spender, 'Business Strategy: Managing Uncertainty, Opportunity, and Enterprise', Oxford University Press.
4. Linda Parker Gates, 'Strategic Planning with Critical Success Factors and Future Scenarios: An Integrated Strategic Planning Framework', Software Engineering Institute, November 2010

**MANAGING DIGITAL PLATFORM**

**Subject Code – MBADD3-423**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives- The main objectives of this course are:**

1. To understand the Fundamentals of Digital Platforms.
2. To assess the competition in the digital environment.
3. To analyze the choice of marketing strategy in the Digital Platform

**Course outcomes - After the completion of this course students will be able to:**

1. Gain the knowledge about various digital platforms in business
2. Get knowledge about pricing policies and social media strategies
3. Apply cloud computing, IoT in digital platforms in business
4. Understand the opportunities and challenges in digital business across various domains

**UNIT-I (15 Hrs)**

*Digital Platforms:* Introduction, Types, Enterprise Digital Ecosystems, Challenges in modern digital enterprises, Platform Economics, Platform Architecture, Governance, Media Optimization, Channel optimization, Audience platform Utilization

**UNIT-II (15 Hrs)**

Understanding various types of platforms-Platform Economics Architecture and Governance of Platforms-Platform Competition-Participating on Platforms-Decision rights, control, and pricing policies

**UNIT-III (15 Hrs)**

Platform competition, Platform Technologies and political culture, Intellectual properties in Digital Economy, Pricing Policies, Future of Digital Platforms, Participation, Social Media Strategies

**UNIT-IV (15 Hrs)**

Drivers of digital business- Big Data & Analytics, Mobile, Cloud Computing, Social media, BYOD, and Internet of Things (digitally intelligent machines/services) Opportunities and Challenges in Digital Business,

**Recommended Books**

1. Shailesh Kumar Shivakumar, Enterprise Content and Search Management for Building Digital Platforms, John Wiley & Sons, 16– Dec–2016
2. Craig Dempster, John Lee, The Rise of the Platform Marketer: Performance Marketing with Google, Facebook, and Twitter, Plus the Latest High–Growth Digital Advertising Platforms, John Wiley & Sons, 2015.
3. Yu–li Liu, Robert G. Picard, Policy and Marketing Strategies for Digital Media, Routledge, 2014.
4. Dal Yong Jin, Digital Platforms, Imperialism and Political Culture, Routledge, 2015
5. Don Passey, Steve Higgins, Learning Platforms and Learning Outcomes, Routledge

**IT CONSULTING**

**Subject Code – MBADD3-424**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives- The main objectives of this course are:**

1. To provide importance of IT Consulting in Business Processes
2. To equip the students with knowledge of Consulting Life Cycle, Consulting Projects, Service Level Agreements (SLA)
3. To provide knowledge about ethics in consulting

**Course outcome**

**After the completion of this course students will be able to:**

1. Evaluate the IT requirements of the organization underlying given business environment.
2. Apply Business life cycle techniques in Consultancy assignment
3. Monitor and implement SLA Metrics.
4. Apply business ethics in consultancy process

**UNIT-I (15 Hrs)**

**Introductions to Principles:** Principles of Consultancy Overview and principles of consultancy, role & competencies of the consultants; Consultancy Models; Technology Management; Technology Life Cycles.

**UNIT-II (15 Hrs)**

**Life Cycle of a Consultancy Assignment:** Gaining entry, Contracting and assignment initiation, Identification of problems and business needs, Diagnosis and Solution definition, Solution appraisal and evaluation, Implementation.

**Life Cycle Assessment (LCA):** Evolution, Stages in product LCA. Code of good conduct for LCA.

**UNIT-III (15 Hrs)**

**Request for Proposal(RFP):** Introduction, Scope of Work, Proposal Requirements, Process for Proposal Preparation and Submission, Proposal Review/Evaluation/Selection.

**Service Level Agreements (SLA):**Introduction, Importance, Preparation, Components of SLA. SLA Monitoring and Verification. SLA metrics

**UNIT-IV (15 Hrs)**

**Ethics in Consultancy:** Principles for Ethical Consulting, Different approaches to Ethic, Codes of Ethics, Consultant's Unethical and Avoiding Behaviours, Ethics and Self-Interest, Responsibility and Accountability

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings**

1. Narayanan, V K., 'Managing Technology and Innovation for Competitive Advantage', Pearson Education
2. Peter F. Drucker, 'Social Needs and Business Opportunities', in The Frontiers of Management
3. Title: The Trusted Advisor Author: David Maister, Charles Green, Robert Gallford Publisher: Free Press (Simon and Schuster) Publication Date: 2002 ISBN: 978-074320776

**INFORMATION SYSTEMS AUDIT AND CONTROL**

**Subject Code – MBADD3-425**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives- The main objectives of this course are:**

1. To provide knowledge about the importance of information in decision making
2. To give knowledge about various types of Information Systems audit processes
3. To make the students understand the Process of Auditing Information system

**Course outcomes - After the completion of this course students will be able to:**

1. Understand the role of the IS auditor and the IS audit function.
2. Purpose of controls in an information systems environment.
3. Apply corporate governance and IS Audit linkages to analyze issue
4. Apply the concepts in real time business scenario.

**UNIT-I (15 Hrs)**

**Information System Audit Process:** Management of IS Audit Function, Risk Analysis, Internal Controls, Performing an IS Audit, Control Self-assessment, The Evolving IS Audit process

**Information System Operations** - IS Hardware – IS Architecture and Software – IS Network Infrastructure – Auditing Infrastructure and Operations

**UNIT-II (15 Hrs)**

**Information System Acquisition:** Auditing Application Controls, Auditing Systems Development Acquisition and Maintenance, Disaster Recovery Planning

**UNIT-III (15 Hrs)**

**Information Security:** Importance of Information Security Management, Logical Access, Network Infrastructure Security, Auditing Information Security Management Framework, Environmental Exposures and Control, Physical Access Exposures and Controls

**UNIT-IV (15 Hrs)**

**Corporate governance and IT Management:** Corporate Governance, Information System Strategy, IT Investment and allocation processes, Policies and Procedures,

**Information System Management practices:** IS Organizational structure and responsibilities, Business Continuity Planning, Auditing Business Continuity

**Suggested Readings**

1. Sandra Senft, Frederick Gallegos, Aleksandra Davis,(2012), Information Technology Control and Audit, Auerbach Publications.
2. Jack J. Champlain, 'Auditing Information Systems', Wiley Publications

**BUSINESS ANALYTICS IN IT**

**Subject Code – MBADD3-426**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives: The main objectives of this course are:**

1. To provide knowledge about role of business analytics in Information technology
2. To discuss about Big data analytics in Business
3. To create awareness about applications of Business Intelligence

**Course Outcomes: After completing this course, students will be able to:**

1. Apply various business optimization techniques
2. Understand the applications of Business Intelligence in analyze in Business strategies
3. Apply data mining techniques in business operations
4. Understand applications of big data analytics to analyze and solve business problems

**UNIT-I (15 Hrs)**

**Business Analytics and Optimization** - Concepts and need, Impact of BAO, Capabilities of BAO, BAO reference architecture, challenges to manage IT data Business Analytics (BA), Capability of BA, Types of Analytics, Types of tools for analytics, Business Analytics Mode

**UNIT-II (15 Hrs)**

**Business Intelligence (BI):** Definitions, Components and Architecture of BI, High level BI Process, functional areas of BI tools, Benefits of BI, maximize value from BI, Strategy and BI, Business Role of BI in IT, BI maturity model.

**UNIT-III (15 Hrs)**

**Big Data Analytics:** Define Big Data, Need of Big data in IT, Characteristics of Big Data, Structure of Big data, Big Data Analytics Adaptation, advantages and disadvantages of Big data, Big Data application framework and Big data applications.

**UNIT-IV (15 Hrs)**

**Data Mining and Dashboard:** Concept and Purpose of Data Mining, Data Mining Process, KDD Process Model, Data Mining Techniques, Define Dashboard, Types of Dashboard, Dashboard Design, Kaplan – Norton Balanced Scorecard, R-J Performance Dashboard

**Suggested Readings**

1. R N Prasad & Seema Acharya, 'Fundamentals of Business Analytics'
2. B. Devlin, 'Business UnIntelligence: Insight and Innovation Beyond Analytics and Big Data
3. Tan, Steinbach & Kumar, Introduction to Data Mining,
4. Introduction to Business Analytics, Guide by IBM

**SERVICES MARKETING**

**Subject Code – MBADD4-421**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives: The main objectives of this course are :**

1. To equip the students with understanding to apply Service Marketing Concepts and Strategies.
2. To the Create Customer Value in Today's Highly Competitive Environment.
3. To inform you about the best current thinking on services marketing and management, through contemporary readings, current case analysis, and lectures.

**Course Outcomes: After the completion of this course students will be able to:**

1. Demonstrate an extended understanding of the similarities and differences in service- based and physical product-based marketing activities.
2. Demonstrate a knowledge of the extended marketing mix for services.
3. Develop and justify marketing planning and control systems appropriate to service-based activities.
4. Identify the challenges in service design and pricing decisions

**UNIT-I (15 Hrs.)**

Introduction to Services, Growth of Service Sector Economy, Service Characteristics, Service Classification, Service Marketing Mix, Consumer Behaviour in Services: Customer Expectation of Service, Customer Perceptions of Service.

**UNIT-II (15 Hrs.)**

Managing Relationship and Building Loyalty, Complaint Handling and Service Recovery Strategies, **Service Development and Design:** Challenges of Service Design, Types of New Services, Core and Supplementary Elements, New Service Development Process, Service Blueprint, **Physical Evidence and the Services capes:** Types, Role and its Effect on Behaviour

**UNIT-III (15 Hrs.)**

Delivering and Performing Service Through Employees and Customers: Service Culture, Employee's Role, Strategies to Deliver Quality, Cycle of Failure, Mediocrity and Success, Self Service Technologies and Customer Participation, Introduction to Customer Citizenship Behaviour Delivering Services through Intermediaries and Electronic Channels, Managing Demand and Capacity, Waiting Line Strategies Integrated.

**UNIT-IV (15 Hrs.)**

Services Marketing Communications and Services Marketing Triangle, Pricing of Services: Pricing Approaches, Pricing Strategies, Improving Service Quality and Productivity: Integrated Gaps Model of Service Quality, Prescriptions for Closing Quality Gaps. Relevant Case Studies Related to the topics should be discussed.

**Suggested Readings**

1. Zeithmal A. Valarie and Bitner Mary, 'Services Marketing', Tata McGraw Hill.
2. Christopher H. Lovelock, 'Services Marketing', Pearson Education.
3. Hoffman, 'Marketing of Services', Thomson South Western.
4. Govind Apt, 'Service Marketing', Oxford Press.
5. Shajahan, 'Service Marketing', Himalaya Publishing.
6. Harsh V. Verma 'Services Marketing- Text and Cases', Pearson Publications

**INTERNATIONAL MARKETING**

**Subject Code – MBADD4-422**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives:**

**The main aim of this course is:**

1. To acquaint the students with the concepts and procedures for international marketing.
2. To develop and implement plans and strategies for entering international markets and managing overseas operations.
3. To develop skills in researching and analyzing international marketing opportunities.

**Course Outcomes:**

**After the completion of this course students will be able to:**

1. Acquaint with environmental, procedural, institutional and decisional aspects of international marketing
2. Develop and implement plans and strategies for entering international markets.
3. Know how to manage overseas marketing operations and ethical issues
4. Understand business environment and communication policies and techniques at global level

**UNIT-I (15 Hrs.)**

Definition, Scope, Importance and Challenges of International Marketing, International Trade Theories, Reasons for Going International, Economic Analysis of Multinational Trade, International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, Licensing, Contract Manufacturing, Joint Venture M & A, Setting-Up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

**UNIT-II (15 Hrs.)**

**International Marketing Environment:** Political, Legal, Environmental, Socio Cultural and Technological environment, Country Risk Analysis, International Economic Environment: IMF, WTO, International Monetary System,

**International Trade Barriers:** Tariff and Non-Tariff Regional Blocks: European Union, NAFTA, SAARC, ASEAN, MERCOSUR, International Marketing Research, Selection of Export Markets.

**UNIT-III (15 Hrs.)**

**Product Policy:** Product Standardization & Adaptation, International, Product Mix, International Product Life Cycle, New Product Development, Exports Packaging,

**International Pricing Policy:** Factors Influencing Selection of Pricing Policies, International Pricing Strategies,

**UNIT-IV (15 Hrs.)**

**International Distribution Policy:** Factors Influencing Selection of International Distribution Channels, Types of International Distribution Channels, Role of Internet in International Distribution,

**International Communication Policy:** Communication Strategies in International Marketing, International Promotion Mix.

**Note: Relevant case studies related to the topics should be discussed.**

**Suggested Readings:**

1. S. Onkvisit & J. Shaw, J., 'International Marketing: Analysis & Strategy', Pearson Education.
2. M. Czinkota, I. Ronkaine, Sutton Brady, C. and Beal, T., 'International Marketing', Cengage Course.
3. F. Cherunilam, 'International Trade & Export Management', Himalaya Publishing.
4. Cateora & Graham, 'International Marketing', McGraw Hill.
5. Keegan, 'Global Marketing Management', Pearson Education Asia.
6. J. Daniels, J, 'International Business', Pearson Education.

**BRAND MANAGEMENT**

**Subject Code – MBADD4-423**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives - The main aim of this course is:**

1. To create understanding among students for concepts, process, techniques of product and brand management.
2. To enhance knowledge about product promotion
3. To create value for brand.
4. To increase customer loyalty towards product

**Course Outcomes: After the completion of this course students will be able to:**

1. Gain operational understanding of product development process and product strategies
2. Apply branding elements into marketing mix.
3. Design, implement and take appropriate branding decisions as per business ethics
4. Demonstrate the use of tools and communication channels in defining the positioning of brands

**UNIT-I (15 Hrs.)**

**Brand Concept:** Meaning, nature and importance of Brand; Types of brands, Strategic Brand Management Process; Brand Identity perspectives, Brand identity prism, Identity levels

**Customer based Brand Equity:** Brand Knowledge –Building brands –Keller’s pyramid model, Aaker’s and Kapferer’s models

**UNIT-II (15 Hrs.)**

**Designing marketing programs to build brand Equity:** Product, Pricing and Channel strategy

**Measuring Brand Equity:** Brand Value chain, Brand tracking studies

**Brand Loyalty:** Measures of Loyalty, Branding strategies – product, line, range and umbrella branding,

**UNIT-III (15 Hrs.)**

**Brand Personality:** Definition, Measures and Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and experiential brands.

**Brand Positioning:** Concepts and Definitions, 3 Cs of Positioning, Brand Positioning and Differentiation Strategies, Repositioning, Celebrity Endorsements, Role of Semiotics, Brand Auditing

**UNIT-IV (15 Hrs.)**

**Brand Strategy –** Brand Architecture and hierarchy

**Brand Extension:** Need, Various Types, Implication of Extension, Managing Brands Over Time, Brand Reinforcement, Brand Revitalization, Measuring Brand Value, Managing Global Brands, Branding in Different Sectors.

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings**

1. Y.R.L. Murthi, ‘Brand Management’, Vikas Publications.
2. Kevin Lane Keller, M.G. Parameswaran MG and Jacob Isaac, ‘Strategic Brand Management’, Pearson education
3. David Aaker, ‘Managing Brand Equity’, Prentice Hall of India.
4. H. Verma, ‘Brand Management’, Excel Books.
5. Venugopal, ‘Product and Brand Management’, Himalaya Publications.
6. Sasikumar and Chandrasekar, ‘Brand Management Practices’, Himalaya Publications.

**CUSTOMER RELATIONSHIP MANAGEMENT**

**Subject Code – MBADD4-424**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main aim of this course is:**

1. The purpose of this paper is to make students understand strategies and models of customer relationship.
2. To learn how to Improve the Efficiency of Your Business.
3. To learn how to Expand You Customer Base.
4. To learn how to Enhance Your Sales and Support Teams.

**Course outcome**

**After the completion of this course students will be able to:**

1. Use various strategic model of CRM in manging the customers related business issues
2. Generates competency in transforming organisations into customer-centric enterprises
3. Understand how to manage customer and business digitally with IT tools
4. Identify and solve various issues in implementing CRM in various operations of company

**Unit I (15 Hrs)**

**Introduction to CRM:** Meaning and Definition of Customer Relationship Management (CRM), Nature and Scope of CRM, Key Elements of Customer Management, Conceptual Framework of CRM, Components of CRM, Uses and Benefits of CRM, Challenges and Barriers in CRM; Understanding People component of CRM, Organization Environment and CRM, Value Chain Considerations for CRM, Difference between CRM and e-CRM.

**Unit II (15Hrs)**

**CRM Strategy:** Sales Strategy – Sales challenges for FMCGs, Sales Processes and Participation in CRM, CRM and Sales Organization, Sales Customer Relationship Cycle, Sales Force Communications, Sales Force Automation Technology, Data Mining for CRM, Framework for Deploying Customer Relationships in Organizations; Marketing Strategy – Service Quality and Customer Satisfaction, Customer Loyalty, Customer Retention, Relationship between Customer Satisfaction and Loyalty, Relationship between Customer Loyalty and Profitability, CRM Strategy Cycle.

**Unit III (15 Hrs)**

**CRM Models:** Brief Introduction to Classic Marketing Models; Models of Customer Management – One-to-one, Transparent Marketing, Top Vanilla, Spot Sell, Pure Spot Sell, Channel Partnership; Impact of Web-based Marketing on these Models, Paradox of Technological Progress; Customer Requirements of CRM, Company’s perspective of CRM, Concept of Share of Wallet.

**Unit IV (15 Hrs)**

Tactical versus Strategic Application of CRM, Target Opportunities, Incremental Revenue, Cost Changes, Contact Strategies, Revenue and Cost Review, Feasibility Analysis, New Opportunities for improving CRM, Creating Long-term Customer Value (LTCV), Measuring Customer Relationships, Payback for Customer Relationships.

**Suggested Readings**

1. Roger J. Baran, Robert J. Galka and Daniel P. Strunk, ‘Customer Relationship Management’, Cengage Course.
2. Barnes, James G., ‘Secrets of Customer Relationship Management’, McGraw Hill,
3. Kincaid, Judith, ‘Customer Relationship Management: Getting it Right!’ Pearson Education.
4. Peelen, ‘Customer Relationship Management’, Pearson Education.
5. Anderson, Kristin and Carol Kerr, ‘Customer Relationship Management’, McGraw Hill Education.
6. Sheth, Jagdish N., ‘Customer Relationship Management: Emerging Concepts, Tools and Applications’, McGraw Hill Education.

7. Sheth, Jagdish N., Atul Parvatiyar and G. Shainesh, 'Customer Relationship Management: Emerging concepts, Tools and Applications'.

**INTEGRATED MARKETING COMMUNICATION**

**Subject Code – MBADD4-425**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main objectives of this course are:**

1. To acquaint the students with essential concepts and techniques for the development.
2. To design an effective Integrated Marketing Communication programme.
3. To provide the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

**Course outcome:**

**After the completion of this course students will be able to:**

1. Quickly understand a company and its marketing communications activities
2. Thoroughly describe a range of media and methods available to marketers
3. Develop a clearly thought out Communications Audit
4. Understand the advertising laws & ethics and budgeting for promotional programmes.

**Unit I (15 Hrs)**

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour, omni-channel marketing

**Unit II (15Hrs)**

Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.

**Unit III (15 Hrs)**

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model

**Unit IV (15 Hrs)**

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

**Suggested Readings**

1. Jaishri Jethwaney & Shruti Jain, 'Advertising Management', Oxford University Press
2. Kruti Shah and Alan D'Souza, 'Advertising & Promotions: An IMC perspective', Tata McGraw Hill
3. Aakar, Batra and Myers, 'Advertising Management', Prentice
4. S H Kazmi and Satish K Batra, 'Advertising & Promotions', Excel Publications
5. Wells, Moriarty and Burnett, 'Advertising; Principles and Practice', Pearson Publications

**DIGITAL AND SOCIAL MEDIA MARKETING**

**Subject Code – MBADD4-426**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives – The main objectives of this course are:**

1. To provide students with the knowledge about business advantages of the digital marketing.
2. To understand its importance for marketing success.
3. To gain knowledge that how to develop a digital marketing plan.

**Course outcomes: After the completion of this course students will be able to:**

1. Identify the importance of the digital marketing for marketing success
2. Manage customer relationships across all digital channels.
3. Apply various Return on Investment Techniques for allocating adequate budget
4. Analyze online business environment for applying appropriate IT Techniques for Business issues

**UNIT-I (15 Hrs)**

**Basics of Digital Marketing:** Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence, Creating initial Digital Marketing Plan; SWOT Analysis; Target Group Analysis; Content management.

**UNIT-II (15 Hrs)**

**Optimization of Web Sites;** MS Expression; SEO Optimization; CRM platform; Google Analytics; Social Media Marketing; Budgeting. Ecommerce, Mobile Marketing; Best practices of mobile marketing, types of mobile marketing.

**UNIT-III (15 Hrs)**

**Digital Marketing Budgeting** - resource planning, cost estimating, Marketing Strategies on the Use of Blogging. Display advertising, different type of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, ROI measurement techniques,

**UNIT-IV (15 Hrs)**

Search Engine Optimization, Display Advertising, Email Marketing, Integrate Social Media Networks into your Marketing Strategy, Social Media Pitfalls to Avoid, Affiliate Marketing. Consumer segmentation and positioning by online tools.

**Suggested Readings**

1. Digital Marketing 2.0, Himalaya Publishing House, New Delhi
2. Seema Gupta "Digital Marketing" Tata McGraw Hill Publication
3. Kamat and Kamat, 'Digital Marketing', Himalaya Publications
4. M. Miller, 'Using Google™ AdWords and AdSense', Que Publishers

**TOTAL QUALITY MANAGEMENT**

**Subject Code – MBADD5-421**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives - The main objectives of this course are:**

1. To develop a sound understanding of how the application of TQM assists the pursuit of business excellence.
2. To provide skills and strategies in human dimensions of quality.
3. To understand the techniques applicable to TQM and business excellence.

**Course Outcomes - After the completion of this course students will be able to:**

1. Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
2. Identify the various issues in performing team work and in enhancing customer satisfaction
3. Analyze various business problems to implement TQM and find feasible solution
4. Apply latest techniques for quality control in organization

**UNIT-I (15 Hrs.)**

**Introduction to TQM:** History, aims, objectives, benefits, gurus and their principles, TQM for Marketing Function: Quality in marketing and sales, factors for excellence, BPR and IT: business process management.

**UNIT-II (15 Hrs.)**

**Customer Focus:** External and internal customers, Measuring customer satisfaction, Continuous improvement process, Team work & barriers to team work, Benchmarking, JIT.

**UNIT-III (15 Hrs.)**

**Introduction to Tools and Techniques:** Brainstorming, Affinity Diagram, Benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagrams.

**UNIT-IV (15 Hrs.)**

**Total Employee Involvement:** Awareness of quality, recognition and rewards, empowerment and self-development, Education and training, cost of quality: cost of poor quality, TQM implementations & barriers to implementation, Six sigma, Introduction to ISO 9000, ISO 9001: 2000 series of standards.

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings**

1. Hurbert K. Rampersad, 'Managing Total Quality', Tata McGraw Hill Publishing Company Ltd.
2. Mukherjee, 'Total Quality Management', PHI Course.
3. Singhal & Singhal, 'Implementing ISO 9001:2008 Quality Management Systems: A Reference Guide', PHI Course.
4. Bhat, 'Total Quality Management', Himalaya Publications.

**SALES AND OPERATIONS PLANNING**

**Subject Code: MBADD5-422**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives: The main aim of this course is:**

1. To provide understanding about balancing customer demand with supply capabilities.
2. To study customer-focused marketing plans for new and existing products with supply chain management.
3. To Study the sales and operations planning process attempts to match the company's supply of resources efficiently to market demand expectations

**Course outcome**

**After the completion of this course students will be able to:**

1. Develop a dynamic sales and operations planning (S&OP) process- business processes and technologies.
2. Understand the how much of which products to make, where to make them, and which markets to send them.
3. The general outcome of S&OP is matching demand and supply in the medium term, by providing an instrument for the vertical alignment of business strategy and operational planning, and for the horizontal alignment of demand and supply plans.
4. Apply scheduling for optimum capacity planning process.

**UNIT-I (15 Hrs)**

**Introduction:** Introduction of sales and operating planning, Advantages, Inputs, S&OP time horizon, Top down planning, Bottoms up planning Need for Operations planning and control-Demand Forecasting and its dovetailing with operations planning

**UNIT-II (15 Hrs)**

**Management Review:** Key Performance Indicator (KPI) measurement, working capital, Gross margin, Inventory turns, Plan vs actual, Forecast errors, Root cause analysis, MRP and MPS-Operations scheduling-Distribution planning-

**UNIT-III (15 Hrs)**

**Enterprise Resource Planning:** Operations planning Insights from the TOC school of thought, Facility Layout; Principles of Facility Layout, Types of Layout: Process Layout, Product or Line Layout, Fixed Position Layout, Concepts of Line Balancing, Merits and Demerits of Product and Process Layout

**UNIT-IV (15 Hrs)**

**Capacity planning:** Aggregate operations planning, Concepts of Push System & Pull System, Job Shop Scheduling and its Criteria, Single Processor Job Shop Scheduling. Concepts of two machines scheduling (Johnson's Rule).

**Suggested Readings**

1. Havaladar, Krishna K.& Cavale, Vasant M.; Sales and Distribution Management; Tata McGraw Hill, New Delhi
2. Khan, Mateen; Sales and Distribution Management; Excel Books; New Delhi
3. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; Sales Management – Decision, Strategies and Cases ;Pearson Education/Prentice Hall of India; New Delhi
4. Dalrymple, Douglas J.; Cron, William L. &Decarlo, Thomas; Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; Sales Management – Team work, Leadership and Technology; Thomson Learning.; New Delhi

**MATERIAL MANAGEMENT**

**Subject Code – MBADD5-423**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives- The main aim of this course is:**

1. To create understanding and importance of managing materials through purchasing, inventory control, pricing and negotiation.
2. To understand Purchasing the items from a reliable source at economic price
3. To form Better co-ordination within the materials functions and also other functional areas of business.

**Course outcomes -After the completion of this course students will be able to:**

1. Understand the use of inventory management, purchase management, and most important material handling.
2. Develop an ability to perform the role of a materials manager in an organization.
3. Manage the activities of materials manager like purchasing, inventory analysis, storage etc.in a scientific manner.
4. Improve performance through use of MRP techniques within capacity constraints.

**UNIT-I (15 Hrs)**

**Introduction to Materials Management:** Definition, Importance, Scope. Systems approach to Materials Management. Importance of forecasting in Material Management, Handling Materials, vendor development and management. Materials Planning.

**UNIT-II (15 Hrs)**

**Purchasing** – Purchasing in Materials Management – System Concept – Purchasing and Procurement activities under Materials management - Value Analysis and Value Engineering Purchasing and Quality Assurance. Pricing Theory, Pricing Practices and contracts.

**UNIT-III (15 Hrs)**

**Incoming Material Quality Control** - Statistical Quality Control – Purchasing capital equipment, plant and machinery – International Buying and Import purchasing – Governmental purchasing practices and procedures. Negotiation skills.

**UNIT-IV (15 Hrs)**

**Inventory Management and Control Systems** – Stores Management and Operation – Material Accounting, Flow of Costs and Inventory Valuation, Physical Verification, Security and Materials Audit. Stores management and Waste Management.

Note: Relevant Case Studies should be discussed in class.

**Suggested Readings**

1. S.A. Chunawalla, 'Materials and Purchasing Management', Himalaya Publications.
2. K. Shridhara Bhat, 'Materials Management', Himalaya Publications.
3. P. Gopala Krishan, 'Materials Management: An Integrated Approach', PHI Course.

**MANAGEMENT OF MANUFACTURING SYSTEM**

**Subject Code: MBADD5-424**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives - The main objectives of this course are:**

1. To produce the products in well managed manufacturing environment to have zero defect situation.
2. To inculcate specialized knowledge and skill in advanced manufacturing processes using the principles and methods technical analysis and design.
3. To cultivate the ability to develop and implement new improved manufacturing processes resulting in creation and distribution of value.
4. To impart knowledge about the significance of controlling process parameters for the optimal performance for newly developed technical materials used in industries and research organizations

**Course outcome- After the completion of this course students will be able to:**

1. Determine the strategic importance of manufacturing in creating and enhancing a firm's competitive advantages
2. Select relevant tools and techniques in managing and improving business operations
3. Assess the importance of cost reduction through implementation of various quality control tools
4. Use techniques, skills and modern managerial tools & techniques necessary for business practice

**UNIT-I (15 Hrs)**

**Manufacturing process:** layouts, total employee involvement, Quality Management System. Role of top Management, Quality assurance & control, role of IT in manufacturing process, ISO 9000:2000 Quality System - Elements, Implementation of Quality System, Documentation, Quality Auditing

**UNIT-II (15 Hrs)**

Manufacturing planning, Cellular manufacturing systems-cell formation, operator allocation, Defining Roles and Responsibilities, Gathering Voice of the Customer, Support for Project, Translating Customer Needs into Specific Requirements (CTQs), SIPOC Diagram.

**UNIT-III (15 Hrs)**

Sequencing and scheduling, Just-in-time (JIT) systems, Kanban, CONWIP-Synchronous manufacturing (Theory of Constraints)-Flexible manufacturing systems (FMS)-machine loading and scheduling, Process Mapping, data Collection Techniques, Data Collection Plans

**UNIT-IV (15 Hrs)**

**Productivity Models:** Productivity Measurement at International, National & organization level, total productivity models. Productivity Management in manufacturing and service sector. Productivity evaluation models, productivity improvement model and techniques

**Suggested Readings**

1. Singh, N. and Rajamani, D., 'Cellular Manufacturing Systems: Design, planning and control', Springer, US.
2. Sodhi, R. S., 'Advances in Manufacturing Systems: Design, Modeling, and Analysis', Elsevier, UK

**LOGISTIC MANAGEMENT**

**Subject Code: MBADD5-425**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives -The main objectives of this course are:**

1. To enable students understand the importance and dynamics of a firm's physical distribution functions and management of its supply chain.
2. To understand Order Processing & Importance to customer service.
3. To understand how Logistics and Supply Chain fit in to various types of Business

**Course outcome- After the completion of this course students will be able to:**

1. Understand about professional issues relevant to SCM and logistics, on an expert- as well as a common level.
2. Have specialized knowledge about selected topics when dealing with different types of supply chain.
3. Have advanced knowledge about logistics, operations research and operations management in general.
4. Apply e-commerce techniques to find logistic solutions

**UNIT-I (15 Hrs)**

**Logistics Management:** meaning, scope & concepts of logistics. Logistics Functions: transportation, warehousing, order processing, information handling and procurement, Packaging, Facility location and network Design-Distribution management, Materials Management: functions and control, Inventory decision-making, MRP, MRP II systems,

**UNIT-II (15 Hrs)**

Transportation fundamentals and planning Green Logistics, Reverse logistics, Supply chain sustainability, Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure

**UNIT-III (15 Hrs)**

**E-Commerce Logistics:** Introduction, Objectives, Concept of E-Commerce, Requirements of Logistics in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM)

**UNIT-IV (15 Hrs)**

**Logistics Outsourcing:** Introduction, Objectives, Concept of Logistics Outsourcing, Catalyst for logistics outsourcing, Benefits of logistics outsourcing, Issues in logistics outsourcing, Third-Party Logistics, Fourth-Party Logistics, Selection of Logistics Service Provider.

**Suggested Readings**

1. Sunil Chopra and Peter Meindel, 'Supply Chain Management: Strategy, Planning, and Operation', Prentice Hall of India, 2002.
2. Robert Handfield & Ernest Nichols, 'Introduction to Supply Chain Management', Prentice hall Publishers, 1999.
3. David Bloomberg, Stephen LeMay, Joe Hanna, 'Logistics', Prentice Hall 2001.
4. Thomas Teufel, Jurgen Rohricht, Peter Willems: SAP Processes: Logistics, Addison-Wesley, 2002.

**PRODUCTION PLANNING AND CONTROL**

**Subject Code: MBADD5-426**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives - The main objectives of this course are:**

1. To learn various steps of product design, development, production, plant location, storage, production planning and control.
2. To apply concepts and principles of management to become more effective professional.
3. To control the quality of the production process to decrease the cost of production.

**Course Outcomes- After the completion of this course students will be able to:**

1. Understand various management principles related to quality control
2. Apply techniques to improve work efficiency solutions
3. Do continuous improvement of the production operations.
4. Apply inventory management techniques to analyze and solve inventory related business problems

**UNIT- I (15 Hrs.)**

**Operations Management:** Concept, Functions. Transformation Process Model: Inputs, Process and Outputs; Classification of Operations; Responsibilities of Operations Manager, Contribution of Henry ford, Deming, Crosby, Taguchi.

**Facility Location** – Importance, Factors in Location Analysis, Location Analysis Techniques.

**UNIT- II (15 Hrs.)**

**Facility Layout:** Objectives, Advantages, Basic Types of Layouts, Problems in Facility Layout.

**Production Planning & Control (PPC):** Concepts, Objectives and Functions, Work study – Productivity: Method study; Work measurement.

**Capacity Planning:** Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

**UNIT- III (15 Hrs.)**

**Tools and Techniques for Quality Improvement:** Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application.

**Control Charts for Variables:** Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

**UNIT- IV (15 Hrs.)**

**Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis, Logistics and Franchising.

**Suggested Readings**

1. Buffa & Sarin, 'Modern Production/Operations Management', John Wiley.
2. Chary, 'Production and Operations Management', Tata McGraw Hill.
3. Krajewski & Ritzman, 'Operations Management', Pearson Education.
4. Adam and Eben, 'Production & Operations', Prentice Hall.

**DATA SCIENCE USING R**

**Subject Code: MBADD6-421**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main objectives of this course are:**

1. To give an introduction to the software R and how to write elementary programs
2. To demonstrate how statistical models are implemented and applied.
3. To import, manage and structure data files.
4. To write simple program scripts for data analysis produce illustrative data plots and carry out statistical tests

**Course Outcomes**

**After completion of this course, Students will be able to**

1. Use R to create sophisticated figures and graphs.
2. Design and write functions in R and implement simple iterative algorithms.
3. Learn the importance of visualization in the data analytics solution process
4. Convert imprecise business relevant problem statements to analytics

**UNIT-I (15 Hrs)**

**Introduction to R Language - SAS versus R - R, S, and S-plus - Obtaining and managing R - Objects - types of objects, classes, creating and accessing objects - Arithmetic and matrix operations - Introduction to functions**

**UNIT-II (15 Hrs)**

**Working With R- Reading and writing data - R libraries - Functions and R programming - the if statement - looping: for, repeat, while - writing functions -function arguments and options Basic plotting - Manipulating the plotting window - Advanced plotting using lattice library - Saving plots**

**UNIT-III (15 Hrs)**

**Standard Statistical Models in R - Model formulae and model options - Output and extraction from fitted models - Models considered: Linear regression, Logistic regression**

**UNIT-IV (15 Hrs)**

**ADVANCED R - Data management (importing, subsetting, merging, new variables, missing data etc.) Plotting – Loops and functions – Migration SAS to R – Plotting and Graphics in R – Writing R functions, optimizing R code– Bioconductor, More on linear models – Multivariate analysis, Cluster analysis, dimension reduction methods (PCA).**

**Suggested Readings**

1. Peter Dalgaard. Introductory Statistics with R (Paperback) 1st Edition Springer-Verlag New York, Inc. ISBN 0-387-95475-9
2. W. N. Venables and B. D. Ripley. 2002. Modern Applied Statistics with S. 4th Edition. Springer. ISBN 0-387-95457-0
3. Andreas Krause, Melvin Olson. 2005. The Basics of S-PLUS. 4th edition. Springer-Verlag, New York. ISBN 0-387-26109-5 2. Jose Pinheiro, Douglas Bates. 2000. Mixed-effects models in S and S-PLUS Springer-Verlag, Berlin. ISBN 0-387-98957-9
4. An Introduction to R. Online manual at the R website at <http://cran.r-project.org/manuals.html>

**SOCIAL MEDIA AND WEB ANALYTICS**

**Subject Code: MBADD6-422**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main objectives of this course are:**

1. To understand how big data principles implemented in Social media & Web
2. To understand the data processing for Social media & Web analytics
3. To describe the different metrics for Social media & Web analytics
4. To understand the application for Social media & Web analytics

**Course Outcomes**

**After Completion of this course, students will be able to**

1. Implement social media across various business models
2. Understand the implementation framework of web analytics.
3. Explain the experimental methods in web data analytics.
4. Identify appropriate metrics of data for Social media & Web analytics across all business dimensions

**UNIT-I (15 Hrs)**

**Social Media** - Introduction, History of Social media- Basics of Social Media and Business Models- Basics of Web Search Engines and Digital Advertising. Web & social media (websites, web apps , mobile apps & social media) .

**UNIT-II (15 Hrs)**

**Web Analytics** - Web analytics 2.0 framework (clickstream, multiple outcomes analysis, experimentation and testing, voice of customer, competitive intelligence, Insights) - Experimental methods in web data analytics - Air France Internet Marketing Case Study - Econometric modeling of search engine ads

**UNIT-III (15 Hrs)**

**Web Metrics and Web Analytics** - PULSE metrics (Page views, Uptime, Latency, Seven-day active users) on business and technical issues; -HEART metrics (Happiness, Engagement, Adoption, Retention, and Task success) on user behaviour issues; -On-site web analytics, off-site web analytics, the goal-signal-metric process

**UNIT-IV (15 Hrs)**

**Social Media Analytics** - Social media analytics (what and why) - Social media KPIs (reach and engagement) - Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback)

**Suggested Readings**

1. AvinashKaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, John Wiley & Sons; Pap/Cdr edition
2. Tom Tullis, Bill Albert, Measuring the User Experience: Collecting, Analyzing, and Presenting Usability Metrics, Morgan Kaufmann; 1<sup>st</sup> edition
3. Jim Sterne, Social Media Metrics: How to Measure and Optimize Your Marketing Investment, John Wiley & Sons
4. Brian Clifton, Advanced Web Metrics with Google Analytics, John Wiley & Sons; 3rd Edition

**HR ANALYTICS**

**Subject Code: MBADD6-423**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main objectives of this course are:**

1. To understand the concepts, tools and techniques of HR Analytics that could be applied to make human applied as resource management evidence based.
2. To understand HR reports & to understand the decisions technologies.
3. Recognize the fundamental strategic priorities of the business and learn how to provide enhanced decision support leveraging analytics.

**Course Outcomes**

**After completion of this course, Students will be able to:**

1. Analyse appropriate internal and external human resource metrics
2. Apply quantitative and qualitative analysis to understand trends and indicators.
3. Measure the outcomes driven by data profiling.
4. Identify the ranking employees for their career progression roadmap.

**UNIT-I (15 Hrs)**

HR analytics in Perspective: Basics of HR Analytics: Concept and Evolution of HR Analytics Defining HR Analytics. Use of workforce to improve decision making. Analytics and Prediction. Introduction to HR Metrics and predictive analytics. Importance of HR Analytics

**UNIT-II (14 Hrs)**

Creating business understanding for HR initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for Scorecards, Identify key HR matrices

**UNIT-III (16 Hrs)**

Training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions Predictive modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning.

**UNIT-IV (15 Hrs)**

Communicating with data and visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency

**Suggested Readings**

1. Jac Fitz-Enz , The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amazon.
2. Gene Pease, Boyce Byerly and Jac Fitz-enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, John Wiley & Sons
3. The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments: Predicting the Economic Value of Your Company's Human Capital Investments Hardcover – Import, 1 Jun 2010, Jacfitz-Enz

**DATA VISUALIZATION FOR MANAGERS**

**Subject Code: MBADD6-424**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main objectives of this course are:**

1. To Design data visualizations that incorporate best practices to explain findings clearly and honestly. To Develop communications strategically with audiences in mind
2. To Present data verbally with increased comfort and clarity.

**Course Outcomes**

**After completion of this course, Students will be able to:**

1. Design effective data visualizations in order to provide new insights into a research.
2. Understand how Cultures of Practice influence the way data.
3. Handle data and data visualizations to understand of ethical considerations.
4. Construct effective data visuals to solve workplace problems.

**UNIT-I (15 Hrs)**

**Introduction to data visualizations** – The importance of context Exploratory vs. explanatory – analysis – Illustrate: Who, What & How – Storyboarding.

**UNIT-II (15 Hrs)**

**Basic Principles of Visualization:** Visually encoding data, Choosing graphic Forms, A Grain of Salt, Organizing the Display, Exploring Data with Simple Charts, Visualizing Distributions, Seeing Relationships, Mapping Data.

**UNIT-III (15 Hrs)**

**Eliminating the Clutter:** Gestalt principles of visual perception, Lack of visual order, Non-strategic use of contrast, Decluttering: Step-by-step.

**UNIT-IV (15 Hrs)**

**Visual Analytics, Story Telling & Big Data:** Story telling principles: Gricean Maxims, Barbara Minto's pyramid principle, Seven steps of storytelling, Scenario for combining data, model and stories – Five golden rules for statistical story tellers.

**Suggested Readings**

1. Kieran Healy, Data Visualization: A Practical Introduction, PUP, New Jersey, 2019, First Edition.
2. Alberto Cairo. The Truthful Art: Data, Charts, and Maps for Communication. New Riders, 1 edition
3. Cole Nussbaumer Knaflic, Story Telling with Data: A Data visualization Guide for Business Professionals, Wiley, New Jersey;2015, First Edition
4. Scott Berinato, Good Charts: the HBR Guide to Making Smarter, more persuasive Data Visualization, HBR. 2016
5. Edward R. Tufte. The Visual Display of Quantitative Information. Graphics Press, 2 ed

**HEALTH CARE ANALYTICS**

**Subject Code: MBADD6-425**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main objectives of this course are:**

1. To understand how big data principles implemented in healthcare
2. To understand the data processing for healthcare analytics
3. To describe the management principles for implementation of analytics in the healthcare industry
4. To understand the statistical principles for healthcare industry

**Course Outcomes**

**After completion of this course, Students will be able to:**

1. Gain knowledge on the concepts of health care management.
2. Apply various data processing techniques for identifying issues
3. Apply analytics to examine attitude and motivation of stakeholders of healthcare industry.
4. Attain knowledge of statistics and data analysing techniques applied in health care industry.

**UNIT-I (15 Hrs)**

**Introduction:** Health Care Management, Evolution of Health Care Systems in India & Abroad, Evolution of Present Health Care Services in India, Business value of data to a healthcare organization, Data governance

**UNIT-II (15 Hrs)**

**Health Data Processing:** The Data Life Cycle, Healthcare data sources and data structures-Types of data analytics techniques and their strengths and weaknesses, Measuring quality and safety of caring and Developing Key Performance Indicators.

**UNIT-III (15 HRS)**

**Attitude and Motivation:** Development of Attitude & Motivation among Hospital Service Providers, Awareness of Health Insurance, Role of Hospital Administrator.

**UNIT-IV (15 Hrs)**

**Health Data Summary and Techniques:** Basics of Data summary techniques (for measurement and categorical data), Visualization techniques (for measurement and categorical data)

**Techniques for Statistical Inference:** 95% Confidence Interval- General principles involving test of statistical significance – Null Hypothesis, p-value and interpreting test outcomes.

**Suggested Readings**

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 7th edition, 2007.
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 6th edition, 2000.
3. Sharon B. Buchbinder , Nancy H. Shanks, Introduction To Health Care Management , Malloy Incorporation, 2nd edition, 2012.

**SUPPLY CHAIN ANALYTICS**

**Subject Code: MBADD6-426**

**L T P C**

**Duration - 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main objectives of this course are:**

1. To provide foundational knowledge associated with the supply chain analytics
2. To describe the various tools and techniques for the supply chain drivers such as location, logistics and inventory
3. To describe the various techniques for analytics based on the Multi Attribute Decision Making (MADM) and risk

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Explain the fundamental concepts of Optimization.
2. Apply various Quality management techniques to development of effective solutions
3. Implement the analytic techniques to solve business issues in location, layout and in quality management
4. Apply various analytical models across various business functions.

**UNIT-I (15 Hrs)**

**Introduction** – Overview on Supply Chain, Analytics and Supply Chain Analytics, Dashboards with relevant KPIs for Supply Chain.

**Optimization:** Classification of optimization problems, Optimization for Analytics, Operations Research Techniques for Analytics

**UNIT-II (15 Hrs)**

**Location And Layout:** Plant/Warehousing Decisions, Location Methods, Network Models  
Layout Methods – Line Balancing: KPIs (Cycle time, Idle time)

**UNIT-III (15 Hrs)**

**Total Quality Management:** Introduction, Statistical Quality Control (SQC), Statistical Process Control (SPC), Pareto Analysis, Histogram, Scatter Diagram, Control Charts: Process Capability Analysis: KPIs

**UNIT-IV (15 Hrs)**

**Planning & Multi Attribute Decision Making:** Capacity Planning, Measurement of Capacity: KPIs (Efficiency and Utilization), Aggregate Production Planning (APP): Model, Techniques, Multi Attribute Decision Making (MADM), Analytic Hierarchy Process

**Suggested Readings**

1. James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition.
2. G.V.Shenoy,U.K.Srivastava,S.C.Sharma, Operations Research for Management, New Age International, Revised 2nd Ed
3. Gerad Feigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press,
4. Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American Mgmt Assn