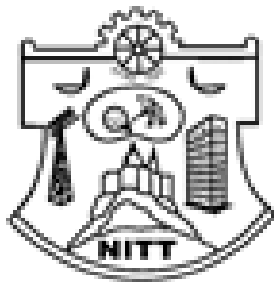


**NATIONAL INSTITUTE OF TECHNOLOGY  
TIRUCHIRAPPALLI – 620 015**

**M.B.A. DEGREE (TRIMESTER PATTERN)**

**SYLLABUS  
FOR  
CREDIT BASED CURRICULUM  
(2013 – 2014)**



**DEPARTMENT OF MANAGEMENT STUDIES**

**NATIONAL INSTITUTE OF TECHNOLOGY, TIRUCHIRAPPALLI – 620 015**

**DEPARTMENT OF MANAGEMENT STUDIES**

**MASTER OF BUSINESS ADMINISTRATION (CREDIT SYSTEM)**

**Objective of the Programme:**

This programme is structured to enable undergraduate students of any discipline to evolve as Masters in Management. The programme imparts general management concepts and learning in functional areas such as Marketing, Finance, Human Resources, Technology & Operations, BA & ITC and Business analytics. The programme also provides development of comprehensive knowledge and skills to manage businesses in the emerging environment.

## MBA PROGRAMME 2013-14

**Total minimum credits required for completing the course is 73**

(2 Credits are allocated for every three hours of Lecture as the entire course is delivered in 30 hours)

### TRIMESTER – I

| CODE  | COURSE OF STUDY                            | L         | T        | P        | C         |
|-------|--|-----------|----------|----------|-----------|
| MB701 | Business Statistics                        | 2         | 1        | 0        | 2         |
| MB702 | Information Management                     | 3         | 0        | 0        | 2         |
| MB703 | Fundamentals of Financial Accounting       | 2         | 1        | 0        | 2         |
| MB704 | Marketing Management – Concepts and Design | 3         | 0        | 0        | 2         |
| MB705 | Micro Economics                            | 3         | 0        | 0        | 2         |
| MB706 | Managing People in Organizations           | 3         | 0        | 0        | 2         |
| MB707 | Business Communication - I                 | 0         | 0        | 2        | 1         |
|       | <b>Total</b>                               | <b>16</b> | <b>2</b> | <b>2</b> | <b>13</b> |

### TRIMESTER – II

| CODE   | COURSE OF STUDY                           | L         | T        | P        | C         |
|--------|---|-----------|----------|----------|-----------|
| MB 711 | Advanced Financial Accounting             | 2         | 1        | 0        | 2         |
| MB 712 | Cost and Management Accounting            | 2         | 1        | 0        | 2         |
| MB 713 | Operations Research                       | 2         | 1        | 0        | 2         |
| MB 714 | Macro Economics                           | 3         | 0        | 0        | 2         |
| MB 715 | Organizational Structures & Design        | 3         | 0        | 0        | 2         |
| MB 716 | Marketing Management – Planning & control | 3         | 0        | 0        | 2         |
| MB 717 | Business Communication II                 | 0         | 0        | 2        | 1         |
|        | <b>Total</b>                              | <b>16</b> | <b>2</b> | <b>2</b> | <b>13</b> |

### TRIMESTER – III

| CODE   | COURSE OF STUDY                    | L         | T        | P        | C         |
|--------|------------------------------------|-----------|----------|----------|-----------|
| MB 721 | Financial Management               | 3         | 0        | 0        | 2         |
| MB 722 | Production & Operations Management | 3         | 0        | 0        | 2         |
| MB 723 | Human Resource Management          | 3         | 0        | 0        | 2         |
| MB 724 | Information Strategy & Management  | 3         | 0        | 0        | 2         |
| MB 725 | Marketing Research                 | 3         | 0        | 0        | 2         |
| MB 726 | Business Communication III         | 0         | 0        | 2        | 1         |
|        | Elective-1                         | 3         | 0        | 0        | 2         |
|        | <b>Total</b>                       | <b>17</b> | <b>1</b> | <b>2</b> | <b>13</b> |

#### TRIMESTER – IV

| <b>CODE</b> | <b>COURSE OF STUDY</b>                      | <b>L</b>  | <b>T</b> | <b>P</b> | <b>C</b>  |
|-------------|---|-----------|----------|----------|-----------|
| MB 731      | Strategic Management                        | 3         | 0        | 0        | 2         |
| MB 732      | Production Planning & control of operations | 3         | 0        | 0        | 2         |
| MB 733      | Supply Chain Management                     | 3         | 0        | 0        | 2         |
| MB 734      | Summer Project                              | 3         | 0        | 0        | 2         |
|             | Elective – 2                                | 3         | 0        | 0        | 2         |
|             | Elective – 3                                | 3         | 0        | 0        | 2         |
|             | Elective – 4                                | 3         | 0        | 0        | 2         |
|             | <b>Total</b>                                | <b>18</b> | <b>0</b> | <b>0</b> | <b>14</b> |

#### TRIMESTER – V

| <b>CODE</b> | <b>COURSE OF STUDY</b>    | <b>L</b>  | <b>T</b> | <b>P</b> | <b>C</b>  |
|-------------|---------------------------|-----------|----------|----------|-----------|
| MB 741      | Project System Management | 3         | 0        | 0        | 2         |
| MB 742      | Total Quality Management  | 3         | 0        | 0        | 2         |
| MB 743      | Business Law              | 3         | 0        | 0        | 2         |
|             | Elective – 5              | 3         | 0        | 0        | 2         |
|             | Elective – 6              | 3         | 0        | 0        | 2         |
|             | Elective – 7              | 3         | 0        | 0        | 2         |
|             | <b>Total</b>              | <b>18</b> | <b>0</b> | <b>0</b> | <b>12</b> |

#### TRIMESTER – VI

| <b>CODE</b> | <b>COURSE OF STUDY</b> | <b>L</b>  | <b>T</b> | <b>P</b> | <b>C</b> |
|-------------|------------------------|-----------|----------|----------|----------|
|             | Elective – 8           | 3         | 0        | 0        | 2        |
|             | Elective – 9           | 3         | 0        | 0        | 2        |
|             | Elective – 10          | 3         | 0        | 0        | 2        |
|             | Elective – 11          | 3         | 0        | 0        | 2        |
|             | <b>Total</b>           | <b>12</b> | <b>0</b> | <b>0</b> | <b>8</b> |

## SPECIALIZATIONS

### FINANCIAL MANAGEMENT

| CODE   | COURSE OF STUDY                                       | L | T | P | C |
|--------|---|---|---|---|---|
| MB 761 | Asset Based Financing                                 | 3 | 0 | 0 | 2 |
| MB 762 | Advanced Corporate Finance                            | 3 | 0 | 0 | 2 |
| MB 763 | Financial Derivatives                                 | 3 | 0 | 0 | 2 |
| MB 764 | Financial Institution & Services                      | 3 | 0 | 0 | 2 |
| MB 765 | Insurance & Pension Schemes                           | 3 | 0 | 0 | 2 |
| MB 766 | Investment Banking                                    | 3 | 0 | 0 | 2 |
| MB 767 | Investment Security Analysis and Portfolio Management | 3 | 0 | 0 | 2 |
| MB 768 | Strategic cost Accounting & Management control        | 3 | 0 | 0 | 2 |
| MB 769 | Tax Laws and Tax Planning                             | 3 | 0 | 0 | 2 |
| MB 770 | Treasury Management                                   | 3 | 0 | 0 | 2 |
| MB 771 | Personal Finance                                      | 3 | 0 | 0 | 2 |
| MB772  | Behavioural Finance                                   | 3 | 0 | 0 | 2 |
| MB773  | International Finance                                 | 3 | 0 | 0 | 2 |
| MB774  | Corporate Valuation                                   | 3 | 0 | 0 | 2 |

### HUMAN RESOURCES MANAGEMENT

| CODE   | COURSE OF STUDY                      | L | T | P | C |
|--------|--------------------------------------|---|---|---|---|
| MB 781 | Personal Growth programme            | 2 | 0 | 2 | 2 |
| MB 782 | Change management                    | 3 | 0 | 0 | 2 |
| MB 783 | Compensation & Benefits              | 3 | 0 | 0 | 2 |
| MB 784 | Counseling in the workplace          | 3 | 0 | 0 | 2 |
| MB 785 | Organizational Theory                | 3 | 0 | 0 | 2 |
| MB 786 | Strategic Human Resource Development | 3 | 0 | 0 | 2 |
| MB 787 | Training and Development             | 3 | 0 | 0 | 2 |
| MB 788 | Talent Management                    | 3 | 0 | 0 | 2 |
| MB 789 | Knowledge Management                 | 3 | 0 | 0 | 2 |
| MB790  | Industrial Relations & Labour Laws   | 3 | 0 | 0 | 2 |

### BUSINESS ANALYSIS & IT CONSULTING

| CODE   | COURSE OF STUDY   | L | T | P | C |
|--------|---|---|---|---|---|
| MB 801 | Introduction to Business Analysis & IT consulting       | 3 | 0 | 0 | 2 |
| MB 802 | Business Analysis & ITC in Banking & Financial Services | 3 | 0 | 0 | 2 |
| MB 803 | Business Analysis & ITC in Marketing and Retail         | 2 | 0 | 2 | 2 |
| MB 804 | Business Analysis & ITC in Manufacturing                | 3 | 0 | 0 | 2 |
| MB 805 | Systems Analysis & Design and CASE                      | 3 | 0 | 0 | 2 |
| MB 806 | Software Project Management                             | 3 | 0 | 0 | 2 |
| MB 807 | Software Quality Management                             | 3 | 0 | 0 | 2 |

## **BUSINESS ANALYTICS**

| <b>CODE</b> | <b>COURSE OF STUDY</b>                           | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|-------------|--|----------|----------|----------|----------|
| MB 821      | Basic Data Analytics                             | 3        | 0        | 0        | 2        |
| MB 822      | Advanced Data Analytics                          | 3        | 0        | 0        | 2        |
| MB 823      | Data Mining Techniques                           | 3        | 0        | 0        | 2        |
| MB 824      | Introduction to Business Analytics               | 3        | 0        | 0        | 2        |
| MB 825      | Supply Chain Analytics                           | 3        | 0        | 0        | 2        |
| MB 826      | Financial Risk Analytics                         | 3        | 0        | 0        | 2        |
| MB 827      | HR Analytics                                     | 3        | 0        | 0        | 2        |
| MB 828      | Digital Analytics                                | 3        | 0        | 0        | 2        |
| MB829       | Analytics for Strategic Market<br>Planning       | 3        | 0        | 0        | 2        |
| MB830       | Analytics for Strategic Market<br>Implementation | 3        | 0        | 0        | 2        |
| MB 831      | Big Data Analytics & Data Science                | 3        | 0        | 0        | 2        |

## **MARKETING MANAGEMENT**

| <b>CODE</b> | <b>COURSE OF STUDY</b>           | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|-------------|----------------------------------|----------|----------|----------|----------|
| MB 841      | Marketing Metrics                | 3        | 0        | 0        | 2        |
| MB 842      | Consumer Behaviour               | 3        | 0        | 0        | 2        |
| MB 843      | Customer Relationship Management | 3        | 0        | 0        | 2        |
| MB 844      | Direct Marketing                 | 3        | 0        | 0        | 2        |
| MB 845      | Business Market Management       | 3        | 0        | 0        | 2        |
| MB 846      | International Marketing          | 3        | 0        | 0        | 2        |
| MB 847      | Rural Marketing                  | 3        | 0        | 0        | 2        |
| MB 848      | Services Marketing               | 3        | 0        | 0        | 2        |
| MB 849      | Advertising Management           | 3        | 0        | 0        | 2        |
| MB 850      | Distribution Management          | 3        | 0        | 0        | 2        |
| MB 851      | Retail Management                | 3        | 0        | 0        | 2        |
| MB 852      | Sales Management                 | 3        | 0        | 0        | 2        |
| MB 853      | Strategic Brand Management       | 3        | 0        | 0        | 2        |
| MB 854      | Strategic Marketing              | 3        | 0        | 0        | 2        |

## **TECHNOLOGY & OPERATIONS MANAGEMENT**

| <b>CODE</b> | <b>COURSE OF STUDY</b>        | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|-------------|-------------------------------|----------|----------|----------|----------|
| MB 871      | Advanced Materials Management | 3        | 0        | 0        | 2        |
| MB 872      | Advanced Operation Research   | 3        | 0        | 0        | 2        |
| MB 873      | Innovation and R&D Management | 3        | 0        | 0        | 2        |
| MB 874      | Logistics Management          | 3        | 0        | 0        | 2        |
| MB 875      | Production Planning & Control | 3        | 0        | 0        | 2        |
| MB 876      | Technology Forecasting        | 3        | 0        | 0        | 2        |
| MB877       | Manufacturing Strategy        | 3        | 0        | 0        | 2        |
| MB878       | Services Operation Management | 3        | 0        | 0        | 2        |
| MB 879      | Technology Management         | 3        | 0        | 0        | 2        |

## **GENERAL MANAGEMENT**

| <b>CODE</b> | <b>COURSE OF STUDY</b>                                  | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|-------------|---|----------|----------|----------|----------|
| MB 890      | Course of Independent Study                             | 3        | 0        | 0        | 2        |
| MB 891      | Strategic Management of Intellectual<br>Property rights | 3        | 0        | 0        | 2        |
| MB 892      | Entrepreneurship & Small Business<br>Management         | 3        | 0        | 0        | 2        |
| MB893       | Information and Internet Economics                      | 3        | 0        | 0        | 2        |
| MB894       | Business Model  | 3        | 0        | 0        | 2        |
| MB895       | International Business & Strategy                       | 3        | 0        | 0        | 2        |
| MB896       | Strategy Formulation & Execution                        | 3        | 0        | 0        | 2        |

## **MB 701 BUSINESS STATISTICS**

### **OBJECTIVE**

*To create an understanding on different statistical techniques for data analysis and decision making*

### **Unit I Measures of Central Tendency & Dispersion**

Introduction to statistics-Collecting & tabulating data - Measure of Central Tendency and Dispersion in Frequency Distribution- Probability Theory: classical, objective & subjective Approach-Addition, Multiplication & Bayes Theorem –Applications

### **Unit II Probability Distributions**

Binomial, Poisson and Normal - Decision Making under certainty, uncertainty and Risk

### **Unit III Sampling Distribution & Estimation**

Sampling and Sampling Distribution: Types of sampling —Random Sampling-Concept of Standard Error Central Limit Theorem. Estimation: Types of estimates-Point Estimate, Interval estimate of their population mean, variance and proportion-student-t distribution.

### **Unit IV Hypotheses Testing**

Testing Hypotheses Significance level-Type I & Type II error- one Two tail tests —Hypothesis Testing of means, proportion-Chi-Square Test-Analysis of variance.

### **Unit V Non Parametric methods**

Non Parametric methods Kolmogorov Test-Median Test – Mann –Whitney Test – Wilcoxon T Test – Friedman ANOVA-McNemar Test-Cochran's Q Test.

### **TEXT / REFERENCES:**

1. Richard I. Levin and David S. Rubin, 'Statistics for Management', Prentice Hall of India, 12<sup>th</sup> edition' 2011
2. Srivatasava, Shenoy and Sharma, 'Quantitative Techniques for Managerial Decision Making', New Age International Pvt. Ltd., 2<sup>nd</sup> edition, 2002.
3. G C Beri, " Business Statistics", Tata Mc Graw Hill, 3<sup>rd</sup> edition, 2009.



## **MB 702 INFORMATION MANAGEMENT**

### **OBJECTIVE**

*To help business students learn the importance of information technologies to revitalize business processes, managerial decision making and gain a competitive edge in business.*

### **Unit-I: IT Infrastructure**

Information System – Concepts, Classification of IS, Computer hardware, Computer software, Database Management System, Internet Technologies, Network computing, Messaging and Collaboration.

### **Unit-II: Organizational Applications**

Functional Information Systems, Decision Support Systems, Expert Systems, Knowledge Management System, Enterprise systems, RFID.

### **Unit-III: Systems Analysis & Design**

Developing IS and System Development life Cycle, Structuring system process requirements, Structuring system logic requirements, Structuring system data requirements, Normalization in databases.

### **Unit-IV: Business Intelligence**

Data Warehousing, Business Intelligence Framework, Business Analytics, OLAP, Data Mining, Business Performance Management, Dashboards, Balance scorecards.

### **Unit-V: Economics of IT and Managing IT Security**

Evaluating IT investments- Methods, Benefits, Costs & Issues, IT Economic strategies, Securing the enterprise, IS vulnerabilities and threats, Network security, Implementing security- Auditing and Risk Management.

### **Text Books:**

1. Laudon & Laudon, “*Management Information Systems*” 10<sup>th</sup> Edition, Pearson publishing company, New Delhi, 2009.
2. O’Brien LA, “*Management information Systems*”, 4<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2005.

### **Reference Books:**

1. Hoffer, George & Valacich, *Modern Systems Analysis & Design*, 5th Edition Pearson Education, 2008
2. Effraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe, “*Information Technology for Management – Transforming organizations in the digital Economy*”, 6<sup>th</sup> edition, Wiley India publication, 2009.

## **MB 703 FUNDAMENTALS OF FINANCIAL ACCOUNTING**

### **OBJECTIVES:**

*This course is an introduction to financial accounting and provides a basic knowledge by presenting the mechanism of double entry book keeping which is then extended on the one hand for internal accounting purpose to managerial accounting and on the other hand for external purposes to balancing according to the prevailing regulations. Besides the basic theories, many examples and cases grant the students some practical experiences. The content is completed by showing some important international developments in accounting. The course starts by determining the role of book keeping in corporate accounting system and explains the techniques of book keeping.*

### **OUTCOMES:**

After completing this Course the students will be Conversant with:

- Accounting Concepts
- Accounting Equation
- Rules of Accounting
- Recording the transactions
- Adjusting & Rectifying the books
- Preparation of Financial Statements

### **Unit I Introduction to Accounting**

Meaning, Functions and Sub fields of Accounting - Accounting Cycle - Accounting Principles- Concepts & Conventions - Accounting Equation - Types of Accounts - Rules of Debit & Credit

### **Unit II Accounting Process**

Analyzing transactions - Recording transactions - Posting to ledger - Balancing the accounts - Preparing Trial Balance

### **Unit III Finalization of Accounts**

Rectifying the erroneous entries - Journalizing adjustment entries - Preparing Adjusted Trial Balance - Passing the closing or transfer entries - Preparing financial statements

### **Unit IV Inventory Accounting**

The basics of inventory - Inventory accounting systems - Inventory valuation methods - Accounting for inventory - Inventory and its impact on financial statements.

### **Unit V Depreciation Accounting**

The basic concepts of depreciation - The methods of depreciation - Accounting for depreciation - Depreciation and its impact on cash flow and income tax

### **TEXTBOOKS:**

1. Maheshwari S N and Maheshwari S K, "An Introduction to Accountancy", Vikas Publishing House, 9<sup>th</sup> Edition, 2007.
2. Gupta, Ambrish, "Financial Accounting for Management. An Analytical Perspective", Pearson Education, 2<sup>nd</sup> Edition, 2008.

**REFERENCES:**

1. Ramachandran N and Kakani, Ram Kumar, "Financial Accounting for Management", Tata McGraw Hill, 2<sup>nd</sup> Edition, 2008
2. Narayanaswamy R, "Financial Accounting – A Managerial Perspective", Prentice Hall of India. 2<sup>nd</sup> Edition, 2008

## **MB 704 MARKETING MANAGEMENT - CONCEPTS AND DESIGN**

### **OBJECTIVES:**

*To understand and appreciate the concept of marketing in theory and practice. This course seeks to develop the different analytical perspectives for effective marketing decisions.*

### **Unit I Introduction**

Core concepts of Marketing - Need, Want, Markets, Product vs Services - Evolution of Marketing Concept - Scanning the Environment - Importance of Marketing.

### **Unit II Understanding Consumer**

Factors influencing consumer behavior - Buying decision process - Organisational buying - Value creation to consumer, Customer satisfaction - Customer Delight.

### **Unit III Market Targeting and Positioning**

Demand - Demand Forecasting Techniques - Segmentation: procedures and Benefits, Niche Market - Targeting – Positioning: Meaning and strategies.

### **Unit IV New Market Offerings**

Meaning of New product - Stages in New Product Development - Product Life Cycle-Stages - Managing PLC.

### **Unit V Marketing Strategies**

Marketing Planning Process - Marketing Strategies for leaders, followers and challengers - Marketing interface with other functional areas - Global Marketing - Trends in Marketing- Relevant case studies.

### **TEXT BOOKS**

1. Philip Kotler, Keller, Koshy, Jha, Marketing Management, Pearson, New Delhi.
2. Ramaswamy and Namakumari, Marketing Management, MacMillan, New Delhi.
3. Rajan Saxena, Marketing Management, TMH, New Delhi.
4. R.L. Varshney and S.L. Gupta, Marketing Management Indian perspective, Sultan Chand, New Delhi.
5. R.S.N. Pillai and Bagavathi, Modern Marketing, S. Chand, New Delhi.

### **REFERENCE BOOKS**

1. Kotler Philip, 'Marketing Management', Pearson Education, New Delhi,
2. G. Muruganatham, Marketing Dynamics, Aruna Publications, Chennai.
3. Michael Etzel, Bruce Walker, William Stanton and Aijay Pandit, Marketing, Tata McGraw Hill, New Delhi.
4. The Marketing White Book, Business world Publication.

## **MB 705 MICRO ECONOMICS**

### **OBJECTIVE**

*To introduce theories and concepts in micro economics for managerial decision making*

#### **Unit I Introduction**

Importance of Micro Economics in Managerial Decision Making-Micro economic analysis & its relationship to functional management area Utility analysis of Consumer Behaviour indifference curve analysis-Diminishing marginal utility, Equi-Marginal utility, indifference curve and revealed preference theory.

#### **Unit II Demand and Supply**

Demand Supply analysis-Elasticity, measurement and application-supply function and elasticity-Demand Forecasting-.Time series-regression and smoothening techniques.

#### **Unit III Production Function**

Production function-ISO cost, ISO Quant-expansion path returns to scale-increasing, constant and diminishing returns-cost analysis-total cost, average cost, and marginal cost, -AVC, AFC, AC & MC relationships-short run and long run cost curves-revenue analysis-total revenue and average revenue and marginal revenue.

#### **Unit IV Break Even Analysis**

Breakeven analysis-competition, market morphology-price and output determination-shape of revenue cost curves under various types of competition-profit maximization during short run and long run under various types of competition.

#### **Unit V Pricing and Capital Budgeting**

Product pricing-pricing methods & policies-Capital budgeting-payback period-net present value and internal rate of return.

#### **TEXT BOOKS:**

1. C.H. Peterson, C Lewis, Sudhir K Jain, "Managerial Economics", Pearson Education, 2e, 2006.

#### **REFERENCE BOOKS:**

2. Paul G Keat, Philip K.Y. Young, "Managerial Economics". Pearson Education, 5e, 2006.

## **MB 706 MANAGING PEOPLE IN ORGANIZATIONS**

### **OBJECTIVE**

*To know about the modern organizational scenario, individual and group behaviour of people in the organization*

### **Unit I Conceptual framework for OB**

Introduction - Modern Organizational Scenario - Contemporary challenges. Perception: Process — Changes. Personality and Attitudes: Links — attitude changes.

### **Unit II Individual dimension of OB**

Motivation: Needs, content and process - Motivation: Applied: Job design and Goal setting. Stress: Causes - Effects - Coping strategies. Power and Politics.

### **Unit III Behavioral Management**

Learning: Processes, Reward systems, and Behavioral Management. Leadership: Background Processes—Styles-- Activities — Skills.

### **Unit IV Group dimensions of OB**

Communication: Personal — Group — Organizational Levels. Decision Making: Elements of Psychological Decision making — influencing Decision making.

### **Unit V Organizational effectiveness and change**

Organizational change and Development. International Organizational Behaviour.

### **TEXT BOOKS:**

1. Luthans, F., 'Organizational Behaviour', McGraw Hill, New York.
2. Diwvedi, R.S., 'Human Relations and Organisational Behaviour-A Global Perspective', MacMillan Ltd., New Delhi.

## **MB 707 BUSINESS COMMUNICATION-I**

### **OBJECTIVES:**

1. *Introduce the students to the dynamics of Communication in the Business world.*
2. *Help them familiarize and practice the different kinds of communication tools.*
3. *Give them practice in the nuances of spoken communication.*
4. *Expose them to the different forms of Business communication.*
5. *Help them improve their competence in using English effectively.*

### **OUTCOME:**

The Course will enable the students to:

1. Know the dynamics of communication in the business world
2. Practice the different tools of communication
3. Enable them to speak effectively suited to the situation
4. Improve their competence in English

### **Unit I Communication in the Business world**

Concepts, goals and levels of communication - Organisational & personal goals – Channels & networks in the business world - Barriers to & cost of communication - Psychology of communication – Role of mind in communication.

### **Unit II Oral Communication.**

Various tools & skills of communication – Purposive listening – Types of listening – Oral communication requirements – Body language -Persuasive speech - Group discussion tactics - Negotiation skills – Presentation practice – Interview techniques.

### **Unit III Written Communication**

Reader – writer relationship – Techniques of business writing – Business correspondence – Report writing – Memos & IOMs – Circulars & notices – proposals – Non-verbal cues.

### **Unit IV Business Language**

Introduction to Marketing language – ‘You’ tone – captions & Eye catchers – Brand building in the business world – Practice in business writing – communicating to the public.

### **Unit V Technology & Communication**

Practice in telephone etiquette – Limitations & possibilities of E mail - Use of power point - Role of mass media in business communication.

### **REFERENCES:**

1. Effective Business Communication: Herta A Murphy, Herbert W. Hildebrandt & Jane Thomas, Tata McGraw Hill 2008
2. Communication for Business: Shirley Taylor Longman 2000
3. Business Communication Strategies: Matthukutty M Monippally, Tata McGraw Hill, 2006.

## **MB 711 ADVANCED FINANCIAL ACCOUNTING**

### **OBJECTIVES**

*To enable students to critically analyze corporate financial statements, provide practical knowledge of Computerized Accounting System and explain the external financial reporting process*

**PREREQUISITE:** Fundamentals of Financial Accounting

### **OUTCOMES**

Upon completion of this course, students should be able to:

1. Prepare and Interpret data presented in the Balance Sheet; Income Statement; Statement of Cash Flows; and Statement of Fund Flows.
2. Interpret and communicate financial information to different user groups.

### **Unit I Company Accounts**

Company Accounts – Kinds of Companies – Financial Statements – Company Final Accounts Preparation – Special points in Preparation- Accounting for Profits Prior to Incorporation

### **Unit II Financial Statement Analysis**

Financial Statement analysis- Use of Ratios in interpreting Financial Statements - Introduction to Inflation accounting- Human Resources accounting

### **Unit III Cash Flow And Fund Flow**

Cash flow Statement (as per Accounting Standard 3) and Fund flow Statement – Meaning – Preparation – Utility – Limitations

### **Unit IV Tally**

Significance of Computerized Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers-Use of Prepackaged Accounting software –TALLY

### **Unit V Financial Reporting**

Corporate Financial Reporting – Corporate Financial Reporting - Issues and problems with special reference to published financial statements IAS, IFRS- Overview – Developments – Value added, EVA, MVA & SVA, Human Resources Reporting

### **TEXT BOOKS**

1. Maheshwari S N and Maheshwari S K, “An Introduction to Accountancy”, Vikas Publishing House, 10<sup>th</sup> Edition, 2009
2. Ramachandran N and Kakani, Ram Kumar, “Financial Accounting for Management” Tata McGraw Hill, 3<sup>rd</sup> Edition, 2011

### **REFERENCES:**

1. Reimers, Jane L “Financial Accounting”, Pearson Education, 1<sup>st</sup> Edition, 2007.
2. Narayanawamy R., “Financial Accounting – A Managerial Perspective”, Prentice Hall of India, 4<sup>th</sup> Edition, 2011



## **MB 712 COST AND MANAGEMENT ACCOUNTING**

### **OBJECTIVE:**

*To explain the approach of management accounting in taking financial decisions. To highlight the importance of cost in the business decisions and to impart the knowledge on Costing methods and techniques*

### **Unit I Management accounting**

Definitions, Nature, Functions, Scope, Importance, Limitations and conventions of Management Accounting. Distinction between Management Accounting and Financial Accounting, Installation of Management Accounting System.

### **Unit II Budgeting**

Functional Budget: Cash budget — Flexible budget — budgetary control for service Organization and for Nonprofit Organization.

### **Unit III Costing process**

Introduction to Cost Accounting - Distinction between Cost Accounting and Management Accounting- Costing of Raw material, Labour & overheads Cost ascertainment allocation and control-Reconciliation of cost & final account.

### **Unit IV Costing methods**

Job costing, Batch costing, Contract costing, Process costing, joint products & by products costing.

### **Unit V Costing techniques**

Operating costing-variable costing and absorption costing-Standard Costing- Cost-volume profit analysis: - Utility of Costing for Managerial Decision.

### **TEXTBOOKS:**

1. Pandey. I.M , “Management Accounting”., Vikas publications 2003
2. Khan. M.Y & Jain, P.K, “Cost accounting” Tata McGraw Hill. 2000

### **REFERENCE BOOKS:**

1. Horngren, Foster, Datar, “Cost Accounting” PHI, Tenth edition 2000

## **MB 713 OPERATIONS RESEARCH**

### **OBJECTIVE**

*To help students arrive at optimal or near-optimal solutions to complex decision-making problems*

### **Unit I Linear Programming**

Formulation - Graphical, simplex solution, Duality — Dual simplex - Sensitivity Analysis

### **Unit II Transportation & Assignment problems**

Transportation model - initial solution — NW corner rule, least cost method, Vogel's approximation method. Improved solution — Modi method—Degeneracy — Unbalanced problem — Assignment Traveling Salesman problems.

### **Unit III Integer programming, Goal programming & Game theory**

Integer Programming pure Mixed,, Cutting plane, Goal Programming (Linear Function Formulation only), Game theory — Pure, Mixed Strategy, Markov Analysis

### **Unit IV Queuing Theory & Simulation**

Queuing Theory: Single Channel, Multi channel, Queuing models. Simulation: Scope— Types- Discrete approaches-Inventory simulation — Investment simulation — Queuing Simulation.

### **Unit V Dynamic Programming & Non — Linear Programming**

Dynamic Programming Concepts and notations and Application of DP in Business problems — Principles of optimality. Non — Linear Programming Functions of more than one variable Maxima and Minima Lagrange Multiplier, Khun-Tuker conditions.

### **TEXT BOOKS:**

1. Hamdy A. Taha, "Operations Research – An introduction" PHI, edition, 2011.
2. J K Sharma, "Operations Research – Theory & Applications", Macmillan Publishers India Ltd., 4<sup>th</sup> edition, 2010.

### **REFERENCE BOOKS:**

1. Thomas M. Cook & Robert A. Russell, 'Introduction to Management Science', Prentice Hall 3<sup>rd</sup> Edition, 2000.
2. William E. Pinney and Donald B.McWilliams, 'Management Science: An introduction Quantitative Analysis for management', Harper & Row Publishers, 2<sup>nd</sup> Ed, 1987

## **MB 714 MACRO ECONOMICS**

### **OBJECTIVES**

1. *To provide the students Macroeconomic Principles*
2. *To understand the behaviour of an economy.*
3. *To familiarize with the problems faced by an economy and its measures.*

### **Unit I**

Micro and Macro relations, Stock-flow relationship, statics, comparative statics and dynamics - National Income Components, concepts, measurement – Problems, concepts of Social Accounting

### **Unit II**

Keynesian Theory – Determinants of consumption, investment and money demand - Marginal efficiency of the capital - Multiplier and Accelerator

### **Unit III**

Inflation: Types, sources, consequence, policies, Philips Curve - Macroeconomic policy goals: Full employment, price stability, growth and distribution - Fiscal and Monetary policies – Role of Government Vs Central Bank.

### **Unit IV**

India economy since 1991 - Structure and direction of India's foreign trade and its trade regulation and promotion - Exchange rate policy – Intellectual Property Rights - Foreign capital and MNCs in India, Trade reforms.

### **Unit V**

Balance of payment - Foreign Exchange Market - EXIM policy and FEMA - Convertibility of Rupee - WTO - International Financial Institution - Euro Market and developments.

### **TEXT/REFERENCE BOOKS:**

1. Dewat. K.K., Modem Economic Theory, S. Chand & Co, New Delhi, 2005.
2. Ahuja. H.L., Economic Environment of Business, S. Chand & Co, New Delhi, 2005.
3. Franchis Chernilam., Business Environment, Himalaya Publishing, New Delhi, 2005.
4. Franchis Chernilam., International Economics, Tata McGraw Hill, New Delhi, 2008.

Note:

Ordering of contents in the third and fourth units.

Topics like Economic Globalization and Trade Regulation and promotion included.

FERA and COFEPOSA acts were removed.

New Text/Reference Books included.

## **MB 715 ORGANISATIONAL STRUCTURES AND DESIGN**

### **OBJECTIVE**

*To help the students know about the organizations' various system and structural design to adapt themselves better in corporate environment*

### **Unit I Introduction to Organizations and organization theory**

Organisations as systems, Dimensions of organisational Design, The evolution of organisational Theory and Design, Role of organization theory and design

### **Unit II Organisational Purpose and Structural Design**

Organisational Purpose and Structural Design, strategy, design and effectiveness, Fundamentals of organisational structure, Open system Design elements

### **Unit III Open system design element**

The environmental domains, inter organisational relationships, organisational level manufacturing technology, organisational level service technology

### **Unit IV Organizational transformation**

Organisation size, life cycle and control

### **Unit V Managing Dynamic process**

Organisational culture and ethical values, contemporary trends in organization design

### **TEXT BOOK**

1. Richard L. Daft "Organization Theory and Design" 7th edition Thomson south western. 2011

### **REFERENCE BOOKS**

1. Richard H. Hall "Organizations-structures, processes and outcomes", 8th edition, PHI, 2002

## **MB 716 MARKETING MANAGEMENT – PLANNING & CONTROL**

### **OBJECTIVE**

*The course deal with the managerial decisions on designing, implementing and monitoring the marketing mix elements of marketing functions.*

### **Unit I: Product**

Product Assortment and Product Line Decision, Branding Strategies, Packaging, Intangible Products.

### **Unit II: Place**

Planning the Channel of Distribution, Intermediaries Functions, Vertical Marketing System, Retailing, Direct Marketing, Wholesaling, The Supply Chain and Marketing Logistics.

### **Unit III: Promotion**

Elements, Integrated Marketing Communication, Advertising, Personal selling and Sales Management, Sales Promotions, Publicity, Public Relations,

### **Unit IV: Price**

Pricing Objectives, Pricing Strategies and Tactics, Price Adjustments, Pricing and the Law.

### **Unit V: Marketing Dashboard**

Organizing and Controlling the Marketing Function, The Business and Marketing Plan, The Marketing Audit, Marketing Arithmetic for Business Analysis.

### **TEXT BOOKS:**

1. Garry Armstrong, Philip Kotler. *Marketing: An Introduction, 7/e.* New Delhi: Pearson Education, 2007.
2. Paul Baines, Chris Fill, Kelly Page, Piyush Kumar Sinha. *Marketing: Asian Edition, 1/e.* New Delhi: Oxford University Press, 2013.
3. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileswar Jha. *Marketing Management: A South Asian Perspective 13e.* NewDelhi: Pearson Education, 2010.
4. William, Pride. *Marketing: Planning, Implementation, and Control, 1/e.* New Delhi: Cengage Learning, 2010.

## **MB 721 FINANCIAL MANAGEMENT**

### **OBJECTIVE:**

*To impart the basic knowledge on financial management so as to take appropriate financial decisions under different business conditions.*

### **Unit I Introduction**

Financial management-Concepts- scope- Need- Time value of money- Valuation concepts— Recent development in the domain of financial management.

### **Unit III Financial Statement Analysis**

Financial statement analysis-Break even analysis –Employment of these concepts for managerial decisions.

### **Unit III Capital Budgeting Decisions**

Capital Budgeting — cost of capital concepts-- capital structure- designing capital structure- Capital structure theories. NI, NOI, MM approach -New Financial Instruments

### **Unit IV Financing and Dividend Decisions**

Financing decisions – operating, financial combined leverages- capital markets, - term loan financing-other types like leasing, hire purchase. - Dividend Theories & Policies.

### **Unit V Working Capital Management**

Working capital management-planning-financing- inventory, cash, receivables management

### **TEXT BOOKS:**

1. Financial Management- Text, problems & cases. M.Y.Khan & P.K.JainTata Mcgraw Hill, 5<sup>th</sup> edition 2007.
2. Financial Management,Rajiv Srivatsava.& Anil Misra; Oxford university press 1st edition 2008, Fourth print 2009.
3. Financial Management, I.M.Pandy,Vikas Publishing house10<sup>th</sup> edition 2011

### **REFERENCE BOOKS:**

1. Fundamentals of Financial Management James C.Vanhorne. & John M. Wacho-wicz,Jr Pearson Education 11th edition2001.

## **MB 722 PRODUCTION & OPERATIONS MANAGEMENT**

### **OBJECTIVE:**

*To help students understand on production and operational process of the firm*

### **Unit I Introduction to Production Management**

History of Production Management. Technology Management: Forecasting — Environment — product Design & Development Process Planting - Types of Production System - Tools for selecting the process.

### **Unit II Plant Locations and Layout**

Plant location: Factors to be considered- Multi Plant Location - Evaluation of Factors using Rations plan & Cost Analysis - Plant location trends. Plant Layout: Types of Layout - Quantitative analysis in plant layout Material Handling — Principles.

### **Unit III Job Design Techniques**

Job design: Scientific Method - Job Enrichment - Job Enlargement - Working Condition — Safety.

### **Unit IV Job Evaluations Methods**

Job Evaluation. Work Measurement: Time Study - Work Sampling.

### **Unit V Materials Management**

Purchasing and Warehousing Functions - Vendor Development and Rating. Value Analysis.

### **TEXT BOOKS:**

1. Buffa, E.S. and Sarin, R.K., 'Modern Production / Operations Management', John Wiley & Sons, 8<sup>th</sup> Ed., New York, 1990.
2. Chary, S.N., 'Production & Operations Management', TMH, New Delhi, 1992.

### **REFERENCE BOOKS:**

1. Mayer, R.R., 'Production & Operations Management', McGraw Hill Kogakusha Ltd., 3<sup>rd</sup> Ed., Tokyo 1975.
2. Adam, E.E. and Ebert, R.J., 'Production & Operations Management', Prentice Hall, 3<sup>rd</sup> Ed., New Jersey, 1986.

## **MB 723 HUMAN RESOURCE MANAGEMENT**

### **OBJECTIVE**

*To introduce the students to the various functions of human resource in the organisation*

### **Unit I Introduction to HRM**

Introduction, meaning, significance of HRM. Environmental influence, HRM-mission, objective, strategy and tactics, evolution and development

### **Unit II Pre selection and selection process**

HR Planning: integrated strategic planning, process of HR and control review mechanism, Recruitment: Objective, strategies sources, techniques, process and assessment. Selection, placement and Induction: Procedures, Tests, interviews, Placement & Induction issues.

### **Unit III HRD**

Development: Concept, significance, framework, functions. Performance Appraisal: Concept, objectives, system, and methods feedback and counseling. Employee and Executive Training and Development: Essential ingredients of T &D, Training procedures, selection of techniques evaluation and feedback. Career Planning & Development- Planning and development counseling.

### **Unit IV Evaluation and compensation**

Job Evaluation: Concept, methods, advantages & disadvantages. Reward systems: Terminologies, role of; wage differentiates; mechanism of wage and salary Administration; Executive compensation issues, fringe benefits.

### **Unit V Industrial Relations**

Introduction, objective, conditions for Healthy Industrial Relations; Trade unions: functions, role, future. Grievance procedure and Disciplinary procedures. Collective Bargaining, essential conditions for, process of, Indian experience. Industrial conflicts: definition, reasons, resolution machinery. Workers participation in Management.

### **TEXT BOOKS**

1. Cary dessler "Human resources Management" Printia Hall of India
2. K. Ashwathappa "Human resources & personal Management" Text & Cases Tata McGraw Hill & Co 3<sup>rd</sup> edn.2002.



## **MB 724 INFORMATION STRATEGY AND MANAGEMENT**

### **OBJECTIVE**

*To provide a comprehensive knowledge and understanding of how IT is linked with business strategy and functional strategies*

### **Unit I Business Impacts of IT:**

Emerging Digital Economy- growth and opportunities in Information economy- IT and strategy- Understanding the forces , conducting a strategy audit, assessing IT impact and alignment, IT and organisation, Extending the enterprise- Understanding Business Networks, Designing Hybrid Governance, Building collaborative community -Building the business case for IT – Cases.

### **Unit II Managing Infrastructure and Operations:**

Basic components of Internetworking Infrastructure, Rise of Internetworking and its business implications, Assuring reliable and secure IT services- High availability facilities, Securing infrastructure against Malicious threats, New service models, Managing risk through incremental outsourcing, with service providers and Legacies, Managing IT infrastructure assets – Cases.

### **Unit III IT Leadership:**

Organizational issues in the control of IT activities, Drivers toward user dominance, Drivers toward a centralized IT structure, Coordination and location of IT policy, IT leadership and Management of budgets. Cause for outsourcing, when to outsource, structuring the alliance, Managing the alliance - Cases.

### **Unit IV Managing portfolio of IT projects:**

Sources of implementation risk, Project categories and Degree of risk, Project management – A contingency approach – Evaluating strategic benefits of IT– Cases.

### **Unit V Managing Global Information systems:**

International information system architecture, Global strategies and Business organization, Technology challenges of global systems, Solution deployment, Contract management, Socio-cultural aspects of managing IS in organizations.

### **TEXT BOOK:**

1. Lynda M Applegate, Robert D Austin & Mcfarlan, *Corporate Information Strategy & Management*”, 7<sup>th</sup> edition Tata McGraw-Hill, 2009.

### **REFERENCE BOOKS:**

1. Hanschke, *Strategic IT Management*, Springer Verlag, 2012
2. Laudon & Laudon, “*Management Information Systems*” 12<sup>th</sup> Edition, Pearson publishing company, New Delhi, 2011.

## MB 725 MARKETING RESEARCH

### OBJECTIVE

*This course deals with making marketing decisions based on fundamental concepts of research methods with applications.*

#### **Unit 1: The Basics of Marketing Research:**

The Marketing Research Industry, The Marketing Research Process, Research Design, The Marketing Research Request and Proposal.

#### **Unit 2: Ancillary Issues:**

Sampling, Structured Interview, Self-completion questionnaires, Structured Observations, Content Analysis, Secondary analysis and Official statistics data sources.

#### **Unit 3: Quantitative data Analysis:**

Univariate, Bivariate and Multivariate analysis.

#### **Unit 4: Qualitative research:**

Ethnography and Participant Observation, Interviews in Qualitative research. Focus Group, Languages in qualitative research, Qualitative data analysis. Computer-assistant qualitative data analysis

#### **Unit 5: Mixed approaches:**

Hybrid method of quantitative and qualitative, e-research, writing up research results and ethnography.

### TEXT BOOKS:

1. Cooper, Donald, and Pamela S. Schindler. *Marketing Research*. NewDelhi: McGraw-Hill/Irwin Series in Marketing, 2001.
2. Malhotra, Naresh K., and Satyabhushan Dash. *Marketing Research: An applied orientation 6e*. NewDelhi: Pearson Education, 2011.
3. Zikmund, William G, and Barry J. Babin. *Essentials of Marketing Research, 5e*. NewDelhi: Cengage Learning, 2010.

## **MB 731 STRATEGIC MANAGEMENT**

### **OBJECTIVE**

*To provide an overview of theoretical frameworks of Strategic Management and integrate the functional knowledge in the domain area of Strategy and Performance.*

#### **Unit 1: Overview of Business Policy and Strategic Formulation:**

What is Strategy? The Strategic Management Process, Strategic Intent.

#### **Unit 2: Analyzing the Resources and Environment:**

The Resources Based View Model, The Structure-Conduct-Performance Model, The Five Force Model, Strategic Group Analysis,

#### **Unit 3: Strategic Alternatives:**

Corporate Level Strategy – Stability, Expansion, Retrenchment and Combination, Concentration, Integration, Diversification, Internationalization. Business Level Strategy – Generic Business Strategy.

#### **Unit 4: Strategic Choice and Activating Strategy:**

Strategic Analysis- Tools and Techniques, Balance Score Card – Strategic Mapping, Targets and Measures.

#### **Unit 5: Strategic Evaluation:**

Strategic and Operational Control, Techniques.

### **TEXT BOOKS**

1. Haberberg, Adrian, and Alison Rieple. Strategic Management : Theory and Application. NewDelhi: Oxford University Press, 2008.
2. Hills, Charles W.L., and Gareth R Jones. An Integrated Approach to Strategic Management. NewDelhi: Cengage Learning , 2011.
3. Johnson, Gerry, Kevan Scholes, and Richard Whittington. Exploring Corporate Strategy - Text and Cases 17e. NewDelhi: Pearson Education, 2013.
4. Jr, Arthur A Thompson, AJ Strickland III, John E Gamble, and Arun K Jain. Crafting and Executing Strategy : The quest for competitive advantage - Concepts & Cases. NewDelhi: Tata McGraw-Hill Publishing Company, 2006.

## **MB732 PRODUCTION PLANNING & CONTROL OF OPERATIONS**

### **OBJECTIVE:**

*To help the student know about the operations planning and control in the organisation and to know about the inventory management.*

### **Unit I Introduction to production planning**

Time Series Analysis. Function of Production Planning and Control.

### **Unit II Aggregate planning**

Aggregate Planning - Guidelines. Operation Scheduling - Assignment Model – ‘n’ jobs to be produced in ‘m’ machines - Run out time method - Network scheduling.

### **Unit III Quality control**

Quality Control: Purpose of Inspection and Quality Control - Process Control - Control charts for variables- Control charts for fraction defectives - Control charts for defects - Sampling plan - Single sampling plan, OC Curve, AQL, AOQL, LTPD.

### **Unit IV Introduction to Inventory control**

Inventory Control - Deterministic models - Probabilistic models.

### **Unit V Maintenance and replacement**

Maintenance and Replacement - Breakdown Vs preventive Maintenance - Group Vs Individual Replacement. Just in Time Production.

### **TEXT BOOKS:**

1. Buffa, E.S. and Sarin, R.K., 'Modern Production / Operations Management', John Wiley & Sons, 8<sup>th</sup> Ed., New York, 1990.
2. Chary, S.N., 'Production & Operations Management', TMH, New Delhi, 1992.

### **REFERENCE BOOKS:**

1. Mayer, R.R., 'Production & Operations Management', McGraw Hill Kogakusha Ltd., 3<sup>rd</sup> Ed., Tokyo 1975.
2. Adam, E.E. and Ebert, R.J., 'Production & Operations Management', Prentice Hall, 3<sup>rd</sup> Ed., New Jersey, 1986.

## **MB 733 SUPPLY CHAIN MANAGEMENT**

### **OBJECTIVE:**

*To create an understanding on designing and managing supply chain networks.*

### **Unit I Building a strategic framework to analyse supply chains**

Fundamentals of Supply Chain Management, Supply chain networks, Integrated supply chain planning, Decision phases in a supply chain, process view of a supply chain, supply chain flows, Overview of supply chain models and modeling systems, Supply chain planning: Strategic, operational and tactical, Understanding supply chain through process mapping and process flow chart.

### **Unit II Designing the supply chain network**

Supply chain strategies, achieving strategic fit, value chain, Supply chain drivers and obstacles, Strategic Alliances and Outsourcing, purchasing aspects of supply chain, Supply chain performance measurement: The balanced score card approach, Performance Metrics. Planning demand and supply: Demand forecasting in supply chain, Aggregate planning in supply chain, Predictable variability.

### **Unit III Planning demand and supply in a supply chain**

Planning and managing inventories: Introduction to Supply Chain Inventory Management. Inventory theory models: Economic Order Quantity Models, Reorder Point Models and Multiechelon Inventory Systems, Relevant deterministic and stochastic inventory models and Vendor managed inventory models.

### **Unit IV Designing and planning transportation networks**

Distribution Management: 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, vehicle routing problem. Facilities decisions in a supply chain. Mathematical foundations of distribution management, Supply chain facility layout and capacity planning,

### **Unit V Strategic Cost Management in Supply Chain**

Strategic Cost Management in Supply Chain. The financial impacts, Volume leveraging and cross docking, global logistics and material positioning, global supplier development, target pricing, cost management enablers, Measuring service levels in supply chains, Customer Satisfaction/Value/Profitability/Differential Advantage.

### **TEXT BOOKS:**

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

**REFERENCES:**

1. The Wall Street Journal
2. Business Week
3. Journal of Business Logistics
4. Supply Chain Management Review
5. Harvard Business Review
6. Introduction to Supply Chain Management by Robert Handfield & Ernest Nichols, Prentice hall Publishers, 1999.

## **MB 741 PROJECT SYSTEMS MANAGEMENT**

### **OBJECTIVE:**

*To enable students to plan, co-ordinate and control the complex and diverse activities of modern industrial and commercial projects*

### **Unit I Project Systems Management concepts**

Project Systems Management - An overview, Project Systems Environment. Project System Life Cycle.

### **Unit II Project Feasibility Analysis**

Market Feasibility - Technical Feasibility - Financial Feasibility- Economic Feasibility - Financial Economic Appraisal of a project, Social Cost Benefit Analysis in India - Project

### **Unit III Net Work Techniques**

PERT- GERT- LOB - GAN - Time Cost Trade off and Crashing Procedure — Multi Project Scheduling with limited resources

### **Unit IV Project Control**

Project Materials Management, Project Implementation Scheduling, Funds Planning - Performance -Budgeting and Control, Tendering and Contract Administration.

### **Unit V Project Environment**

Project Management Information System. Value analysis in Project Management. Project organization and Communication. Ecology and bio diversity issues - Environmental Impact assessment.

### **TEXT BOOKS:**

1. Prasanna Chandra, 'Projects Planning Analysis Selection Implementation & Review 4 Ed.', Tata McGraw Hill, 1995.
2. Lawrence J. Moore and Edward R. Clayton, 'GERT Modeling and Simulation - Fundamentals and Application', Petrocelli charter, New York, 1997.

### **REFERENCE BOOKS:**

1. Ahuja H.N., 'Project Management', John Wiley & Sons, New York, 1984.
2. Wiest & Levy, 'A Management Guide to PERT, CPM'

## **MB 742 TOTAL QUALITY MANAGEMENT**

### **OBJECTIVE:**

*To provide a basic understanding about the various aspects of quality tools and techniques to enhance the productivity of an organization.*

### **Unit I Introduction**

Principles and Concepts of Quality - Dimensions of Quality - The Deming Philosophy - Quality Management Systems - Quality Planning - Functional planning deployment from Strategic plans - Benefits of TQM.

### **Unit II Continuous Improvement**

Benchmarking - Quality Costs - Quality Audits - Product, Process and System - Supplier Evaluation - Continuous Process Improvements - 5S Concepts.

### **Unit III Process Capability**

Six Sigma concepts - New Seven tools of Quality, Business Process Reengineering, Quality Function Deployment - Failure Mode and Effect Analysis.

### **Unit IV Business Excellence**

Business Excellence Awards (EFQM, Deming, Malcolm Balridge), Indian Quality Awards and Case Studies - Human Resource Management in TQM environment.

### **Unit V HR Aspects**

Employee Involvement - Motivation - Teams - Reward System, Quality circles - Introductory aspects of ISO 9000 series Standards and ISO 14000.

### **TEXT BOOKS**

1. Dale H. Besterfield, Carol Besterfield, Glen H Besterfield and Mary Besterfield, Total Quality Management, Pearson, New Delhi.
2. Subburaj Ramasamy, Total Quality Management, Tata McGraw Hill, New Delhi.
3. Janakiraman and Gopal, Total Quality Management, PHI, New Delhi.

### **REFERENCE BOOKS**

1. Juran, Gryna and Bingham, Quality Control Hand Book, McGraw Hill, New Delhi.
2. Howard, Alan, Rosa and David, Quality Management, Tata McGraw Hill, New Delhi.
3. Poornima M.Charantimath, Total Quality management, Pearson Education, New Delhi.



## **MB 743 BUSINESS LAW**

### **OBJECTIVES:**

*To Provide Students with Basic Legal Concepts and the Indian Legal Environment in which Business operates and to expose the Students to the Concepts of Contract Act- - Sale of Goods -Company Law- Consumer Protection Act and Information Technology Act.*

### **Unit I Indian Contract Act 1872**

Essential of a valid contract- Void Agreements- Definition of contract- Formation of a contract- performance of contracts- breach of contract and its remedies- Quasi contracts- Contracts of Indemnity - Meaning- nature - Right of Indemnity Holder and Indemnifier-Contracts of Guarantee - Meaning- Nature and Features - Types of Guarantee-- Provisions relating to various types of Guarantee- Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability

### **Unit II Sale of Goods Act 1930**

Sales contract- Transfer of title and risk of loss- Guarantees and Warranties in sales contract- performance of sales contracts- conditional sales and rights of an unpaid seller. Nature of agency – Creation of agency- types of agents- Agent’s authority and liability of principal and third party- Rights and duties of principal- agents and Third party- liability of agents- termination of agency.

### **Unit III Company Law**

Major principles – Nature and types of companies- Formation- Memorandum and Articles of Association- Prospectus- Power- duties and liabilities of Directors- winding up of companies- Company management – Company meetings (Board and General) – Majority rule and Minority protection – Compromises- Arrangements-Reconstruction and Amalgamation – Winding Up.

### **Unit IV Consumer Protection Act and FEMA**

Definitions of Consumer- Complainant- Goods- Service - Meaning of Consumer Dispute- Complaint - Unfair Trade Practices - Restrictive Trade Practices- Rights of Consumers- Consumer Disputes Redressal Agencies-Right to Information Act. Introduction to FEMA- Regulation over transactions in foreign exchange and security- Restrictions on current account and capital account transactions- Control over realization of foreign exchange

### **Unit V Information Technology Act**

The Information Technology Act-2000 and 2002-Digital Signature - Digital Signature Certificate- Electronic Governance- Electronic Records- Certifying Authorities- Penalty & Adjudication - Introduction to Cyber Laws -Cyber crimes.

### **TEXT BOOKS:**

1. N. D. Kapoor- Elements of mercantile Law- Sultan Chand and Company- India- 2006.
2. P. K. Goel- Business Law for Managers- Bizentra Publishers- India- 2008

3. Majumdar- A.K. and Kapoor- G.K.- 'Company Law and Practice'- Taxman Publications- New Delhi- Revised 2000.

**REFERENCES:**

1. P. P. S. Gogna- Mercantile Law- S. Chand & Co. Ltd.- India- Fourth Edition- 2008.
2. Akhileshwar Pathack- Legal Aspects of Business- 4th Edition- Tata McGraw Hill- 2007
3. V. S. Datey- Taxman Publication- 21st Edition- 2008
4. Daniel Albuquerque," Legal aspects of Business", Oxford university press,2013

## **SPECIALISATION - FINANCIAL MANAGEMENT**

### **MB 761 ASSET BASED FINANCING**

#### **OBJECTIVE**

*To enable the students to gain insights to the entire gamut of financial services sector.*

#### **Unit I Leasing**

Lease Financing — Concept — Types — Lease Evaluation and Accounting -- Hire purchasing — concepts Evaluation and Accounting

#### **Unit II Fund Based Services**

Bills discounting — Factoring – Forfaiting - Types- Advantages- Inter Corporate Lending - Money Market systems - Debt instruments

#### **Unit III Consumer Finance**

Asset Securitization - Consumer Finance- Pricing – Marketing – Insurance - Retail Finance- Products covered- Instalment Credit System

#### **Unit IV Refinancing**

Refinancing by finance company- schemes — Procedures — Utility

#### **Unit V NBFCs**

Legal/Modalities of Nidhis - Benefit funds Chits - Other non banking companies

#### **TEXT BOOKS:**

1. Kothari Vinod, “Lease Financing and Hire Purchasing”, Wadhwa and Company, New Delhi, 2001.
2. Richard Brealy et.al, “ Principles of corporate finance”, Tata Mcgraw Hill 8<sup>th</sup> edition 2007

## **MB 762 ADVANCED CORPORATE FINANCE**

### **OBJECTIVE:**

*In this course you will study the main issues in modern corporate finance. It is designed to provide a deeper understanding of how firms finance, invest and manage themselves in the 'real world'.*

### **Unit I Stochastic Models**

Stochastic Models for risk and uncertainties in Capital budgeting.

### **Unit II Corporate Structure**

Capital Structure determination - Equity and Debt forms, EM Hypothesis

### **Unit III Corporate Financing**

Corporate financing and market efficiency

### **Unit IV Leasing**

Concepts — Types — Lease Evaluation and Accounting — Lease rentals — Legal Aspects

### **Unit V Mergers And Amalgamation**

Merger as a Strategy — SEBI Guidelines - Corporate Tax Planning-Amalgamation - Sickness - Revival — BIFR Provisions

### **TEXT BOOKS:**

1. Copeland, E. Thomas, Weston, J.Fred. and Shastri, Kuldeep , “Financial Theory and Corporate Policy”, Addison Wesley, 4<sup>th</sup> Edition, 2003
2. Pandey .I.M. “Financial Management “Vikas Publishing House Pvt. Ltd. 9<sup>th</sup> Edition, 2005

### **REFERENCE BOOK:**

1. Richard A. Brealey and Stewart C. Myers,” Principles of Corporate Finance”, 7<sup>th</sup> Edition, 2003/e

## **MB 763 FINANCIAL DERIVATIVES**

### **OBJECTIVES**

*To provide a comprehensive understanding of derivatives and introduce the analytics of derivative valuation and application of derivatives in formulating simple corporate financial management strategies*

### **OUTCOMES:**

Upon completion of this course, students should be able to:

1. Understand the structural differences among derivative instruments.
2. Understand how derivatives are traded in exchanges and/or OTC markets.
3. Price derivative securities with different pricing models.
4. Use Derivatives for hedging and/or speculation purposes.

### **Unit I Introduction to Derivatives**

Introduction to Financial Derivatives – Types of Derivatives –Forwards, Futures, Swaps, Options  
- Application of derivatives in Risk Management

### **Unit II Forwards & Futures**

Forwards & Futures market- Mechanics of futures markets - Different categories of Forwards & Futures - Hedging strategies - Valuation- Determination of forward and futures prices - Risk management using Forwards and Futures

### **Unit III Swaps**

Characteristics of Swaps- Categories of Swaps- Mechanics of interest rate swaps - Currency swaps - Application- Valuation- Usage of Swaps in Risk Management

### **Unit IV Options**

Types of Options & their characteristics – Specification of stock options - Application of options- Valuation - Properties of stock options - Merton model - Binomial trees - The Black - Scholes Model –Risk Management using Options

### **Unit V Other Derivatives**

Other derivatives - Credit Derivatives, Interest Rate Derivatives, Insurance Derivatives, Exotic Options - Derivatives Pitfalls - Current trends in India.

### **TEXT BOOKS:**

1. Hull.c.John, “Options, Futures and Other Derivatives” Pearson, Prentice Hall Sixth edition 2006

### **REFERENCE:**

1. Durbin, Michael, “All about Derivatives” Tata McGraw Hill publications 1st Edition 2006

## **MB 764 FINANCIAL INSTITUTIONS AND SERVICES**

### **OBJECTIVE:**

*To provide in-depth knowledge on various financial institutions and the financial products floated by them. To provide details of different financial services that can be employed in the business under different circumstances*

### **Unit I Structure of Financial System**

The nature and role of financial system- Financial structure- Different financial functions - Financial system and economy-Reforms in the financial system- Recent developments.

### **Unit II Financial institutions**

Regulatory and non regulatory institutions-Banking and nonbanking institutions – Development financial institutions.

### **Unit III Financial Markets and Financial Instruments**

Money market- Capital markets- Debt market-Derivatives market – Primary and secondary markets- Financial instruments in the respective markets.

### **Unit IV Financial Services**

Merchant banking services- Mutual funds- Bill discounting – Factoring- Venture capital - Leasing Hire Purchase

### **Unit V Financial Services (Contd.)**

Non fund based financial services, - Credit cards- Insurance- Pension- Micro Finance- Depositories and custodians -Credit rating,-Securitization -Stock exchanges and their functioning

### **TEXT BOOKS:**

1. Pathak, Bharathi V, “The Indian Financial System”, Pearson Education, 3rd Edition, 2008
2. Bhole L M, “Financial Institutions and Services”, Tata McGraw Hill Publications. 3<sup>rd</sup> Edition, 2004.

## **MB 765 INSURANCE & PENSION SCHEMES**

### **OBJECTIVES:**

*To provide basic understanding of Insurance Industry, Products, Agency and Regulations and offer insights into Provident Fund and pension schemes*

### **Unit I Insurance Regulations**

Purpose and Need for Insurance fundamentals of agency law-legislative and regulatory matters (IRDA)

### **Unit II Insurance Agency**

Procedure for becoming an agent-and code of conduct-functions of an agent-company profile – fundamentals/principles of life insurance-financial planning and taxation

### **Unit III Insurance Products**

Life insurance products-options, guarantees and riders -Group insurance and pension plans-Health related insurance related insurance policies/Marine policies/Insurance documents

### **Unit IV Rural/Social Insurance**

Obligations of insurers to rural/social sectors, claims, Agency commission structure-personal development- Behavioural aspects.

### **Unit V Provident Fund**

CPF, GPF, Contributions, facilities

### **TEXT BOOKS:**

1. Holyoake, Julia and Bill Weipers, “Insurance”, Financial World Publishing, 4<sup>th</sup> Edition, 2003

### **REFERENCE BOOKS:**

1. IRDA Guidelines, 2008
2. Course material from RNIS College of Insurance, Chennai-28

## **MB 766 INVESTMENT BANKING**

### **OBJECTIVE:**

*The focus is on the multi-faceted areas of investment banking, including the role of investment bankers and services offered, prevailing legal and industry framework in which investment banking operates and also provide conceptual understanding of the global and Indian Investment Banking process*

### **Unit I Investment Banking Paradigm**

Introduction to Financial concepts and instruments- Investment banking - Global/Indian Investment Banking Industry Scenario - Activities – Investment banking Vs Merchant banking – Functions

### **Unit II Issue Management**

Guidelines for Issues Management – IPO - Offer documents - Management of capital issues –Pre issue activities - Post issue activities - Underwriting and Brokerage - Registrar and Share transfer Agents - Pricing and Marketing of public issues - Listing Guidelines

### **Unit III Disinvestment**

Corporate Restructuring - Disinvestment mechanisms - Buy backs – Mergers – Acquisitions - Delisting - Methods – Procedures – Problems – Cases

### **Unit IV International Financial Instruments**

International Financial instruments - Debt / Equity – ADR – GDR – ECBs - FCCBs – NIFs – MTNs - Raising of offshore Finance – Sources - Advantages – Risk – Legal aspects & Modalities.

### **Unit V Introduction To Valuation**

Corporate Valuation – Bond / Equity Valuation – Models - Secondary Markets – Regulatory framework of Investment Banking , Stock Exchanges & Share Brokers - Recent Developments

### **TEXT BOOKS:**

1. Verma, “Merchant Banking: Organisation and Management”, Tata McGraw Hill, 2005
2. Pratap G Subramanyam, “Investment Banking”, Tata McGraw Hill, 2008

### **REFERENCE:**

1. SEBI Guidelines, Taxmann’s Publications, 2008



## **MB767 INVESTMENT SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

### **OBJECTIVE:**

*To impart necessary knowledge and skill in building and maintaining a financial portfolio in the securities market*

### **Unit I The Investment Environment**

The organization and mechanics of securities markets - Various securities — Characteristics - Objective of the security analysis - Frictions of an organized security market - Mechanics of security trading -Sources of Investment Information.

### **Unit II Security analysis – (Nonfinancial)**

Internal value and market value of various securities - Internal value and market value of firm- Economic analysis – Industry analysis

### **Unit III Security analysis- (Financial)**

Company analysis - Financial Statement analysis — projecting earnings under stable as well as dynamic conditions - risk and return factors.

### **Unit IV Portfolio Analysis**

Portfolio theory - Portfolio criteria Efficient Set - Portfolio selection and diversification - The shape of the risk function - CAPM model - Technical analysis - Random Walk - Martingale Model.

### **Unit V Portfolio Management**

Portfolio objective - Size of portfolio - Portfolio selection - Basis and Readjustment - Timings of disinvestments,-Portfolio performance.

### **TEXT BOOKS:**

1. Investment management – Security analysis and portfolio management – V.K.Bhalla – Sultan chand- 15<sup>th</sup> edition 2009

### **REFERENCE BOOK:**

1. Fischer, D.E. & Jordan R.J., “Security Analysis & Portfolio Management”, 5<sup>th</sup> Ed.,2005,PHI

## **MB 768 STRATEGIC COST ACCOUNTING & MANAGEMENT CONTROL**

### **OBJECTIVE**

*To familiarize students with the methods and techniques of cost ascertainment, budgeting and implement the appropriate strategy in decision making*

### **Unit I Costing Concepts**

Costing Concepts — costing methods- techniques-analysis — Behavior of cost and their impact in business

### **Unit II Cost Ascertainment**

Cost ascertainment-Cost allocation -cost analysis-cost control- standard costing-process costing –revenues management

### **Unit III Costing for Decision Making**

Costing information for decision making-Pricing decisions and cost management-Concepts used in costing -Target Costing - activity based costing & activity based management- Balanced score cards - application in business environments and their usefulness in decision making.

### **Unit IV Budgeting**

Budgets and budgetary control- Types of Budgets- Zero Based Budgeting — Characteristics of Each responsibility accounting- Capacity analysis

### **Unit V Cost Analysis**

Capital budgeting and cost analysis- management control and transfer pricing- performance measurement.

### **TEXT BOOK:**

1. Horngren, C.T. & Fostel,G., “Cost Accounting’ 7<sup>th</sup> Ed., Prentice Hall,1990

### **REFERENCE BOOKS:**

1. Khan.M.Y&Jain, P.K, “Cost accounting” Tata Mcgraw Hill. 2000
2. Tulsian, P C, “Cost accounting” Tata Mcgraw Hill publications,1st Edition2006

## **MB 769 TAX LAWS AND TAX PLANNING**

### **OBJECTIVE:**

*To enable students get an overview of taxation systems pertaining to individuals, tax structure of corporates and provide practical exposure to tax planning*

### **Unit I General Principles**

General principles guiding and direct and indirect taxes- Personal Income Tax

### **Unit II Computation of Income**

Computation of income under various heads – Income from salaries, Income from House property, Income from business or profession, Income from other sources – Definitions and exemptions

### **Unit III Corporate Tax Structure**

Corporate tax structure - Direct and Indirect Treatment of various items of receipt and payment - Items of deductions

### **Unit IV Service Tax**

Special provisions – Service Tax and Value Added Tax

### **Unit V Tax Planning**

Tax planning for individual and corporate – Assessment procedure- Case Laws discussion

### **TEXT BOOK:**

1. Ahuja, Girish and Gupta, Ravi, “Systematic Approach to Income Tax, Service Tax and VAT”, Bharath’s Students’ List of Publications, 19<sup>th</sup> Edition, 2008

### **REFERENCE:**

1. Singhanian, Vinod , “Taxmann students guide to income tax with service tax value added tax” Taxmann , 38<sup>th</sup> Edition, 2008

## **MB 770 TREASURY MANAGEMENT**

### **OBJECTIVE:**

*To equip the students with necessary knowledge in managing the treasury operations in the organization*

### **Unit I - Introduction**

Role of Treasury in Companies — Influences on Treasury Managers — Treasurer and Controller Defined — Treasury Organization — Treasury Information System.

### **Unit II – Treasury operations (Short term)**

Working capital management involving inventory receivables & cash - Management of Short term Debt instruments like Commercial paper, - Certificate of deposits , Treasury Bills.

### **Unit III – Treasury operations (Long term)**

Capital Market Instruments — Debentures — Shares. Placements – Long term financing-Leasing - Hire purchase - Installment sale. Investments in Inter-Company Deposits, shares Government Securities - Bonds & in subsidiary companies.

### **Unit IV – Treasury risk management**

Definition of risk- Process of risk management – Risk mitigation – Derivatives – Derivative products & their pricing – risk management through derivatives.

### **Unit V – Treasury operation (Forex)**

Forex Markets An Overview - Exchange Rates - Forex Risks — Forex derivatives like Forward , future, Swaps , Options — Futures Exposure Management — Overseas Borrowing.

### **TEXT BOOK:**

1. Pathak, Bharathi V, “The Indian Financial System”, Pearson Education, 3rd Edition, 2008.
2. I.M.Pandy, Financial Management, Vikas Publishing house 10<sup>th</sup> edition 2011
3. P.G.Apte, International Financial Management, Tata McGraw Hill 2nd edition 1999
4. Rajiv Srivatsa, Derivatives and Risk Management, Oxford second reprint 2010 Derivatives.

### **REFERENCE BOOKS:**

1. Investments Zvi Bodie Alex Kane Alan J Marcus Pitabas Mohanty Tata McGraw Hill 8<sup>th</sup> edition 2009.
2. Collier, P.A., et.al, “Financial and Treasury Management”, CIMA, Hienemanri Professional Publishing, London, 2002.

## **MB 771 PERSONAL FINANCE**

### **OBJECTIVE:**

*This module provides knowledge by providing importance and need for personal finance. It helps to understand the importance of setting financial goals. Besides it also helps to understand how to use the resources available as a consumer and also helps to determine the risk level.*

### **Unit I Planning Your Personal Finances**

Personal Finance Basics and the Time Value of Money; Financial Aspects of Career Planning; Money Management Strategy: Financial Statements and Budgeting; Planning Your Tax Strategy

### **Unit II Managing Your Personal Finances**

Financial Services: Savings Plans and Payment Accounts; Introduction to Consumer Credit; Choosing a Source of Credit: The Costs of Credit Alternatives

### **Unit III Making Your Purchasing decisions**

Consumer Purchasing Strategies and Legal Protection; The Housing Decision: Factors and Finances

### **Unit IV Insuring your Resources**

Property and Motor Vehicle Insurance; Health, Disability, and Long-Term Care Insurance; Life Insurance

### **Unit V Investing Your Financial Resources**

Investing Fundamentals ;Investing in Stocks ;Investing in Bonds ;Investing in Mutual Funds  
Investing in Real Estate and Other Investment Alternatives ;Starting Early: Retirement Planning

### **TEXT BOOK**

1. Jack Kapoor, Les Dlabay, Robert J. Hughes, Personal Finance, TMH
2. Jeff Madura, Personal Finance, Pearson education

## **MB 772 BEHAVIOURAL FINANCE**

### **OBJECTIVE:**

*The course is focused on behavioral factors influencing financial markets and corporate world. This course targets the link between the peculiarities of human behavior and aspects of financial and investment management, as well as corporate and risk management. In addition, the course puts various “behavioral mechanisms” into more basic psychological framework spanning the mechanisms of information perception, emotions, memory, and attention.*

### **Unit I Perception, Human preferences, rationality, and market efficiency**

Cognitive information perception. Weber law. Subjective probability. Representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects. Decision-making under risk and uncertainty. Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept. Decision-making in historical prospective, Allais and Ellsberg’s paradoxes. Rationality from an economics and evolutionary prospective. Different ways to define rationality why humans often act outside of the economic rationality framework. Herbert Simon and bounded rationality. Investor rationality and market efficiency. Empirical data that questions market efficiency.

### **Unit II Behavioral factors and financial markets**

Empirical data that challenge the Efficient Markets Hypothesis. Fundamental information and financial markets. Information available for market participants and market efficiency. Market predictability. The concept of limits of arbitrage and model by Shleifer and Vishny. Asset management and behavioral factors. Active portfolio management: return statistics and sources of systematic underperformance. Fundamental information, technical analysis, and behavioral factors.

### **Unit III External factors and investor behavior**

Weather, emotions, and financial markets: sunshine, geomagnetic activity. Mechanisms of the external factor influence on risk perception and attitudes. Connection to human psychophysiology and emotional regulation. Misattribution as a mechanism for external factors influence. Emotional content of news articles and their correlation with market dynamics. Social trends and market dynamics: music, fashion, demographics.

### **Unit IV Behavioral corporate finance**

Behavioral factors and corporate decisions on capital structure and dividend policy. Timing of good and bad corporate news announcement. Mergers and acquisitions and the Winner’s Curse. IPO underpricing. Systematic excessive optimism and overconfidence in managers’ decisions. Sunk costs and mental accounting. Evolutionary explanations for behavioral effects. Evidence from behavioral game theory. Systematic approach to using behavioral factors in corporate decision-making.

### **Unit V Emotions and decision-making, the science of neuroeconomics**

Experimental measurement of risk-related preferences: measuring risk through probabilistic set of gambles, through questionnaire. Emotional mechanisms in modulating risk-taking attitude. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

Neurophysiology of decision-making, the role of hormones and neurotransmitters. How tools from cognitive neuroscience can aid in understanding the basics of the economic behavior. Introduction to the science of neuro economics. Neuro marketing.

**TEXT BOOK:**

1. Pompian, Michael M. Behavioral Finance and Wealth Management. Wiley: New Jersey.

**REFERENCE BOOKS:**

1. Hersh Shefrin, Behavioural Corporate Finance, Tata Mc Graw Hill Irwin Publishers
2. John R. Nofsinger, The Psychology of Investing (4th Edition), Pearson Prentice Hall,
3. Meir Statman, What Investors Really Want, Learn the lessons of behavioral Finance, McGraw-Hill

## **MB 773 INTERNATIONAL FINANCE**

### **OBJECTIVES:**

*To make the students acquainted with international financial transactions and Operational characteristics of Foreign Exchange Markets and Forex market participants, Regulations, risks and management.*

### **Unit I Global /Indian Financial Environment**

Global Economy - Financial Globalization-Financial Goals- International monetary system – Current multinational financial challenges - Experiences from India- Openness of Indian Economy - Indicators

### **Unit II Foreign Exchange Market**

Evolution of foreign exchange market and foreign exchange System- Brief introduction to currency systems- Balance of Payments - Market participants - A model of foreign exchange markets interest parity- interest rates and exchange rates - Fixed Vs Fluctuating Exchange Rates - Private World Money – Eurocurrencies

### **Unit III Foreign Exchange Exposure**

Kinds of Foreign Exchange exposures - Transaction exposure and its measurement -Operating exposure - Sources - Measurement and difficulties associated with the measurement - Impact - Translation Exposure- Transaction and Economic Exposure Vs Translation exposure

### **Unit IV Forex Risk Management**

International Trade & Risk Associated with International Trade - Introduction to different types of trade risk - Credit risk, Carriage Risk, Currency Risk, Country risk – Measuring risk exposure – Devices – Payoffs to risk management

### **Unit V Financing The Global Firms**

Sourcing Debt/Equity Globally- Cost of capital- optimal financial structure-Exchange Control Regulations - Export Credit Guarantee Corporation - Exim Bank - Foreign Exchange Dealers' Association of India – Recent Developments

### **TEXTBOOK**

1. David K. Eiteman, Arthur I. Stonehill, Multinational Business Finance, Pearson, 12<sup>th</sup> Edition

### **REFERENCES**

1. Adrian Buckley, Essence of International Money, Prentice Hall
2. P.G.Apte, International Finance.
3. Shapiro, International Finance.



## **MB 774 CORPORATE VALUATION**

### **OBJECTIVES:**

*To explore the basics of business valuation, methods of valuation, their strengths and weaknesses and to give the students a thorough knowledge in evaluating companies using different valuation models.*

### **Unit I Foundations of Valuation**

The Role of Valuation - Principles of valuation - Definition of Standard of value (basis of valuation) - Fair Market value - Fair value - Investment value - Intrinsic value - Basics of Risk - Ethical Issues

### **Unit II Valuation Analysis**

Economy and industry research - Historical analysis - Accounting analysis - Income and expenses analysis - Ratio analysis - Cash flow analysis - Strategy analysis - Michael Porter's Five Forces - Company risk analysis - PEST - BCG matrix - GE/McKinsey matrix - ADL matrix - Sensitivity analysis - Scenario analysis – Simulation – Others

### **Unit III Valuation Techniques**

Valuation Approaches - Discounted cash flow (DCF) approach - Enterprise value - Equity value - Adjusted present value (APV) - Relative valuation approach - Price to equity (PER) and PEG - Price to book - Price to sales - Price to cash flow - Enterprise value to EBITDA - Income approach - Earning capitalization - EVA (Economic Value added) - Asset Approach - Valuation of Options - Selection of valuation approach - Assigning Weight to Approaches - Theory and Practice

### **Unit IV Valuing Financial Service Firms**

Categories of Financial Service Firms – Unique Features – Regulations – Cash flows – Cash flow to Equity Models – Asset based models – Choices - Valuing Private Equity

### **UNIT V Valuation from M&A perspective and Value enhancement**

Background - Classification of mergers and acquisitions - Processes and steps in M&A activities - Motives - Synergy effects - Theory and empirical evidence - Value based management - Valuation from the view of a manager

### **TEXTBOOK**

1. Ashwath Damodaran ,Valuation, Second Edition.

## **SPECIALISATION — HUMAN RESOURCES MANAGEMENT**

### **MB 781 PERSONAL GROWTH PROGRAMME**

#### **OBJECTIVE:**

*To help the participants discover their self, to relate effectively to others and to achieve personal transformation.*

#### **Unit I Discovering the Self**

Knowing Oneself – preferences, tastes, likes dislikes and values – identification and meaning; Life script analysis, strokes and ego state analysis

#### **Unit II Assessing the Self**

Typing personality – MBTI; Emotional Intelligence – Behavioural analysis and EQ mapping; right/left brain dependence; audio/visual/kinesthetic preferences; assessing stress levels and combating it

#### **Unit III Relating to Others**

Communication and active listening skills; FIRO – B analysis; Johari window analysis; Conflict management styles and networking

#### **Unit IV Moral Judgment**

The question of ethics and moral judgment – exercises and discussions

#### **Unit V Personal Transformation**

The administration of enneagram; steps in personal development and transformation; REBT – theory and practice. Review and evaluation of learning

**TEXT BOOK:** Compiled Reading material provided by the instructor

#### **REFERENCE BOOKS:**

1. Goleman, Daniel, 'Emotional Intelligence', Bantam BOOK 1995
2. Helen Palmer, 'Enneagram', Harper San Francisco, 1988
3. I'm OK, You're OK, Thomas Harris

## **MB 782 CHANGE MANAGEMENT**

### **OBJECTIVE:**

*To help students know about the implications of HR and impact of change in the organisation*

### **Unit I Introduction to managing change**

Strategy, change and HR strategies, implementation and impact of change, role of HR strategies in implementing change. Structure and strategic change, HR implications of structural choice and change

### **Unit II Organizational culture and selection process**

Organisational Culture, realigning culture-procedure for realignment. Recruitment and selection: definitions and models, contributions to organisational change, emergence of alternative process.

### **Unit III HRD and the management of change**

Performance Management: Old and new views, contributions to Organisational change. HRD: Vital component of HR change strategies, contributions to organisational change and integrating frame work.

### **Unit IV Employee relations and compensation**

Strategic Reward Management, changing Behaviours. Reward Management-values, structure, processes. Employee Relations: changing the focus, change through employee involvement.

### **Unit V Evaluation and promotion of change**

Downsizing: Implications, alternative strategies, methods of implementation, survivor management. Evaluating and promoting change: Approaches to evaluation, Evaluation to promotion, Analysis and feedback procedures.

### **TEXT BOOKS:**

1. Adrian Thomhil, Phil Levis, Mike Millmore, and Mark saunders, "A HR Strategy Approach- managing Change", Addison Wesley Longman (Singapore), Indian Branch, 2000 times, B, "Managing Change: A strategic Approach to Organisational Dynamics", London, Pitman,
2. Camal C.A., "Managing Change in Organisations", London Prentice Hall, 1995.
3. Dipak kumar Bhattacharyya, "Organizational change and Development", Oxford university press, 2011.

## **MB 783 COMPENSATION & BENEFITS**

### **OBJECTIVE:**

*To create an understanding about the different elements of compensation and the techniques of deciding on these elements.*

### **Unit I Introduction to Compensation Management**

Conceptual and theoretical understanding of economic theory related to Compensation Management (Wage Concepts and Wage Theories). Employee's satisfaction and Motivation issues in compensation design. Establishing Internal, External and individual equally.

### **Unit II Variable pay**

Strategic importance of variable pay-Determination of Inter and Intra industry compensation differentials. Individual and Group Incentives.

### **Unit III Employee Benefits**

Dearness Allowance Concept-Emergence & Growth in India. The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes.

### **Unit IV Executive and MNC compensation**

Executive Compensation. Compensation Systems in Multinational Companies and IT companies including ESOP.

### **Unit V Legal issues on employee compensation**

Collective Bargaining Strategies-Long term settlements-Cases of Productivity Settlements-Exercises on drawing up 12 (3) and 18(1) settlements. Emerging Trends in IR due to LPG.

### **TEXT BOOKS:**

1. Milkovich, Newman, "Compensation", McGraw Hill.
2. Dipak Kumar Bhattacharya, "Compensation Management", Oxford University Press, 2009.
3. Fisher, Schoenfeldt, Shaw, "Human Resource Management" Sixth Edition, Boston, MA: Houghton-Mifflin, 2006.

## **MB 784 COUNSELING IN THE WORKPLACE**

### **OBJECTIVE:**

*To help the participants understand the workplace in today's competitive world and to know the importance of counseling. This course takes them through the theories on counseling, various models and also gives practical inputs on counseling at workplace.*

### **Unit I Introduction to Counselling**

Workplace today, why counseling, history of counseling, dimensions of counseling, basics of Workplace counseling, common criticisms. Orientation models, brief therapy models, problem focused models, work oriented models, manager based models, externally based models, internally based models, welfare based models, organization change models.

### **Unit II Counsellors – Their Role and Impact**

Multiple roles of counselors, counseling values Vs business values, training for counselors, ethical issues in counseling, stress and counseling, impact of organizations; systematic approaches; organisation culture: different cultures and counseling.

### **Unit III Counselling Process**

Preparation for counseling, assessing workplace counseling, contracting for counseling, introducing counseling in the workplace, terminating counseling. Preparation of employee, assessment of employee, contracting / referring, engaging in counseling and terminating counseling.

### **Unit IV Evaluation and Ethics**

Usefulness of evaluation, record keeping, evaluation, formative and summative evaluation, different methods of counseling evaluation. Training in ethical decision-making, making ethical decisions, ethical responsibilities for and to clients and organizations, employee counselors; ethical responsibilities for and to themselves, organisation's ethical responsibilities.

### **Unit V Training and Supervision**

Methods of training counselors, dynamics of training, the training team, facilities, context, student group, curriculum, assessment, learning community Supervision – Definition, supervisory relationships, supervision for counselors parallel process in workplace counseling, helping counselors for supervision.

### **TEXT BOOKS:**

1. Workplace Counseling, Michael Carroll, Sage Publications, 1999
2. Introduction to Counseling skills – Texts and Activities, Richard Welton – Jones, Sage Publications, 2000

### **REFERENCE BOOK:**

1. Handbook of counseling at workplace, Michael Carroll

## **MB 785 ORGANISATIONAL THEORY**

### **OBJECTIVE:**

*To create an understanding about the different organizational structures, design and the role of technology and culture in shaping the structure.*

### **Unit I Introduction to Organizational theory**

Concept Organisation, Organisation, Theory, Organisation stakeholders-satisfying stakeholders goals and interests, Measuring Organisational Effectiveness. Decisions relating to balancing differentiation, centralization, standardization, formal and organizational structures.

### **Unit II Organizational Design**

Authority and Control: Verdict Differentiation, factors affecting shape of hierarchy; Specialisation and Co ordination: Functional, Divisional, Matrix structure and Boundary less organisation; Organisational cultural & ethics: Management of culture Occurrence of Ethical/unethical behaviour, creating an ethical organisation.

### **Unit III Organization and its environment**

Defining environment. Inter organisational strategies for managing resource dependencies, strategies for managing resources interdependences. Organisational strategy-functional-,business corporate level strategies. International Environment-Global expansion, strategies for managing International Environments, International strategic alliances.

### **Unit IV Organizational transformationa and technology**

Organisational Design and technology-Organisational Effectiveness. Technology and culture. Managing the new technological environment-advanced manufacturing and information technologies management.

### **Unit V Organizational change**

Organisational life cycle-Birth, growth, death, models. Organisational decision making-Models, Nature and factors affecting Organisational Learning, Improving Decision Making, Innovational and change- Forces and resistance, Managing Innovation process. Organisational conflict and power-resolution strategies and using power.

### **TEXT BOOKS:**

1. Jones Gareth R., "Organisational Theory: Texts and Cases", Addusuib Wesley Longman (Singapore) Pvt. Ltd., Indian Branch..2011
2. John, F. Viega and John, N. Yanouzars, "Dynamics of Organisational Theory", West publishing Company.

## **MB 786 STRATEGIC HUMAN RESOURCE DEVELOPMENT**

### **OBJECTIVE:**

*To create an understanding on the role of strategic HRD on all the HR activities of an organization*

### **Unit I Changing environment to organization**

Introduction, Changing Environment, Business Complexities, Portfolio, process and structure related strategic responses.

### **Unit II Strategic responses of organization**

Significance of HRD, HRD and complexities advantage, Business Strategy and HRD Business Policy and HRD, Life Cycle of organizations and HRD, Organisational Performance and HRD.

### **Unit III HRD A strategic perspective**

Practices: SHRD fundamentals, SHRD initiatives, working conditions & family welfare, HR Dept / function, Training, PA, Job Enrichment, Career planning, communication, empowerment. Facilitators: Concerns of Management, concerns of Trade unions, Concerns of Frontier Officers / Supervisors, concerns of workers, IR Scenario, Trainability, Outsourcing.

### **Unit IV Alignment between strategic response and SHRD system**

Portfolio related strategic responses and Strategic HRD system, Process related strategic responses and Strategic HRD system, and Structure related strategic responses and Strategic HRD system.

### **Unit V Strategic response and SHRD system - application**

Profile of study organization, strategic responses of study organizations, Strategic HRD system in study organizations, relationship between practices and facilitator, alignment between responses and Strategic HRD systems, blocks of alignment and their solutions.

### **TEXT BOOKS:**

1. Strategic Human Resource Development – Srinivas R Kaudula, PHI, 2012.
2. Strategic Human Resource Development – Rothevell & Kazauas, PHI, 1989

## **MB 787 TRAINING AND DEVELOPMENT**

### **OBJECTIVE:**

*Training is an exciting field. This course aims to cover the essential concepts in training and development to provide a sound foundation for understanding the key issues. Organized around the most widely used instructional design system today, the ADDIE model, this course has Analysis, Design, Development, Implementation and Evaluation as its five major units. It offers a strong practical focus so that the students get a good blend of both theory and practice.*

### **Unit I Analysis**

Introduction to Training Design and Implementation, Needs Analysis and Needs Assessment, Performance Analysis, Job Analysis, Task Analysis, Learner Analysis, Context Analysis and Skill Gap Analysis.

### **Unit II Design**

Training Objectives, Training Deliverables and Instructional Strategies, Training Design Budgets and Schedules, Training Project Management, Design Blue Prints and Prototypes.

### **Unit III Development**

Drafting Training Materials, Developing Tests/Assessments, Quality Control Issues and Full scale Production.

### **Unit IV Implementation**

Train the Trainer Programmes, classroom delivery of training, non classroom delivering techniques.

### **Unit V Evaluation**

Role of evaluation, evaluating transfer of training, evaluating results of training, past and future analysis.

### **TEXT BOOK:**

1. Donald J Ford, "Bottom Line Training", PHI.

### **REFERENCE BOOK:**

1. Robert Craig, "The ASTD Training and Development Handbook: A Guide to Human Resource Development", McGraw Hill.



## **MB 788 TALENT MANAGEMENT**

### **OBJECTIVE:**

*To equip the students with necessary knowledge to manage the talents as a super keeper in the organization.*

### **Unit I Introducing a talent management system**

Talent Management –definition- building blocks of a Talent Management – role and importance of Job Core Competencies through Job Descriptions, Job Analysis, and Job Design- Elements of Talent Planning-Understand and explain creation of a Diversity initiative into the Talent management process

### **Unit II Developing the building blocks of talent management**

Talent acquisition- e-Recruitment systems and how to evaluate and screen electronic resumes and applications for the best Talent while conforming to the legal issues in the hiring process.

### **Unit III Talent planning**

Performance Management Systems in organizations and their relationship between rewards to performance. Develop a Career Track Planning process- Evaluating Internal and External Recruitment Strategies selection techniques.

### **Unit IV Coaching, training and development**

Develop an understanding of coaching, training and development- Leadership Development relationship of the Compensation Plan and the Implementation of the Talent Management Plan.

### **Unit V Using information technology to support a TM system**

HRIS systems and Talent Management System- outsourcing, Contingent, Contract /temporary workforce- Data Security and Reporting Essentials in a Talent Management System.

### **TEXT BOOKS:**

1. Lance A. B. & Berger, D. R. The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Positioning Your Best People, McGraw-Hill, 2003.

### **REFERENCE BOOK:**

1. Allan Schweyer, Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning, Wiley, 2010.

## **MB 789 KNOWLEDGE MANAGEMENT**

### **OBJECTIVE:**

*To make the students understand how knowledge is managed in organizations through framework of people, process and technology.*

### **Unit I Knowledge & Knowledge Management**

Knowledge society-from data to information to knowledge- Drivers of knowledge management- Intellectual capital- KM and learning organizations- case studies.

### **Unit II Strategic alignment**

Strategic alignment- creating awareness- articulation- Evaluation and strategic alignment- Infrastructural development and deployment- Leadership, measurement and refinement- Role of CKO

### **Unit III KM Strategy Planning**

Analyzing business environment-knowledge audit and analysis – designing KM team – creating KM system blue print- implementation through tactical approaches (Portal & Community of Practice) - capture –store and sharing- metrics and evaluation.

### **Unit IV Technology Infrastructure for KM**

Technology components- Intranet and Groupware solutions- tools for collaborative intelligence- Portal technologies and implementation- web 2.0- Integrating Social media-package choices- knowledge security.

### **Unit V People aspect of KM**

Managing effective knowledge sharing- rewards and recognitions- change management- creating knowledge sharing culture- continuous improvement- case studies.

### **TEXT BOOK:**

1. Fernandez, Gonzalez & Sabherwal, Knowledge Management, Pearson Publications, 2007

### **REFERENCE BOOK:**

1. Madan Mohan Rao, Knowledge Management Tools and Techniques, Elsevier Inc, 2007
2. HBR on Knowledge Management, Peter Drucker, Harvard University Press, 1995

## **MB 790 INDUSTRIAL RELATIONS AND LABOUR LAWS**

### **OBJECTIVE**

*To create an understanding on legislations of industrial relations and labour laws*

### **Unit-I**

Industrial relations – An Overview, Perspectives/Approaches to IR, Major stakeholders of IR  
Impact of globalization on IR.

### **Unit-II**

Labour Welfare & Social Security, welfare officer in Indian Industry, Training of welfare officers; Aims of social security measures, Labour Legislations & ILO.

### **Unit III**

Normative Labour Legislations - Factories Act, 1948, Bombay shop & Establishment Act 1948, The Apprenticeship Act, 1961. Contract Labour (Regulation and Abolition) Act, 1970  
Wage Legislation - Minimum wages Act 1948, Payment Of wages Act 1936, Payment of Bonus Act 1965.

### **Unit IV**

Industrial Relations Legislations - Trade Union Act 1926, Industrial Employment standing order Act 1946, Industrial Dispute Act 1947.

### **Unit V**

Social Security Legislations - Workmen's compensation Act, Employees state Insurance Act 1948, Provident Fund Act 1952, Payment of Gratuity Act 1972, The Trade Unions Act, 1926, The Maternity Benefit Act, 1961. Functions & Working Of Offices Attached To Labour Ministry - Directorate –General of Employment & Training; Labour Bureau; Welfare Commissioners; Various committee constitute by the Government of India (Ministry Of Labour).

### **TEXT BOOKS :**

1. Industrial Jurisprudence & Labour Legislation by A.M. Sarma, 9<sup>th</sup> revised edition – Publisher: Himalaya Publishing House.
2. Handbook of Industrial Law N. D. Kappor 12<sup>th</sup> edition, S. Chand & sons.

### **REFERENCE BOOKS:**

1. Dynamics of Industrial Relations by Mamoria & Mamoria – Publisher: Himalaya Publishing House.
2. Essentials of Human Resource Management & Industrial Relations by P. Subbha Rao – Publisher: Himalaya Publishing House.
3. Industrial Relations by C. S. Venkata Ratnam – Publisher: Oxford University Press

**SPECIALISATION – BUSINESS ANALYSIS & IT CONSULTING**  
**MB 801 INTRODUCTION TO BUSINESS ANALYSIS AND IT CONSULTING**

**OBJECTIVE:**

*To provide the knowledge and necessary skills for carrying out business analysis and provide business value through IT*

**Unit I Introduction & Enterprise Analysis**

Trends in IS offshoring- emerging business models- Goal setting- business analyst strategic role- creating and maintaining business architecture- feasibility studies-determining project scope- preparing business case- initial risk assessment- Define Business Need- Assess Capability Gaps- Determine Solution Approach-Define Solution Scope- Define Business Case preparing decision package.

**Unit II BA Planning and monitoring**

Plan Business Analysis Approach-Conduct Stakeholder Analysis- Plan Business Analysis Activities- Plan Business Analysis Communication-Plan Requirements Management Process- Manage Business Analysis Performance- selecting and prioritizing projects-launching new projects- tracking project benefits.

**Unit III Requirements Elicitation, Analysis and Communication**

Prepare for Elicitation-Conduct Elicitation Activity-Document Elicitation Results-Confirm Elicitation Results-Prioritize Requirements-Organize Requirements-Specify and Model Requirements-Define Assumptions and Constraints- Verify Requirements-Validate Requirements- Manage Solution Scope & Requirements-Manage Requirements Traceability - Maintain Requirements for Re-use-Prepare Requirements Package-Communicate Requirements requirements signoff.

**Unit IV BA Techniques and competencies**

Brainstorming -Business Rules Analysis –process modelling- Data Modeling - Document Analysis -Functional Decomposition-Interface Analysis-Interviews- Organization Modeling– Prototyping- Requirements Workshops-Root Cause Analysis- Scenarios and Use Cases- Sequence Diagrams-State Diagrams. Analytical Thinking and Problem Solving-Behavioral Characteristics- Business Knowledge-Communication Skills- Interaction Skills-Software Applications

**TEXT BOOKS:**

1. Business Analysis Body of Knowledge, Ver. 2.0, International Institute of Business Analysis, 2012
2. H. Podeswa, The Business Analyst's Handbook, Cengage Learning, 2009

**REFERENCES BOOKS:**

1. D. Paul, D. Yeates, J. Cadle, Business Analysis, 2<sup>nd</sup> Edition, British Informatics Society, 2010.
2. Tony Morgan, Business Rules and Information Systems: Aligning IT with Business Goals, Addison Wesley, 2007.
3. Christine B. Tayntor, Successful Packaged Software Implementation, CRC Press, 2005.

# **MB 802 BUSINESS ANALYSIS & IT CONSULTING IN BANKING AND FINANCIAL SERVICES**

## **OBJECTIVE**

*To provide the knowledge and necessary skills for carrying out business analysis and to provide business value through IT in the Banking and Financial services domain*

### **1. Banking Concepts and IT**

Overview of financial instruments-Financial market-Financial statements-Introduction to banking-Retail banking, Deposit products, Retail channels, Instruments, Retail payments, E-Banking-evolution and growth, Sales and marketing, A schematic of a retail Bank.

### **2. IT in Mortgages, Consumer Lending and Wholesale Banking**

Mortgages, other loans, Community Banks, Credit Unions and Building Societies, Farm Credit, Retail Lending Cycle-Introduction to Cards and payments, Overview of Credit card market-Major players, Recent developments- Introduction to Wholesale banking and Commercial Lending, Corporate lending process, Credit derivatives, Treasury services, Cash management, Trade finance, Payment network.

### **3. IT in Investment Management and Banking**

Introduction to Investment management, Investment management process, Different classes of Investment management firms- Introduction to Investment banks, Functions, Major investment banks, Divisions, Investment banking post economic crisis, Brokerage, Underwriting, Floor of Exchange, Order types, Over the counter market, How does a brokerage firm look like?, Market indices.

### **4. IT in Clearing and Settlement**

Custody, Securities market place, Trading and Settlement, Asset Servicing- Trading, Clearing, Settlement

### **5. IT in Risk Management and Corporate Services**

Concept of risk, Types of risk, Risk Management, Benefits of Corporate Administration

## **TEXT BOOKS**

1. L. Harris, Trading and Exchanges: Market Microstructure by Oxford University Press, 2008
2. M. Hara, Market microstructure Theory, John Wiley, 2008.
3. J. Keyes, Handbook of Technology in Financial Services, CRC Press, 1999.

## **REFERENCES**

1. J. Keyes, Financial Services Information systems, Auerbach-Taylor & Francis, 2005.
2. Business Analysis Body of Knowledge, Ver. 2.0, International Institute of Business Analysis, 2012

## **MB 803 BUSINESS ANALYSIS & ITC IN MARKETING AND RETAIL**

### **OBJECTIVE:**

*To provide the knowledge and necessary skills for carrying out business analysis and provide business value through IT in the Marketing & Retail domains*

**Pre requisite:** Introduction to Business Analysis & IT Consulting, Retail Marketing

### **Unit I Trends in Retailing**

Types of Retailers - Multichannel retailing – Customer buying behavior - Role of emerging IT – Overview of Retail Technology- CRM – Loyalty management- major IT products and service providers in Marketing and retail-case studies.

### **Unit II IT in Store operations**

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 IT in Merchandizing**

IT applications in Merchandizing–managing the merchandise assortment – merchandise planning system–buying merchandise-order placing– ranging-retail pricing–retail communication mix– invoice planning.

### **Unit IV IT in downstream supply chain**

Supply chain management and IT – planning supply chain – information systems – In bound and out bound logistics – Transportation – Distribution systems- Logistics- warehousing-reverse logistics.

### **Unit V IT in E-retail:**

Scale economics- Network effect of Internet-Defining value in Internet- operations strategy for e-tailing- SCM in e-tailing- Drivers of cost-managing product returns- advantages of Social media-Internal laws in payments and taxes-case studies.

### **TEXT BOOKS:**

1. G. Joshi, Information Technology for Retailing, Oxford University Press, 2009.
2. Khurana, Information Technology for Retailing, McGraw Hill Publishing, 2010

### **REFERENCE BOOKS:**

1. M. Levy, B. A. Weitz and A. Pandit, Retailing management, McGraw Hill publication, Sixth edition, 2008.
2. Business Analysis Body of Knowledge, Ver. 2.0, International Institute of Business Analysis, 2012

## **MB 804 BUSINESS ANALYSIS & ITC IN MANUFACTURING**

### **OBJECTIVE:**

*To provide the knowledge and necessary skills for carrying out business analysis and provide business value through IT in Manufacturing*

**Pre requisite:** Introduction to Business Analysis & IT Consulting

### **Unit I IT in manufacturing:**

Trends in manufacturing industry-growth and opportunities- Global competition- emerging concept of global supply chains- Global sourcing of raw material/components – Reducing cycle times- increasing complexity in logistics- impact of industry consortiums- new models of using IT manufacturing and SCM- case studies

### **Unit II ERP Concepts**

Basics of ERP- vendors and modules- Context and developing business case for ERP- ERP project formulation, selection of product and implementation partners- ERP implementation life cycle, CSF and Change management in ERP implementation, Manufacturing Execution System and their integration with ERP business system and other reporting systems.

### **Unit III ERP Implementation**

Implementation strategies, MRP, Bill of Materials, Shop floor control, Sales configuration, Quality management, Purchase order management, Inventory management, production planning and control, Plant maintenance - case study.

### **Unit IV Business Process Reengineering**

BPR Fundamental concepts -BPR methodology -Tools & techniques -Implementation strategies- Relevance of BPR in ERP/SCM implementation-case studies

### **Unit V SCM concepts & Implementation**

SCM in manufacturing industry, Supply chain concepts, Push and Pull scheduling, Make or Buy strategy, SCM framework, Managing global SCM-SCM products and vendors- SCM selection and implementation- Integration with ERP and Internet-based marketing systems.

### **TEXT BOOKS:**

1. Alexis Leon, '*Enterprise Resource planning*', Tata Mc Graw Hill, 2<sup>nd</sup> Ed 2003.
2. V. K. Garg and N. K. Venkitakrishna, '*Enterprise Resource planning*', PHI, 2nd edition, 2002.
3. V. Gover and W. J. Kettinger, '*Business Process Change-Reengineering concepts, methods and technologies*', Idea Publications, 1995

### **REFERENCE BOOKS :**

1. S. Chopra and P. Meindl, "*Supply Chain Management – Strategy, Planning & Operation*", PHI, 2007
2. Business Analysis Body of Knowledge, Ver. 2.0, International Institute of Business Analysis, 2012

## **MB 805 SYSTEMS ANALYSIS & DESIGN AND CASE**

### **OBJECTIVE:**

*To provide the knowledge and necessary skills for systems and design work in the industry and able to use CASE tools*

### **Unit I Structured Analysis & Design**

Software applications today – the changing scenarios – introduction to different SDLC models - methodologies for structured system analysis – problem identification – requirement analysis: tools and techniques – feasibility analysis – functional, operational, technical and economical feasibility – mini cases.

### **Unit II Object-oriented Analysis & Design**

OOAD - OO concepts - Analysis & Design Tools and Techniques for analysis design – UML notation-structured concepts – cohesion and coupling – components – functions – functional decomposition – examples and case studies - modular programming

### **Unit III Database Design & Development**

Database modeling - RDBMS concepts - E-R diagrams–normalization-data flow diagrams concepts–data dictionary concepts – structure charts–transportation–analysis – entity life histories (ELH) – standards and controls.

### **Unit IV System Implementation and Maintenance**

System implementation and maintenance: Implementation strategies – SW / HW selection and procurement – control and security – issues of designing and implementing on-line systems – data communication requirements – system conversion approaches and selection issues.

### **Unit V System Development using CASE**

Project development selection of application – evaluation of design issues – cost/benefit analysis –project and resource planning–design and development–testing and documentation–presentation and demonstration- Agile methodologies.

### **TEXT BOOKS:**

1. Hoffer, George & Valacich, Modern Systems Analysis & Design, 5th Edition Pearson Education, 2009
2. Dennis, B. Haley, D. Tegarde, Systems Analysis and Design with UML, 4th Edition, John Wiley & Sons, 2012

### **REFERENCE BOOK:**

1. Whitten & Bentley, Systems Analysis and Design methods 6/E- McGraw Hill Publications, 2005
2. User Manuals of Rational Enterprise Suite (CASE)



## **MB 806 SOFTWARE PROJECT MANAGEMENT**

### **OBJECTIVE:**

*To create an understanding on methodologies, tools, techniques, metrics, quality and risk issues in software project management*

### **Unit I 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 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 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 Risk Issues**

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

### **Unit V Offshore Projects**

Multiple projects – off-shore development issues – managing human resources – pricing and payments across countries – remote development and implementation.

### **TEXT / REFERENCES:**

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

## **MB 807 SOFTWARE QUALITY MANAGEMENT**

**Prerequisites:** Systems Analysis Design, Software Project Management

### **OBJECTIVE:**

*To provide the knowledge and necessary skills for taking up quality related task in Software projects*

#### **Unit I Quality Principles and Concepts**

Vocabulary of quality in IT-Different views of quality-Quality concepts and practices- Quality Control and Quality Assurance- Quality Pioneers Approach to Quality. Quality Leadership: Leadership Concepts- Quality Management Infrastructure- Quality Environment.

#### **Unit II Quality Baselines (Assessments and Models)**

Quality Baseline Concepts- Methods Used for Establishing Baselines- Model and Assessment Fundamentals- Industry Quality Models. Quality Assurance: Establishing a Function to Promote and Manage Quality- Quality Tools- Process Deployment- Internal Auditing and Quality Assurance.

#### **Unit III Quality Planning**

Planning Concepts- Integrating Business and Quality Planning- Prerequisites to Quality Planning- The Planning Process. Define, Build, Implement and Improve Processes: Process Management Concepts- Process Management Processes.

#### **Unit IV Quality Control Practices**

Testing Concepts- Developing Testing Methodologies- Verification and Validation Methods- Software Change Control- Defect Management. Metrics and Measurement: Measurement Concepts- Measurement in Software- Variation and Process Capability- Risk Management- Implementing a Measurement Program.

#### **Unit V Internal Control and Security**

Principles and Concepts of Internal Control- Risk and Internal Control Models- Building Internal Controls- Building Adequate Security. Outsourcing, COTS and Contracting Quality: Quality and Outside Software- Selecting COTS Software- Selecting Software Developed by Outside Organizations- Contracting for Software Developed by Outside Organizations- Operating for Software Developed by Outside Organizations.

### **TEXT BOOK:**

1. P. Jolate, CMM in Practice: Processes for Executing Software Projects at Infosys, Addison-Wesley Longman Publishing, 2005

### **REFERENCE BOOK:**

1. The Capability Maturity Model: Guidelines for Improving the Software Process Carnegie Mellon University, Software Engineering Institute. Addison-Wesley, 2007

## **SPECIALISATION – BUSINESS ANALYTICS**

### **MB 821 BASIC DATA ANALYTICS**

#### **OBJECTIVE:**

*To help the students enrich their knowledge on analytical tools and techniques.*

The course is application based. SPSS or SAS package will be used for applications and analysis part. The weightage for theory is 50% and 50% for exercises through SPSS or SAS exercises.

#### **Unit I Multiple Regression**

Assumptions for General Linear Regression Model, Ordinary Least Square (OLS) Approach – measures of fit, statistical inferences – Hypothesis testing and interval estimation – Data cleaning – Outliers and influential observations

#### **Unit II**

Retaining of predictors – Forward, backward, stepwise, sequential and all possible subsets - Dummy regressions and conjoint analysis, multi collinearity

#### **Unit III Discriminant Analysis – I**

Introduction, The Two Group problem – Variable contribution – The case of discrete – Variables – logistic regression, Error rate estimation.

#### **Unit IV Discriminant Analysis – II**

The K groups problem, Error rate estimate in multiple groups, Interpretation of multiple discriminant analysis solution.

#### **UNIT V Factor Analysis**

The basic model, Extraction of factors – Principal factor – maximum likelihood method, factor rotation – orthogonal, oblique rotations, factor score, interpretations of factor analysis solutions.

#### **TEXT BOOK:**

1. Damodar, N. Gujarathi, ‘ Basic Econometric’, Tata McGraw Hill, 4 ed. 2004.

#### **REFERENCE BOOK:**

1. Naresh K Malhotra, ‘Marketing Research’, Pearson Prentice Hall, 4 ed. 2006.

## **MB 822 ADVANCED DATA ANALYTICS**

### **OBJECTIVE:**

*To help students enhance the analytical skills by imparting varied analytical techniques and its applications*

The course is application based. SPSS or SAS package will be used for applications and analysis part. The weightage for theory is 50% and 50% for exercises through SPSS or SAS exercises.

### **Unit I Principal component Analysis**

Extracting Principal components, The geometry of principal components, deciding on how many components to retain, test of significance, component scores.

### **Unit II Canonical Correlation Analysis**

Establishment of canonical variables, establishment of canonical loading and its interpretation, deriving cross loading and redundancy co-efficient and their interpretation.

### **Unit III Multidimensional scaling**

Introduction, Proximities, and Data collection, spatial map-metric, nonmetric data, joint space analysis.

### **Unit IV Correlation analysis**

Naming and interpreting the dimension using canonical correlation, attribute based perceptual mapping using factor analysis, spatial map using preference data through internal analysis and external analysis.

### **Unit V Cluster Analysis**

Similarity measures, clustering techniques – hierarchical and partitioning methods, graphical methods, assessing cluster solutions, implementation.

### **TEXT BOOK:**

1. Damodar, N. Gujarathi, ‘ Basic Econometrics’, Tata McGraw Hill, 4 ed. 2004.

### **REFERENCE BOOK:**

1. Naresh K Malhotra, ‘Marketing Research’, Pearson Prentice Hall, 4 ed. 2006.

## MB 823 DATA MINING TECHNIQUES

### OBJECTIVE:

*To explore the concepts and techniques for the discovery of patterns hidden in large data set and the application of techniques in various domains to students.*

### Unit I Data mining

Concepts – Scope & Objectives Data mining process – Data preprocessing - Exploratory Data Analysis - Mining Frequent Patterns- Associations and correlations.

### Unit II Classification and Prediction

Concepts – Classification by decision tree – Rule-based classification – Support vector machines – Associative classification – k- Nearest-Neighbor classifiers – Prediction: Accuracy and error measures- Evaluating accuracy of a classifier and predictor- Ensemble methods – Examples.

### Unit III Clustering

Cluster analysis – Partitioning methods – Hierarchical methods – Density based method – Grid based method – Outlier analysis – Examples.

### Unit IV ANN and applications

Introduction to artificial intelligence- Concepts of neural networks -Developing NN-based systems- Choice of network structure- Applying and training neural networks- other NN paradigms- Genetics Algorithm – Fuzzy Logic – Examples.

### Unit V Text (unstructured) Mining

Information retrieval- Using Text for Prediction- Textual Information to Numerical Vectors dimensionality reduction for text- Introduction to NLP - Web content Mining, Web Structure Mining, Web usage Mining. Spatial Mining – Temporal Mining- Examples

### TEXT /REFERENCES:

1. Han, J and Kamber” *Data mining-concepts and applications*”, M. 3<sup>rd</sup> Edition, Elsevier publications, 2011.
2. Margaret H. Dunham, "*Data Mining : Introductory and Advanced Topics*", Pearson Education, First Indian Reprint,2003.
3. Weiss, S.M., Indurkha, N., Zhang, T., Damerau, F.,”*Text Mining, Predictive Methods for Analyzing Unstructured Information*”,Springer publications, 2005.
4. Anthony Scime,”*Web mining: applications and techniques*”, Idea Group publications, 2007
5. Paolo Giudici, “*Applied Data mining: Statistical methods for business and industry*”, John wiley & sons(Asia) pte Ltd., 2005.

## **MB 824 INTRODUCTION TO BUSINESS ANALYTICS**

### **OBJECTIVE:**

*To make the students understand the entire Lifecycle of Business Analytics and enable them to choose a specialized field within this area*

**Pre requisite:** Basic Data Analytics

### **Unit I Analytical Decision making**

The nature of emerging business environment- Data as a strategic asset- analytical competition- embedding analytic in business process- Reporting / Descriptive Analytics, Modeling or Predictive analytics, Data-Driven Strategies- analytics and business performance- building analytical culture- Industry trends in analytics-review techniques and tools.

### **Unit II Data warehousing**

Basic concepts of database-Introduction to data warehouse- Characteristics of DWH- OLTP Vs OLAP Databases- Fact Table Vs Dimension Table- Concepts of Schemas- ETL and Reporting tools-Data Cleaning, Data Integration and Transformation, Data Reduction-implementing approaches for data warehouse- data marts-case studies.

### **Unit III Translating Business context**

The art and science of understanding business contexts-stages of enhanced analytics capabilities-defining metrics- categories and levels of metrics- defining KPIs- linking the strategic outcomes and KPIs- use of KPI directories for different industry segments- aligning technologies in the analytics domain- case studies.

### **Unit IV Data Analysis & Interpretation**

Identifying core KPIs- Review of data analytics techniques choice of techniques- developing a hybrid model with specific tools- sourcing data-validating data and models- using high-level framework and integrating with tools- case studies.

### **Unit V Analytics Delivery**

Balanced score card and other performance management systems - Report design and development- Data visualization -Dashboard - Business Activity Monitoring- case studies.

### **TEXT BOOKS:**

1. Thomas H. Davenport; Jeanne G. Harris, *Competing on Analytics: The New Science of Winning*, 2007
2. Turban, Aronson, King, Sharda *"Business Intelligence"*, Pearson Publications, 2008.

### **REFERENCE BOOK:**

1. *Analytics at Work: Smarter Decisions, Better Results* Tom Davenport, Jeanne G. Harris, Robert Morison (February 2010)

## **MB 825 SUPPLY CHAIN ANALYTICS**

### **OBJECTIVE**

*To provide the knowledge and necessary skills for carrying out job roles in the domain of Supply chain analytics*

**Prerequisites:** Basic Data Analytics, Introduction to Business Analytics

### **Unit I Demand Planning**

Demand Planning- Review of Forecasting and planning concepts- Defining KPIs-Forecasting Model building-Discrete and continuous manufacturing- case studies

### **Unit II Supply planning**

Supply planning- Procurement and Strategic Sourcing - Inventory Modeling-aggregate planning and resource allocation decisions- Procurement Analytics- Production modeling - case studies

### **Unit III Demand Fulfillment**

Demand Fulfillment- DC location and network design-optimizing inventory levels in distribution network- Logistics & Network Modeling- Transportation modeling- delayed differentiation, mass customization- case studies

### **Unit IV Integrated supply chain**

Advanced and business supply chain related topics like CPFR, DDSN, Make/Buy Case Study- Total Supply Chain Cost- computation of transfer prices -revenue management-yield management -product changes/economies of scale-case studies

### **Unit V Project Development-**

Undertaking projects with industry inputs- validation of models- frameworks- Review of data analytics techniques-choice of tools and designing solution approach to specific applications-review.

### **TEXT BOOK:**

1. Raman, A & Fisher, M., How Analytics Are Transforming the Supply Chain and Improving Performance, HBS Press, 2010.

### **REFERENCE BOOK:**

1. Tayur, S. Ganeshan, R. & Michael, M. (editors). Quantitative Models for Supply Chain Management. Kluwer Academic Publishers, 1999.

## **MB 826 FINANCIAL RISK ANALYTICS**

### **OBJECTIVE:**

*This course helps to identify the different risks involved in Finance arena. It helps to understand and solve the different risks pertaining to stock market and its instruments. It also helps to analyze the legal issues affected business*

### **Unit I Introduction to Risk**

Understanding Risk- Nature of Risk, Source of Risk, Need for risk management, Benefits of Risk Management, Risk Management approaches. Risk Classification- credit risk, market risk, operational risk and other risk

### **Unit II Risk Measurements**

Measurement of Risk – credit risk measurement, market risk measurement, interest rate risk measurement, Asset liability management, measurement of operational risk

### **Unit III Risk Management**

Risk management- Managing credit risk, managing operational risk, managing market risk, insurance

### **Unit IV Risk in Instruments**

Tools for risk management – Derivatives, combinations of derivative instruments, Neutral and volatile strategies, credit derivatives, credit ratings, swaps

### **Unit V Regulation and Other Issues**

Other issues in risk management – Regulatory framework, Basel committee, legal issues, accounting issues, tax issues, MIS and reporting, integrated risk management

### **TEXT BOOKS**

1. Financial Risk Management by Dun & Bradstreet, TMH
2. Risk management and Financial Institutions by John C Hull, Pearson
3. Strategic Risk Taking by Aswath Damodharan, Pearson



## **MB 827 HUMAN RESOURCE ANALYTICS**

### **OBJECTIVE**

*To provide the knowledge and necessary skills for carrying out job roles in the domain of HR analytics*

**Prerequisites:** Basic Data Analytics, Introduction to Business Analytics

### **Unit I Introduction to HR Analytics:**

Overview of HR Process, HR as an expense, the analytics and prediction Strategic Human capital measures, business analysis and rational action. Benefits of Analytics in HR Improving HR Process, Intersection of people and profits. Technology Used, SWOT Analysis of HR analytics

### **Unit II Employee Engagement Measurement Process:**

Attracting, motivating and retaining people Organization Gap and Alignment Analytics. Process to assess and prioritize organization gaps and identify alignment opportunities. HR Alignment Inventory. Developing performance metrics/Predicting future 'performance' Developing metrics to capture the fallouts of HR Policies

### **Unit III Organization-Wide Alignment Audits:**

Assessing the individual components and the holistic system and the best practices, clarifying organizational practices and gaps, Recruitment Analytics and On Boarding Analytics Staffing Analytics Performance & Skill Gap Analytics Compensation & Benefit Analytics Training & Learning Analytics Promotion and Succession Planning Analytics Compliance Analytics Attrition & Retention Analytics, Identification of Key Business Objectives Conducting HR Practice Audits Conducting On-Site Visits Performing Data Triangulation

### **Unit IV Approach to HR Solutions:**

Identifying job responsibilities, tasks, and employee attributes needed on different jobs to assure mission-critical goals. Assessing competencies as a consistent foundation for organization/job design, succession and compensation. HR Dashboards Advanced Data Analytics (Forecasting, Predicting and Segmentation etc) & Business Insights High End Consulting, KPI Catalogue Creation.

### **Unit V Program Evaluation and Return-On-Investment Analysis:**

Applied research for data-driven organization change and improvement using sophisticated HR analysis and metrics. Clarifying HR issues and drive focused, systematic organization change. Evaluating critical HR initiatives and/or business objectives. Make program improvements and shifts.

### **TEXT BOOK:**

1. Jac Fitz-enz ;The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments American Management Association, 2010.

### **REFERENCE BOOK:**

1. John W. Boudreau Beyond HR : The New Science of Human Capital, Harvard Business School Press 2007.

## **MB 828 DIGITAL ANALYTICS**

### **OBJECTIVE**

*To provide the knowledge and necessary skills for carrying out job roles in the domain analytics in the Internet-based data*

**Prerequisites:** Basic Data Analytics, Introduction to Business Analytics

### **Unit I Click stream Analytics**

Search analytics- Engagement quantification frameworks -Anonymous vs registered users analysis-Search engine optimization.

### **Unit II Social Network Analysis**

Centrality, Tie Strength, Dyads- Social Capital / Structural Holes- Homophily, Online Communities- Community Detection, Diffusion in Networks.

### **Unit III Social Media Analytics**

User generated content - Sentiment Analysis- Network link analysis- Text mining from opinion platforms- Theme analysis- Overlaying text mining on segments.

### **Unit IV Design of experiments**

Basic of DOE-Application of DOE to validate creative web design alternatives- Best practices in doing DOE for web analytics-case studies.

### **Unit V Applications of Digital Analytics**

Promotional campaign (Ad gaming analysis)- The concept in brief- applications in CPG / Telecom and retail context- Mining promotion data for targeted campaigns- print and media- Entertainment, etc.

### **TEXT BOOK:**

1. Peterson, E. Web Analytics Demystified: A Marketer's Guide to Understanding How Your Web Site Affects Your Business, Celilo Group Media & Café Press, 2005.

### **REFERENCE BOOKS:**

1. Clifton, B. Advanced Web Metrics with Google Analytics, Wiley Publishing, 2009.
2. Ramos, A. & Cota, S. Search Engine Marketing, McGraw Hill Publishing, 2009.

## **MB 829 ANALYTICS FOR STRATEGIC MARKET PLANNING**

### **OBJECTIVE**

*At the end of course, the students will be able to take data empowered strategic marketing decisions by using analytical techniques. The students will be able to sharpen their analytical skills by getting exposure to computer based marketing models and tools for decision making. This course focuses building marketing response models for strategic marketing decisions.*

### **Unit I Marketing Analytics**

Basics of marketing analytics, marketing decisions models, characteristics, types and benefits of marketing decisions models, Response models, types, calibration, objectives, interactions effects, dynamic effects, competitive effects, models in individual levels, shared experience and qualitative models

### **Unit II Segmentation and Targeting**

The segmentation process and defining the market with models, Segmentation research, methods using factors analysis and cluster analysis, behavior based segmentation: cross classification, regression and choice based segmentation, customer heterogeneity- issues and challenges.

### **Unit III Positioning**

Differentiation and positioning, perceptual maps: developing perceptual map – multi dimensional scaling, techniques – attribute based and similarity based, joint space mapping.

### **Unit IV Strategic Market Analysis**

Strategic marketing decisions, market demand and trend analysis, product life cycle, cost dynamics: scale and experience effects.

### **Unit V Models for Strategic Decision Making**

Market entry and exit decisions, PIMS: shared experience models, product portfolio models: BCG, GE etc., financial models, analytical hierarchy process.

### **TEXT BOOK:**

1. Lilien, Gary L. and Arvind Rangaswamy (2004), *Marketing Engineering: Computer-Assisted Marketing Analysis and Planning*. Revised Second Edition, Trafford Publishing.

### **REFERENCE:**

1. Moorthy, K. S. (1993), "Theoretical Models in Marketing", *Journal of Marketing*, (2), 92-106.
2. Bass, Frank (1993), "The Future of Research in Marketing: Marketing Science," *Journal of Marketing Research*, (1), 1-6.
3. Shugan, S. (2003), "Defining Interesting Research Problems," *Marketing Science*, 22 (1), 1-15. Editorial.
4. Montgomery, David (2001), "Management Science in Marketing," *Marketing Science*, 20 (4), 337-48.

5. Leeflang, P. S. H. and D. R. Wittink (2000), "Building Models for Marketing Decisions: Past, Present, Future," *International Journal of Research in Marketing*, 17 (2-3), 105-126. [Note: The entire issue is on the topic of marketing models.]
6. Barwise, Patrick (1995), "Good Empirical Generalizations," *Marketing Science*, 14 (3), Part 2 of 2, G46+. [The entire issue is on the topic of empirical generalizations.]
7. Other articles as and when updated in the marketing engineering website and other research articles appropriate for this.
8. Software help from the website hosted for Marketing Engineering by the text book authors.
9. Technical Notes for each analytical tools provided by the authors of Marketing Engineering book.

## **MB 830 ANALYTICS FOR STRATEGIC MARKET IMPLEMENTATION**

### **OBJECTIVE:**

*At the end of course, the students will be able to take data empowered decisions by using analytical techniques in the area of marketing strategies. This course focuses on product, integrated marketing communications, price and promotions, and sales force and channels strategies. The students will be able to improve skills in viewing marketing processes and relationships systematically and analytically.*

### **Unit I New Product Development**

Models for new product decisions: identifying opportunities, product design and forecasting, conjoint analysis for product design, bass model for forecasting the sales of new product, assessor model for pretesting.

### **Unit II Advertising**

Nature of advertising, advertising effects, budget decisions, copy and development decisions, copy development and measuring effectiveness, estimating the creative quality of ads

### **Unit III Sales Force and Channel**

Sales force models, sales force sizing and allocation, sales territory design and sales force compensation, sales call effectiveness and efficiency, gravity model of market channel decisions.

### **Unit IV Pricing**

Pricing decisions: classical economic approach, cost, demand or competition based, price discrimination, interactive pricing, pricing the product lines.

### **Unit V Sales Promotion**

Sales promotion types and effects, aggregate model to analyse promotional effects, analyzing individual response to promotions

### **TEXT BOOK:**

1. Lilien, Gary L. and Arvind Rangaswamy (2004), *Marketing Engineering: Computer-Assisted Marketing Analysis and Planning*. Revised Second Edition, Trafford Publishing.

### **REFERENCES:**

1. Moorthy, K. S. (1993), "Theoretical Models in Marketing", *Journal of Marketing*, (2), 92-106.
2. Bass, Frank (1993), "The Future of Research in Marketing: Marketing Science," *Journal of Marketing Research*, (1), 1-6.
3. Shugan, S. (2003), "Defining Interesting Research Problems," *Marketing Science*, 22 (1), 1-15. Editorial.
4. Montgomery, David (2001), "Management Science in Marketing," *Marketing Science*, 20 (4), 337-48.

5. Leeflang, P. S. H. and D. R. Wittink (2000), "Building Models for Marketing Decisions: Past, Present, Future," *International Journal of Research in Marketing*, 17 (2-3), 105-126. [Note: The entire issue is on the topic of marketing models.]
6. Barwise, Patrick (1995), "Good Empirical Generalizations," *Marketing Science*, 14 (3), Part 2 of 2, G46+. [The entire issue is on the topic of empirical generalizations.]
7. Other articles as and when updated in the marketing engineering website and other research articles appropriate for this.
8. Software help from the website hosted for Marketing Engineering by the text book authors.
9. Technical Notes for each analytical tools provided by the authors of Marketing Engineering book.

## **MB 831 BIG DATA ANALYTICS AND DATA SCIENCE**

### **OBJECTIVE:**

*To provide the knowledge and necessary skills for taking up job roles in big data analytics*

**Pre requisite:** Basic Data Analytics, Introduction to Business Analytics

### **Unit I Introduction to Big Data Analytics & Data Science**

What is big data-Why big data matters- Big data and business case-Big data sources- Machine data Vs Human generated data -drivers of big data-Analytic data sets- Big data dimensions- Volume, variety and velocity- Industry examples of big data- impact of cloud computing- Evolving concept of Data Science-learning from knowing-agility-multidisciplinary focus- scale & convergence leading to Data Science-Data Scientist-How is a data scientist different from a Statistician

### **Unit II Theories and Methods**

The evolution of big data analytics- Look (Search, Indexing and Memory) - Listen (Streams, Information and Language, Analyzing Sentiment and Intent) – Learn (Classification, Clustering, and Mining, Information Extraction) - Connect (Reasoning: Logic and its Limits, Dealing with Uncertainty)- Predict: Forecasting, Neural Models, Deep Learning- Collaborative filtering-Large graph analysis-Text mining- Volume Trending- Influencer Identification- In-Memory Analytics.

### **Unit III Technology and Tools**

Big data storage and computation- Massive Data Analytics: parallel algorithms-online learning algorithms-locality sensitive hashing- Hadoop & Map Reduce Paradigms-CAP Theorem- Introduction to NoSQL persistence layer and its importance to handle massive data-Types of NoSQL databases - Column family, Graph, Name value pairs etc-Hbase / Cassandra / Neo4js- Basic introduction to tools like R / Mahout / Giraffe-Building the big data capabilities- Security, compliance and auditing- data privacy and ethics.

### **Unit IV Big Data Analytics Components**

Unsupervised feature learning and deep learning, Ontology, Similarity measures, Shingles and minhashing, Locality sensitive hashing, Dimension reduction, Streaming, Clustering in high Dimensional Space, Web link analysis, Graph search etc.

### **Unit V Applications of Big Data Analytics**

Big data use cases in Digital Decoding consumer intent- decoding customer sentiments from comments- Big data use cases in Telecom and location based intelligence marketing- Applications in CPG-Big data use cases in Utility-banking and financial services- healthcare- Internet retail-

### **TEXTBOOKS:**

1. F.J. Ohlhorst, Big Data Analytics: Turning Big Data into Big Money, Wiley, 2012  
J. Liebowitz, Big Data and Business Analytics, CRC Press, 2013
2. M. Minelli, M. Chambers, and A. Dhiraj, Big Data Big Analytics, John Weily & Sons, 2013

3. J. Stanton, Introduction to Data Science, Syracuse University, 2013

**REFERENCES:**

1. Rajaraman, J. Leskovec and J. D. Ullman, Mining of Massive Data Sets, Cambridge University Press. 2011.
2. T. Hastie, R. Tibshirani, J. H. Friedman. The elements of statistical learning: data mining, inference and prediction. Springer, 2009
3. K. Roebuck, Big Data: High-impact Strategies, Lightning Source Incorporated, 2011
4. Franks, Taming the Big Data Tidal Wave, John Wiley & Sons, 2013



## **SPECIALISATION – MARKETING MANAGEMENT**

### **MB 841 MARKETING METRICS**

**Pre requisite:** Marketing Management, marketing research

#### **OBJECTIVE:**

*At the end of the course, the student will be able to a) make sure we have a common definition of the metrics being used in marketing today, b) identify metrics that should be used by marketers, c) show how we can use marketing metrics to help shape how much we should be spending and on which marketing activities, d) draw the link from marketing expenditures to the financial well-being and to take a effective marketing decisions.*

#### **Unit I Marketing Metrics**

Introduction to marketing metrics, linking marketing to financial consequences, Share of heart, Share of mind and Share of market, Role and importance of marketing metrics in strategic marketing decisions.

#### **Unit II Margins & Profits and Customer Profitability**

Selling Price, variable cost, average variable cost, market spending, Breakeven point and Target volume, customer, recency, retention, customer life time value, prospect life time value, acquisition versus retention spending.

#### **Unit III Product and Portfolio Management**

Trail, repeat, penetration, volume, CAGR, fair share draw, cannibalization rate, brand equity metrics, conjoint utilities: segmentation, customer preference and volume projection.

#### **Unit IV Sales Force and Pricing**

Sales force coverage, goals, results, compensation, pipeline analysis, facings, shares of shelf, out of stock, inventory turns, markdowns etc., Price premium, reservation, percent good value, price elasticity, optimal, own, cross and residual elasticity,

#### **Unit V Advertising, Promotion and Web Metrics**

baseline sales, incremental, lifts, redemption, rebates, deal, pass through, waterfall, Impressions, GRP, OTS, CPM, reach, frequency, share of voice, click through rates, cost per impression, clicks, acquisitions, visitors and abandonment.

#### **TEXT BOOK:**

1. Marketing Metrics: 50+ Metrics Every Executive Should Master, Wharton School Publishing, 2006, ISBN 0-13-187370-9

#### **REFERENCES:**

1. Marketing Metrics: 103 Key Metrics Every Marketer Needs Philip Kotler, Ned Roberto John Wiley & Sons Inc December 2006, ISBN-10: 0470821329.
2. Managing Customers for Profit : Strategies to Increase Profits and Build Loyalty, 1/e, V. Kumar Pearson Education 2008, ISBN No. 9788131719800.

3. Other Reading materials of relevant articles from the international marketing journals.

## **MB 842 CONSUMER BEHAVIOUR**

### **OBJECTIVES:**

*To provide the basic understanding about the consumer decision making and the factors influencing the consumer decision making process.*

### **Unit I Introduction**

Concept of Consumer Behaviour - Need, Importance - Inter disciplinary approach - Buying roles and Motives - Characteristics of Indian Consumer - challenges in predicting consumer behaviour.

### **Unit II Internal Influences**

Foundation of Individual Behaviour - Psychological factors: Perception, Consumer learning, Attitudes, Motivation and Personality - Capturing consumer insight.

### **Unit III External Influences**

Culture and Consumer Behaviour - Role of Family – References group: Role of Celebrities - Opinion leadership.

### **Unit IV Purchase Decision Process**

Consumer Decision Making - Major models of consumer behavior - Consumer involvement- Purchase and Post Purchase Processes - Organizational Consumer Behaviour.

### **Unit V Consumer Welfare**

Value creation to consumer - Consumer expectation and satisfaction - Consumer protection act - Consumerism - Diffusion of Innovation - Managing Dissonance - Online purchase decision process - Emerging Issues - Relevant Case studies and application exercises.

### **TEXT BOOKS:**

1. Leon Schiffman and Leslie Kanuk, Consumer Behaviour, Prentice Hall, New Delhi.
2. Del, Roger, Kenneth and Amit, Consumer Behaviour, Tata McGraw Hill, New Delhi.
3. Ramesh Kumar, Consumer Behavior, Pearson, New Delhi.
4. Satish K Batara and Kazmi, Consumer Behaviour, Excel Books, New Delhi.
5. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall, New Delhi.
6. Della and Bitta, Consumer Behaviour: Concepts & Applications, Tata McGraw Hill.

### **REFERENCE BOOKS:**

1. Wayne Hoyer and Deborah Macinnis, Consumer Behavior, Houghton Mifflin Company, Newyork.
2. Henry Assael, Consumer behaviour strategic approach Biztantra, New Delhi.

## **MB 843 CUSTOMER RELATIONSHIP MANAGEMENT**

### **OBJECTIVES:**

*To train the participants in the concepts of Customer relationship management with industry case studies and strategies for implementing them in any organization.*

### **Unit I Introduction to CRM**

Background and study, Marketing: Evolution and new Paradigms - CRM – Definition and the Basic Concepts. CRM and Services Marketing - Tools for CRM .

### **Unit II Nature of Relationships**

Significance of Customer Retention, Key Account Management - CRM and Knowledge Management – Life time value of the customer, Customer loyalty and involvement

### **Unit III CRM analytics**

Data Mining and Data Warehousing - Real-world applications.

### **Unit IV Investigation and Interpretation**

Strategies for profitable dialog with customers, Sales Force automation, marketing automation, Call centers, BPO and KPO, Internal Relationships, External Relationships and Supplier relationships and Electronic Relationships

### **Unit V Implications – for organizations and the future**

CRM implementation and effectiveness –Management of Relationships

### **TEXT BOOKS:**

1. Jagdish N. Sheth and others – Customer Relationship Management – McGraw Hill
2. William G. Zikmund – Customer Relationship Management – Wiley - 2005
3. Mark Godson – Relationship Marketing – Oxford University Press, 2009

### **REFERENCE BOOKS:**

1. Stanley A. Brown – Customer Relationship Management – PricewaterhouseCoopers
2. Green – CRM at the speed of light – Tata Mcgraw Hill

## **MB 844 DIRECT MARKETING**

### **OBJECTIVE:**

*To introduce the students to direct marketing approaches, strategies and direct marketing methods to ensure successful implementation in their career.*

### **Unit I Introduction**

Definitional- Scope- Objectives- New Direct Marketing approaches- Integrating the communication- DM Media

### **Unit II Approaches and techniques**

Introduction-process: developing, utilizing and enhancing-privacy and maintenance of database. Mailing list-Approaches, techniques and types-rental list: practice procedure and characteristics. Customer and prospect list-List brokers, compilers and managers.

### **Unit III Strategies**

Developing a positioning strategy-creative strategy development-creative strategy management-managing the creative process-copy appeals-Guidelines to create good copy-strategic writing-Improving the mailing package.

### **Unit IV Types of Direct marketing**

Direct Mail Marketing-Catalog Marketing-Telemarketing-Direct Response Television-Direct Response Radio-Direct Response in print media-B2B Direct Marketing.

### **Unit V Present and future implications**

Managing the lead generation program-DM profitability-DM testing and experimentation-DM research and its future.

### **TEXT BOOKS**

1. Bob, S. (1989). *Successful direct marketing methods*. NTC Business Books.
2. Nash, E. L., Sabin, W. A., & Kornbluth, G. (2000). *Direct marketing: strategy, planning, execution*. McGraw Hill.

## **MB 845 BUSINESS MARKET MANAGEMENT**

**Objective:** The course offers the basic concept of business marketing with respect to customer value management with several application areas.

### **Unit 1: Business Market Environment:**

Business market: Types of Market Offerings and Customers, Business Market and Managing Value. Business Market Process, Business Networks and International Business Markets.

### **Unit 2: Appreciating Value:**

Defining Market Segment, Competitor Analysis, Assessing Customer Value, Purchase Orientations and Decision Process, Crafting Business Market Strategy

### **Unit3: Creating Value:**

Managing Market offerings: Conventional and Flexible Market Offerings, Value-Based Pricing, Market Offering across Borders. New Offering Realizations: Realization Strategy, Process Model. Business Channel management: Designing Value-Added Market Channel, Direct Channel, Enhancing Resellers Performance.

### **Unit4: Delivering Value:**

Gaining Customers: Prospecting new business relationship, sustaining reseller's partnership, sustaining customer relationship.

### **Unit 5: Application Area:**

Marketing Business related to Standard Industrial Products and Services, Fabricated Industrial Products, Capital Equipments and Services.

## **TEXT BOOKS**

1. Anderson, James C., James A. Narus, Das Narayandas, and D.V.R. Seshadri. *Business Market Management (B2B): Understanding, Creating, and Delivering Value*, 3/e. NewDelhi: Pearson Education, 2011.
2. Hutt, Michael D, and Thomas W Speh. *Business Marketing Management: B2B 10e*. NewDelhi : Cengage, 2012.
3. Tanner, Robert Dwyer: John. *Business Marketing: Connecting Strategy, Relationships and Learning*, 4e. NewDelhi: Tata Mc-Graw Hills, 2008.

## **MB 846 INTERNATIONAL MARKETING**

### **OBJECTIVE**

*To understand the context of international marketing*

#### **Unit I Introduction**

The concept and the need for international marketing - the nature, scope and variety of international markets. International market Vs Local Markets, differences & Similarities.

#### **Unit II Trade Groups**

Trade groups, international regulations, trade bodies & organisations like IMF, World Bank & Conferences eg. GATT, UNCTAD, their impact on world trade Euro-dollar & Petro Dollar Market. Exchange rate fluctuations, Imports, Exports- evaluate

#### **Unit III Opportunities in International markets**

Approaching opportunities & risks in international market, foreign market channels, export potential of various regions like America, Europe, Africa etc. Marketing Research in International Markets.

#### **Unit IV Planning, development and marketing**

Product planning and development of product to suit international market, Marketing intelligence, product features like utility, packaging, finish, other attributes for global markets, pricing decisions.

#### **Unit V Regulations and Procedures**

Export process, L/C, policies of ECGC, Technology transfer regulation, investment regulations like FERA, Exchange regulation with countries. Documentation, QC requirements, procedure for Central Excise, Customs, Shipment, duty drawback procedures to claim cash assistance, Export House concept notice Hall Transaction between Exporter & Importer etc.

### **TEXT BOOKS:**

1. Saxena,R. & Kapoor,M.C., "International Marketing: Concepts, Techniques & Cases", Tata McGraw Hill, New Delhi, 1994.
2. Varshney & Bhattacharya, "International Marketing", TMH, NewDelhi,1990.

## **MB 847 RURAL MARKETING**

### **OBJECTIVE**

*To understand the unique characteristics and strategies in rural marketing.*

### **Unit I Importance of rural markets**

Agriculture marketing Definition, Scope-Importance of Agricultural sector for the National economy. Impact of Green revolution and upcoming of industries in rural and backward areas and the resultant impact on rural marketing.

### **Unit II Characteristics and features**

Characteristics of Rural Marketing in India: Influencing factors like population, etc. Rural Vs Urban Marketing: Nature — Intricacies — Prospects — Issues

### **Unit III PEST factors in rural marketing**

Marketing Surplus, estimation, Factors affecting Marketable surplus, Regulated Markets, Co-op. Marketing, role of Government and Statutory mechanisms, Socio -economic and political environment and its impact on Rural Marketing.

### **Unit IV Problems and Challenges**

Problems and Challenges of Rural marketing -Communications, Transportation and Purchasing Power. Marketing of Consumer Products and Consumer Durable in rural set up.

1. Agribusiness — A systems Approach. 2. Cases, mini projects to illustrative concept.

### **TEXT BOOKS:**

1. Gopalsamy, T.P., “Environment, Problems and Strategies”, Wheeler Publishing 1 Edn.,1998.
2. Krishnamacharyulu, C.S.G. and Ramakrishnan, Lalitha, “Rural Marketing — Text and cases”, 1 edition, Pearson Education (Singapore) pte. Ltd., Indian Branch, Delhi, 2002.

## **MB 848 SERVICES MARKETING**

### **OBJECTIVE:**

*The course is to help students succeed in their potential roles as executives of service-producing organizations and to encourage students to adopt a constructive, critical posture as customers of service organizations.*

### **Unit I Services Marketing**

Services Marketing – Nature, Need, Classification of services, Barriers and issues in Services Marketing in the Indian context.

### **Unit II Customer Focus**

Gaps model of Service Quality, Expectations and Perceptions, Measuring Service Quality-SERVQUAL, Building Customer relationships and service recovery.

### **Unit III Creating Value in Competitive Market**

Positioning, Service Development and designing services, Service Blue Printing, Quality Function Deployment, adding value, Physical evidence and services cape

### **Unit IV Delivering and Performing Service**

Pricing strategies for services, creating and managing service delivery, Balancing demand and capacity, waiting lines and reservation.

### **Unit V Managing Service Promises**

Integrated services marketing communication, Services advertising strategies, integrated model of services quality

### **TEXT BOOK:**

1. Valarie A.Zeithmal and Mary Jo Bitner, “Services Marketing – Integrating Customer Focus Across the Firm”, Tata McGraw-Hill, New Delhi, 2002, 2<sup>nd</sup> Edition.

### **REFERENCES:**

1. Christopher Lovelock, “Services Marketing – People, Technology, Strategy”, Addison Wesley Longman (Singapore), Pearson Education Asia, 2001, 4<sup>th</sup> Edition.
2. Roland T.Rust Anthony J.Zahorik and Timothy L.Keiningham, “Services Marketing”, Addison Wesley Longman (Singapore)
3. Ravi Shankar, “Services Marketing- the Indian perspectives Text and Readings”, Excel Books New Delhi, 1<sup>st</sup> edition 2002.
4. Douglas Hoffman John E.G. Bateson, “Essentials of Services Marketing- concepts, strategies and cases”, Thomson Asia Pvt. Ltd Singapore. 1<sup>st</sup> Indian edition
5. Research Articles in services marketing from international and national reputed refereed marketing journals



## **MB 849 ADVERTISING MANAGEMENT**

### **OBJECTIVES**

*To provide an understanding of the basic principles of campaign planning and execution. To develop a managerial perspective and an informed decision-making ability to handle promotional situations.*

### **Unit I Introduction**

Concept and definition of advertisement - Importance - Objectives - Communication mix - Advertising and Publicity - Classification of advertising - Social and Economic Implications of Advertisements - Benefits of advertising.

### **Unit II Campaign Planning**

Perspectives on Consumer Behaviour - Formation and Modification of Consumer Attitudes - Consumer memory - Creative strategy - Advertising Design - Appeals - Advertisement copy - visual elements, layout, story boarding - Message design - Celebrity Endorsement.

### **Unit III Media Planning**

Advertising Media mix - Media strategy - Media planning and selection - Factors influencing selection - Scheduling - Word of Mouth Communication.

### **Unit IV Advertising Budget**

Advertising budget - process and methods - Evaluation of advertising Effectiveness - Pre and Post Testing - Advertisement Liking.

### **Unit V Advertising Agency**

Ad agency - Functions and structure - Client Agency Relationship - Cultural and Ethical Concerns in Advertising - Integrated marketing communications - Recent Trends and Relevant case studies.

### **TEXT BOOKS:**

1. S.A.Chunawalla and K.C.Sethia, Foundations of Advertising Theory and Practice, Himalaya Publishing, New Delhi.
2. Jaishri Jethwaney and Shruti Jain, Advertising Management, Oxford University Press, New Delhi.
3. Belch E. George and Belch A. Michael, Advertising and Promotion, Tata Mc Graw Hill, New Delhi.
4. S.H.H.Kazmi, Satish K Batra, Advertising and Sales Promotion, Excel Books, New Delhi, 2001.
5. Rajeev Batra, John G. Myers and David A Aaker, Advertising Management, Prentice Hall, New Delhi.

### **REFERENCE BOOKS**

1. Parameswaran, Brand building advertising: concepts and cases, Tata Mcgraw Hill, New Delhi.
2. Kenneth Clow and Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Pearson, New Delhi.

## **MB 850 DISTRIBUTION MANAGEMENT**

### **OBJECTIVES:**

*To understand the nature, importance and characteristics of channel management*

#### **Unit I Concept**

Marketing channels — Structures, flows and functions. Conceptual understanding of channel management. Market logistics and logistics objectives and decisions.

#### **Unit II Customer driven distribution system**

Customer service levels, Designing customer driven distribution system- Assess opportunities - evaluate the alternatives (Direct vs. Indirect), design optimal channels, Managing Hybrid System

#### **Unit III Factors selecting in channel partners**

Factors in selecting channel partners – Types of channel partners: C&F agent, Wholesaler/dealer, Retailer, Agents, Stockiest, Brokers, VARs, Stocking agents – Selection of Channel partners, Related Strategic issues.

#### **Unit IV Conflict management**

Channel conflicts and cooperation, conflict management techniques, channel policies.

#### **Unit V Cost and risk factors**

DCA: Cost of Distribution, impact on profit, concept of total cost analysis, cost of providing customer service, principles of distribution costing, customer profitability.

Risk Analysis: Types of risks, causes of risks and analysis, controlling risk, Minimizing and shifting risk

### **TEXT BOOKS:**

1. Louis W Stern, Adel El. Ansary and Anne T Coughlan. “Marketing Channels”, 5<sup>th</sup> ed., Prentice Hall of India, New Delhi, 1996.
2. Lou E Pelton, David Strutton, James R Lumpkin, “Marketing Channels- Relationship Management”, Irwin Publishers.

## **MB 851 RETAIL MANAGEMENT**

### **OBJECTIVES**

*To introduce the participants to the organized retail industry and to provide them with a overall view of the retail environment and the real life exposure with case studies from international retailers.*

### **Unit I Introduction to retailing**

Definition – functions of retailing - types of retailing – forms of retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario. Retailing from the International perspective

### **Unit II Consumer Behaviour in the retail context**

Buying decision process and its implication to retailing – influence of group and individual factors. Customer shopping behaviour Customer service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.

### **Unit III Retail Operations**

Choice of Store location – Influencing - Factors Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management – Category Management.

### **Unit IV Retail marketing mix**

An Introduction. Retail marketing mix: Product – Decisions related to selection of goods (Merchandise Management revisited) – Decisions related to delivery of service. Retail marketing mix: Pricing – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Retail marketing mix: Place – Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. Retail marketing mix: Promotion – Setting objectives – communication effects - promotional mix. Human Resource Management in Retailing – Manpower planning – recruitment and training – compensation – performance appraisal.

### **Unit V Non store retailing**

The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system. Legal aspects in retailing. Social issues in retailing. Ethical issues in retailing.

### **TEXT BOOKS:**

1. Michael Levy, Barton A Weitz and Ajay Pandit, “Retailing Management” 6<sup>th</sup> edition, McGraw Hill publishing house, 2008.
2. Swapna Pradhan, “Retail Merchandising”, McGraw Gill Publishing house, 2010.

**REFERENCE BOOKS:**

1. Barry Bermans and Joel Evans, "Retail Management – A Strategic Approach", 8<sup>th</sup> edition, PHI private limited, Newdelhi, 2002.
2. A.J.Lamba, "The Art of Retailing", 1<sup>st</sup> edition, Tata McGrawHill, New Delhi, 2003

## **MB 852 SALES MANAGEMENT**

### **OBJECTIVE**

*To expose the participants to the field sales environment and to teach them the tactics and case studies for a career in sales.*

#### **Unit I Introduction to Sales Management**

Conceptual understanding of Sales Management, Importance of sales force management in the Indian context. Personal selling process- prospecting, pre approach, approach presentation, convincing the prospect, handling the objection and closing.

#### **Unit II Formulation of Sales Program**

Forecasting Sales and Developing Sales Budgets, Designing and organizing Sales Territories.

#### **Unit III Implementation of the Sales Program**

Sales organisations, Relations with other departments. Profiling and recruiting sales people, Selecting and hiring applicants.

#### **Unit IV Sales force Recruitment and Selection**

Planning, executing and evaluation of sales training programs. Motivating a sales force and Sales force compensation, Sales force expenses and transportation, Sales meeting and Sales contest.

#### **Unit V Evaluation and Control of the Sales Program**

Analysis of Sales Volume, Marketing Cost and Profitability Analysis, Evaluating Sales persons performance.

### **TEXT BOOKS:**

1. Mark W. Johnston and Greg W. Marshall, "Sales Force Management", Tata McGraw-Hill Publishing Company Limited, 2006.
2. Still, R.R. & Cundiff et al., "Sales Management Decision Strategies & Cases", Prentice Hall, ed., New Delhi, 1996. 4

### **REFERENCE BOOKS:**

1. Spiro, Stanton, Rich, "Management of Sales Force", Tata – McGraw Hill, 7<sup>th</sup> edition, 2003, New Delhi.

## **MB 853 STRATEGIC BRAND MANAGEMENT**

### **OBJECTIVES**

*To explore the various aspects related to Product and Brand Management and to enhance the understanding for decision making.*

### **Unit I Product Management**

Meaning and Types Product - Role of a Product Manager, Responsibilities of a Product/Brand Manager, Product mix decisions.

### **Unit II Brand Management Concept**

Basic understanding of brands - significance of a brand - Branding impact on buyers - Brand Image building -Brand Identity - Brand Associations -Brand personality -Brand loyalty.

### **Unit III Brand Elements**

Crafting of Brand Elements, Creating competitive advantage - Product/Brand Differentiation strategies -Brand Positioning strategies

### **Unit IV Branding Decisions**

Branding Strategies -Brand Portfolio management, Product line and Brand Extension - Role of Brand ambassadors/Celebrities in Brand Building - Co branding - Store brands/Private Labels - Brand Rejuvenation (Re-launch and Re-branding).

### **Unit V Brand Equity**

Creating, managing and measuring Brand Equity - Customer Based Brand Equity model, Integrating Marketing Communication to build brand equity- Managing service Brands - Relevant case studies.

### **TEXT AND REFERENCE BOOKS:**

1. Harsh V Verma, Brand Management, Excel Books, New Delhi.
2. Kevin Lane Keller, "Strategic Brand Management", Person Education, New Delhi.
3. Daniel Lehman and Rusell Winer, "Product Management", Tata McGraw Hill, New Delhi.
4. Jean Noel Kapferer, "Strategic Brand Management", Global Business Press.
5. Subrato Sengupta, Brand Positioning, Tata McGraw Hill.
6. S.Ramesh Kumar, "Managing Indian Brands", Vikas publishing House, New Delhi.
7. Y.L.R. Murthy, "Brand Management in Indian Context", Vikas Publishing, New Delhi.
8. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, New Delhi.
9. Nirmalaya Kumar and John Benedict, Private Label Strategy, Harvard Business Press, Boston.

## **MB 854 STRATEGIC MARKETING**

### **OBJECTIVE**

*The students would be able to understand and take two important strategic decisions in marketing, “What market” and “What product”. This subject focuses on the tools and techniques used for taking these two important decisions.*

### **Unit I: Strategic Marketing Decisions**

Analytical prerequisites for strategic planning, the nature of strategic planning, Introduction to Strategic Market Planning, Business definition, Briefing of Strategic Market decisions like what product, what market and what is strategy. Core competence

### **Unit II: Cost Dynamics**

Cost Dynamics- Defining the Unit of Analysis Scale and Experience Effect, Sources of the Experience Effect. Steps in analyzing the experience effect .Strategic implications of Prices and experiences. Limitations to Strategy based on Experience or Scale. Practical considerations in using experience curves. Competitive and Industry Analysis

### **Unit III: Port folio analysis**

Strategic Windows, Portfolio Analysis - Definition of “Product” and “Market”. Growth Share Matrix. The Growth- Gain Matrix. Strategic Intent, Strategic Fit and leverage

### **Unit IV: Strategic Attractiveness**

Market Attractiveness and Business Assessment- Identifying, Relating and weighting the relevant factors of Market Attractiveness and Business Position. Constructing the present investment opportunity chart, assessing the future opportunity

### **Unit V: Strategic Evaluation learning’s**

Market Share Analysis-The use of pooled business experience and comparison of formal methods like business Position analysis and PIMS.

### **TEXT BOOK:**

1. Strategic market planning – problems and analytical approaches by Abel and Hammond. Prentice Hall 1979.
2. Business Articles on various dimensions of strategy supplied to you during the course.

### **REFERENCES:**

1. Orville C. Walker, Jr, Harper W. Boyd,Jr and Jean-Claude Larreche , “Marketing Strategy- Planning and Implementation” Tata Mcgraw-Hill Publishing Company, New Delhi, 2001, 3<sup>rd</sup> Edition.
2. David A. Aaker, “Strategic Market Management” John Wiley & Sons, Inc, Singapore, 2000, 5<sup>th</sup> Edition.
3. David W. Cravens, Strategic Marketing, 6/e, Irwin McGraw-Hill, 2000
4. Jean-Pierre Jeannet and H. David Hennessey, “Global Marketing Strategies”, All India Publishers and Distributors Regd, Chennai, 2001, First Indian Edition.
5. Ian Chaston, “New Marketing Strategies – Evolving Flexible Processes to Fit Market Circumstance”, Response Books, a division of Sage Publications, New Delhi, 2000.

## **SPECIALIZATION- TECHNOLOGY & OPERATIONS MANAGEMENT**

### **MB 871 ADVANCED MATERIALS MANAGEMENT**

#### **OBJECTIVE:**

*To create an understanding about the principles of inventory and material management*

#### **Unit I**

The role of Materials Management in Business - Purchasing - Its Role in Business - Purchasing & Quality Sources of Supply.

#### **Unit II**

International Buying - Importance - Global sourcing - Global Trading - Green purchasing - Supply Chain Management (SCM) - EXIM Policy - Exchange Rate Management - Forward Contracts - INCOTERMS. Contracts & Pricing Practices - Negotiation - Purchase Timing - Make or Buy - Capital Equipment Purchase - Sourcing of Projects

#### **Unit III**

Strategic Material Planning - Materials Budgeting - Inventory Management - Approach to System Design.

#### **Unit IV**

Stores and Transportation. Stores Management - Insurance - Sales Tax - Transportation - Marine Insurance

#### **Unit V**

Policies - Standards and practices - Procedures.

#### **TEXT BOOKS :**

1. Gopalakrishnan P. & Sundaresan M., 'Materials Management: An Integrated approach', TMH. New Delhi,
2. Richard J. Tersine, 'principles of inventory and materials management' – Prentice hall.
3. Interms 1990.



## **MB 872 ADVANCED OPERATIONS RESEARCH**

### **Unit I**

Sensitivity Analysis of L.P. Integer programming-concept-pure and mixed integer programming-cutting plane method-Branch and Bound Method

### **Unit II**

Replacement Policy- Gradual failure-sudden failure-individual replacement-Group Replacement

### **Unit III**

Sequencing and scheduling single machine- flow shop-job shop introduction- processing of n jobs through two machines- processing of n jobs through three, m machines-Processing of two jobs through m machines.

### **Unit IV**

Non linear programming constrained-unconstrained-problems lagrange multiplier Khun tucker condition Wolf's modified simplex method. <http://178.1.1.14/Liss/Tamil/Pandiyan.pls>

### **Unit V**

Simulation of Inventory-During Investment-maintenance problem-Goal programming model formulation solution by graph and simplex method.

### **TEXT BOOKS :**

1. Thomas M. Cook & Robert A.Russell, 'Introduction to Management Science', Prentice Hall 3<sup>rd</sup> Edition.
2. Hamdy A. Taha, 'Operations Research- An Introduction', PHI, Edn.2001.

## **MB 873 INNOVATION AND R&D MANAGEMENT**

### **OBJECTIVE:**

*To create an understanding about the creativity, innovation and managing uncertainty in organisation.*

### **Unit I Creativity and Innovation**

Innovation process-critical function in the Innovation Process-Evolving innovative culture, individual and group creativity, Teams for innovation.

### **Unit II Managing Uncertainty**

Link between Innovation and uncertainty Managing Incremental, breakthrough, and discontinuous innovations, managing streams of innovation across technology Cycles, developing leadership styles and capabilities for managing innovation streams.

### **Unit III Innovation-Managing the Process**

Business Context-Innovation Drives Growth, performance measures for the innovation Engine, single product cash flow, the value of time, key areas of management focus-Executive level objectives-Management objectives within the innovation engine-Decision criteria-Innovation Engine-Innovation as an information process-Element of the innovation system-Critical Success Factors-Single project and Portfolio Management issues-fostering an innovative environment.

### **Unit IV R&D Management**

Product and Technology life cycle, planning, organizing, staffing, scheduling, controlling, budgeting of R & D, Performance evaluation of R & D.

### **Unit V HR Management in R&D**

Issues related to Managing Technocrats and scientists, Group dynamics, Training, Motivation, Communication, and MIS for R & D.

### **TEXT / REFERENCE BOOKS:**

1. Shiomo Maintal and D.V.R. Seshadri 2007 Innovation Management: Strategies Concepts and Tools for Growth and Profit, Sage Publications.
2. Gerard H. Gaynor 1996, Handbook of Technology Management, McGraw-Hill

## **MB 874 LOGISTICS MANAGEMENT**

### **OBJECTIVE**

*To create an understanding about the concepts of logistics and distribution management and their applications in the real situation.*

### **Unit I Logistics Management**

Definition of logistics and the concepts of logistics. Logistics Activities: Functions of the logistics system – transportation, warehousing, order processing, information handling and procurement.

### **Unit II Materials Management**

Materials management functions and control, inventory management in logistics system, inventory decision-making, MRP, MRP II systems, multi-echelons.

### **Unit III Distribution Management**

Outbound logistics, Facility location, Classical location problems, Strategic planning models for location analysis, location models, multi objective analysis of location models, An Overview Of Traditional Vehicle Routing Problems, Integrated Models Of Location And Routing, 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 IV Importance of Logistics**

Logistics Customer Service, Modeling logistics systems, Simulation of logistic systems, cost effective distribution strategies, Value of information in logistics, E-logistics, risk pooling effect, International and global issues in logistics, Integrated functional activities in logistics, Role of government in international logistics and Principal characteristics of logistics in various countries and regions

### **Unit V Logistics in different industries**

Third party, and fourth party logistics, Airline Schedule Planning, Railway Networks, Postal services, the maritime industries, health care industry and other service industries

### **TEXT BOOKS:**

1. David Bloomberg, Stephen LeMay, Joe Hanna: Logistics, Prentice Hall 2001. ISBN: 013010194X
2. Thomas Teufel, Jurgen Rohricht, Peter Willems: SAP Processes: Logistics, Addison-Wesley, 2002. ISBN: 0201715147

## **MB 875 PRODUCTION PLANNING & CONTROL**

### **OBJECTIVE**

*To help the student know about the production planning process and control in the organisation*

#### **Unit I**

Forecasting - Subjective estimate - survey - Delphi method - Regression models - Single variable model Two variable model -Econometric models - Input-output model.

#### **Unit II**

Facilities Decisions - Measuring capacities of facilities - Determining facility needs - Economies of scale.

#### **Unit III**

Aggregate Planning: Planning by Trial and error method - Planning by Transportation method – Planning by Linear Programming - Planning by Linear - Decision rule method - Planning by Heuristic method - Planning by Computer search method.

#### **Unit IV**

Scheduling - Single machine sequencing with Independent jobs - Parallel machine models - Flow shop scheduling - Job shop scheduling - Simulation studies of the Dynamic job shop. Dispatching.

#### **Unit V**

Process Planning - Group Technology - Classification and coding systems for process planning - Expediting and monitoring

### **TEXT BOOKS:**

1. Narasimhan Sim, et.al, 'Production Planning and Inventory Control', Printice Hall 2<sup>nd</sup> Ed., New Jersy, 1995.
2. Knight, W.A. & Gdlagher, C.C., 'Group Technology Production methods in Manufacture', 1996.

## **MB 876 TECHNOLOGY FORECASTING**

### **OBJECTIVE:**

*To create an understanding about technology management and decision forecasting*

### **Unit I Introduction**

Introduction: Importance of Technology Forecasting, Forecasting Process, Types of Forecasting Methods.

### **Unit II Quantitative Methods**

Quantitative Methods: Trend Extrapolation, Qualitative Approaches, Growth Curves, Envelop Curves, Substitution Model.

### **Unit III Qualitative Methods**

Qualitative Methods: Monitoring, Network Analysis, Scenarios, Morphological Analysis, Relevance Trees, Delphi Method, Cross-Impact Analysis.

### **Unit IV Forecast Impact On Decision Making**

Forecast Impact On Decision Making: Forecasting uses through cases.

### **Unit V Assessment to Manage Technological Change**

Assessment to Manage Technological Change: Impact Assessment, Analysis of Impact of technologies, Benefit/Cost and Risk analysis.

### **TEXT BOOK:**

1. Alan L. Porter, A. Thomas Roper, Thomas Wimason, Jerry Banks, Fredrick A. Rossini  
Forecasting and Management of Technology

## **MB 877 MANUFACTURING STRATEGY**

### **OBJECTIVE**

*To create an understanding about the concepts and principles of strategies of manufacturing*

### **Unit I**

Introduction to manufacturing strategy, corporate strategy- Developing a manufacturing strategy: principles and concepts-Order winners and qualifiers

### **Unit II**

Time: the new source of competitive strategy, Gaining competitive advantage- Benchmarking, Lean manufacturing, Quality-Six Sigma, TQM.

### **Unit III**

Focus of manufacturing decisions relating to capability, flexibility, product variety, inventory, supplier relationships.

### **Unit IV**

Focused manufacturing-principles and concepts, managing the supply chain, green manufacturing, Process choice- Technology Strategy, virtual manufacturing, product profiling.

### **Unit V**

Interface of marketing and manufacturing, Make or buy- Outsourcing, global manufacturing, global distribution.

### **TEXT BOOKS:**

1. Hill, Terry, Manufacturing Strategy, 3<sup>rd</sup> Edition, Richard D. Irwin, Inc, 1999.
2. Hayes, Robert H., Gary P. Pisano and David M. Upton, Strategic Operations: Competing through Capabilities, The Free Press, 1996.

## **MB 878 SERVICES OPERATIONS MANAGEMENT**

### **OBJECTIVE**

*To help the students to understand the nuances of services operations management*

### **Unit I**

Introduction to service operations- the service concept, changing paradigms in competitiveness of services; Services – Manufacturing Continuum.

### **Unit II**

Developing a service strategy, service positioning and implications for service delivery design, service enhancement using Internet, pricing strategies in services.

### **Unit III**

Capacity issues in service systems, queuing theory applications in service operations, simulation as a tool for design of services, simulation applications in service system design, services supply chain.

### **Unit IV**

The role of quality as a driver. Customer satisfaction and delivery of service. Quality improvement methods, critical success factors, quality awards. Measurement and management of quality. Consultation and management of change, facility location and layout. The marketing function – identifying customer expectations.

### **Unit V**

Performance measurement and management- Linking operations decisions to business performance, Driving operational improvement, developing service strategy.

### **TEXTBOOKS:**

1. Robert Johnston and Graham Clark, Service Operations Management 3rd Edition, 2008, Prentice Hall.
2. Nevan Wright and Peter Race, Management of service operations, 2<sup>nd</sup> Edition, 2004, Cengage Lrng Business Press.
3. Slack, N., Chambers, S., Johnston, R., (2004), Operations Management, 4<sup>th</sup> Edition, FT Prentice Hall.
4. Nevan J Wright, (1999) The Management of Service Operations, Cassell.

## **MB 879 TECHNOLOGY MANAGEMENT**

### **OBJECTIVE**

*To introduce the students to the latest developments in managing technology including various techniques, evaluation methods and intellectual property rights.*

### **Unit I Introduction**

Definition-scope-components, History of technology developments-Issues in managing new technology, Life cycle approach to technology management.

### **Unit II Forecasting**

Approaches to forecasting, Technology performance parameters. Use of Experts in technology forecasting, planning technological process, Morphological analysis of a Technology system.

### **Unit III Decision Making Techniques**

Techno-Economic feasibility study, Application of multi-criteria decision making techniques in technologies evaluation and selection-AHP, fuzzy AHP.

### **Unit IV Technology Transfer**

Modes of global technology transfer-Technology–Human Interface-Organization structures and Technology Implementation issues in new technology.

### **Unit V Intellectual Property Rights**

Introduction to IPR Act, Issues, the effectiveness and management of patents, Trademarks and copy rights.

### **TEXT BOOK**

1. Gerard H.Gaynor 1996, Handbook of Technology Management, McGraw-Hill

### **REFERNCE BOOK:**

2. Alan L. Porter, A. Thomas Roper, Thomas Wimason , Jery Banks,Fredrick A. Rossini  
Forecasting and Management of Technology



## **SPECIALIZATION -GENERAL MANAGEMENT**

### **MB 891 STRATEGIC MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS**

#### **OBJECTIVE**

*To introduce the students to the concepts, practices, methods, management and valuation of IPRs.*

#### **Unit I Introduction**

History of IPRs-WIPO-TRIPS -Nature of Intellectual Property, invention to innovation, patenting and development.

#### **Unit II Patents**

Indian Patent System, Procedure for grant of rights on intellectual property, Patenting under PCT, Patenting in foreign countries.

#### **Unit III International Treaties and Conventions on IPRS**

International Treaties and conventions on IPRs, The Indian IPR Acts, Bayh-Dole Act and issues of academic entrepreneurship.

#### **Unit IV Strategic Management of IPRS**

Strategies followed before investing into R&D, Patent information and databases, IPR strength in India, Traditional knowledge.

#### **Unit V Valuation**

Concept of Ownership, IP valuation, Technology Transfer and Licensing.

#### **TEXT BOOK:**

1. Managing Intellectual Property by V. Sople Vinod (Prentice- Hall of India Private Limited, 2006, pages Intellectual Property Rights and Copyrights, Publisher: Ess Publications, Seller: Indus International.

#### **REFERENCE BOOKS:**

1. Intellectual Property Rights- A Primer, R. Anita Rao & Bhanoji Rao, Lastian Book Company
2. The Management of Intellectual Property- Edited by Derek Bosworth and Elizabeth Webster, 2006, 341 pages, Edward Elgar Publishing Limited
3. WIPO Intellectual Property Handbook (freely downloadable from [www.wipo.int](http://www.wipo.int))

## **MB 892 ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT**

### **OBJECTIVE:**

*To introduce the students to the nature and importance of entrepreneurship, new venture creation and other aspects in managing entrepreneurial ventures*

### **Unit I Introduction**

The entrepreneurial perspective – nature and importance, Intrapreneurial and Entrepreneurial mind. International Entrepreneurship Opportunities

### **Unit II New Venture Creation**

Creating and starting the venture – creativity and business idea, legal issues for the entrepreneur, the business plan, Creating and starting the venture, the marketing plan, Organizational plan, financial plan.

### **Unit III Financial Management**

Financing the venture – Sources of capital, informal risk capital and venture capital.

### **Unit IV Strategic Management**

Managing, Growing and ending the venture – Generating and exploiting new entries, strategies for growth and managing the implications of growth, accessing resources for growth from external sources.

### **Unit V Exit Strategy**

Going public and ending the venture.

### **TEXT BOOKS**

1. Robert D. Hisrich, Michael P Peters, and Dean A Shepherd, “Entrepreneurship” Sixth edition, Mc Graw Hill

## **MB 893 INFORMATION AND INTERNET ECONOMICS**

### **OBJECTIVES**

- *Internalize several unchanging economic principles relevant to the changing online economy.*
- *Learn product and pricing strategies relevant to information goods.*
- *Understand how the rules of an auction or other trading mechanism (a "visible hand") can affect market prices and allocations.*
- *Become familiar with a variety of examples of online markets, and become an expert in at least two of them.*

### **Unit I . E-Commerce Overview**

Institutions - Business Models - Infrastructure - Building a Web Site

### **Unit II Information Goods**

Pricing - Versioning - Digital Media and Bandwidth - Rights Management

### **Unit III Online Market Mechanisms**

Lock-In - Services - Retailing - Network Effects - Portals and Communities - Business-to-Business - E-Commerce - Auctions

### **Unit IV Standards and Policy Issues**

Standards Setting - Security and Encryption - Antitrust and Tax Policies

### **Unit V Software Economics and Economics of Information Security**

Misaligned Incentives - Security as an Externality - Economics of Vulnerabilities - Economics of Privacy - Fundamental improvements in software design and engineering through software economics

### **TEXT BOOKS/ REFERENCES:**

1. Information Rules, by Carl Shapiro and Hal R. Varian.
2. E-Commerce, by Kenneth C. Laudon and Carol Guercio Traver.
3. A reading packet of other articles.( Since this course being a thriving and fast-moving discipline)

## MB894 BUSINESS MODEL

### **OBJECTIVE**

This course aims to deliver how business is organized, how it interacts with environments, what goals and strategies are being pursued, what works the business performance, create and realize business models.

### **Unit I: Business Model Fundamentals and Motivation**

*Model:* Fidelity and Validity, Classic Business Models, Modelling Tools, Model Tools and Analysis. Model Deployment, Business Model Standard and Enterprise Architecture. Business Model Motivation, Goals, Objectives, Results and Course of Action, Strategies and Tactics. Assessments, Strength and Weaknesses, Comparing Alternatives, Causal Loop Diagram.

### **Unit II: Business Modelling - Organization and Process**

*Modelling Organization:* Internal and External Organization and Roles. Interactions, White Boxes and Black Boxes, Creating Business Organization Model. *Modelling Business Process:* Activities, Sequence Flow, Events, Lanes, Gateways and Interactions.

### **Unit III: Business Model Creation**

Model Value Destruction, Scope Failure, Straight-Through Modelling, Model Complexity, Bad Names, Weak Descriptions, Ugly Models, Failure of Quality, Team Challenges, Incomplete Modelers.

### **Unit IV: Business Model Analysis and Simulation**

Analysis Techniques, Improvement Analysis, Transformation Analysis, Impact Analysis, Acquisition Analysis. Simulation Business Process Model, Validation, Simulation and Standards.

### **Unit V: Executing Business Model**

Business Modelling Life Cycle, Executing Business Rules, Executing Business Process, Business Process Monitoring, Business Activity Monitoring, The Future of Business Modelling.

### **TEXT BOOKS**

1. Bridgeland, David M, and Ron Zahavi. *Business Modelling: A practical Guide to Realizing Business Value*. Burlington, USA: Morgan Kaufmann Publishers, 2009.
2. Kaplan, Saul. *How to stay relevant when the world is changing: The Business Model Innovation Factory*. Hoboken, New Jersey, USA: John Wiley & Sons Inc, 2012.
3. Verstraete, Thierry, and Estele Jouison-Laffitte. *A Business Model for Entrepreneurship*. Cheltenham, UK: Edwar Elgar Publishing Limited , 2009.

## MB895 INTERNATIONAL BUSINESS AND STRATEGY

### **OBJECTIVE**

This course designed to deliver a big-picture approach and introduces the field of International business strategy, strategic analysis and development at global level.

### **Unit I:**

*International Business Environment:* Globalization and Business, Institutional framework for International Business, WTO, Economic Integration, *Global strategy:* Phases of Global Strategy, Drivers of Global Strategy Perspective, Global Value Chain and Value System.

### **Unit II: Designing Global strategy and Organization**

Framework for Global Strategy, The Global Functional Model of Organisation, Single and Multi-Business Global Organisation, The Hybrid and The Transnational Models.

### **Unit III: Global Strategic Development**

*Managing the International Process:* Motives and Decision to Internationalization, Process, Entry Mode Strategies, De-Internationalization. International Strategic Alliances: Drivers, Needs, Motives , Pitfalls, Types of Alliance, Selecting and Managing Partners, Balancing Trust and Risks, Alliance Dissolution.

### **Unit IV: Subsidiary and Headquarter Level Strategy**

Subsidiary-Level: Global Strategy Levels, Strategic Roles of Subsidiaries, Types of Subsidiary-Level Strategy, Global Generic Strategies. Headquarter-Level: The Role of Corporate Parent, Global Sourcing Strategies, Diversification Strategies, Managing Global Portfolios.

### **Unit V: Global Strategic Implementation and Control**

*Global Structures and Designs:* Domestic Organizational Structures, Strategy and Structure of Multinationals, Balancing integrations and Local responsiveness. *Global Management of Change:* Types of Change, The Change Process, Style of Change, Implementing Change, Communication Issues and Negotiations. *Control:* Type, Model and Method.

### **TEXT BOOKS**

1. K, Sundaram Anant, and Black J Stewart. *The International Business Environment : Text and Cases*. NewDelhi: PHI Learning, 2012.
2. Lasserre., Philippe. *Global Strategic Management 2e*. NewYork: Palgrave Macmillan, 2007.
3. Mellahi, Kamel, Jdrzej George Frynas, and Paul Finlay. *Global Strategic Management*. NewDelhi: Oxford University Press, 2007.
4. Peng, Mike W. *International Strategic Management*. NewDelhi: Cengage Learning India, 2009.
5. Rugman, Alan M, and Simon Collinson. *International Business: A Strategic Management Approach 5e*. Harlow: Pearson Education Limited, 2009.
6. Verbeker, Alian. *International Business Strategy*. NewDelhi: Cambridge University Press, 2009.

## **MB896 STRATEGY FORMULATION AND EXECUTION**

### ***OBJECTIVE***

The course aims to deliver the fundamental decisions that will guide the future of organization, and such issues can be identified, evaluated and implemented. This course presents a comprehensive and structural approach to corporate strategic management.

### **Unit I: Discovering Strategy**

The nature of strategy and strategic decision, Strategy and Organization, Strategy and Strategists, The process of Strategizing: Strategic thinking, decision making and leadership.

### **Unit II: Assessing Fit and Distinctiveness**

***Understanding the influence of environments:*** The Macro-environmental analysis, Industries and Sectorial analysis, Organisational fields, Markets, Opportunities and Threats. ***Distinctiveness:*** Competitive Stance, Scope, Scale, Diversity. ***Strategic Capabilities:*** Sustainability of Advantage, Critical Success factors, Competences and Core Competences, Delivering Value, Competitors Challenge, Robustness.

### **Unit III: The Strategy Development and Evaluation**

***Developing Strategic Options:*** Environmental Based options – Generic Strategies, Market option, Expansion Methods. Resources Based options – Value Chain, Resources Based View, Cost Reduction, Special types of organizations. ***Strategic Evaluation:*** Evaluation Criteria, Procedures, Techniques, Guidelines and Empirical Evidences.

### **Unit IV: The Strategic Route and Choice**

***Strategic Route:*** Survival Based Route, Uncertainty-Based Route, Network Based Route, Game-Theory Based Route, Learning Based Route, International Consideration. ***Corporate-level Strategy:*** Corporate Parent, Corporate Rationale, Corporate Portfolio, Corporate Diversity, Corporate Control and Corporate-level Competition. ***Business-Level Strategy:*** Forces influencing strategy, Bases of Competitive Advantage, Sustaining Competitive Advantage, Competition and Collaboration, Game theory, Hyper Competition, Blue Ocean Strategy.

### **Unit V: Strategic Direction and Method**

***Directions:*** Build on Current Position, Product Development, Market Development, Diversification. ***Methods:*** Internal Development, Mergers and Acquisition, Joint Development and Strategic Alliances. ***Success Criteria:*** Suitability, Acceptability, Feasibility.

### **Unit VI: Strategic Implementation Process and Change**

***Organizing Implementation Process:*** Structural Types and Changes, Process, Relationship and Boundaries, Configurations Issues. ***Enabling Implementation:*** Resources allocation - People, Information, Finance, Technology, International Expansions, Cohesion in prescriptive and emergent process. Combining elements of corporate strategy.

## **TEXT BOOKS**

1. Cunningham, James, and Brian Harney. *Strategy and Strategists*. NewDelhi: Oxford University Press, 2012.
2. Gerry Johnson, Kevan Scholes. *Exploring Corporate Strategy 6e*. NewDelhi: Pearson Education, 2007.
3. Lynch, Richard. *Corporate Strategy 4e*. NewDelhi: Pearson Education, 2007.