NATIONAL INSTITUTE OF TECHNOLOGY
TIRUCHIRAPPALLI – 620 015

M.B.A. DEGREE (TRIMESTER PATTERN)

SYLLABUS FOR CREDIT BASED CURRICULUM

(2019 – 2020)

DEPARTMENT OF MANAGEMENT STUDIES
Department of Management Studies

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

1. To provide a comprehensive foundation in business management, with a global perspective and the tools for effective management of resources.

2. To facilitate the holistic development of students with a fine blend of theory with practical exposure, soft skills and human values to match the industry expectation.

3. To prepare students for better careers in entrepreneurship and management in both the private and public sectors.

4. To expose students to the recent trends like Business Analytics, Business Analysis and IT Consulting with regular industry interaction.
MBA PROGRAMME 2019-20

Total minimum credits required for completing the course is 80

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

**TRIMESTER – I**

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* Students take up summer projects during May-July and is evaluated along with IV Trimester courses.

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## SPECIALIZATIONS

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## TECHNOLOGY & OPERATIONS MANAGEMENT

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## GENERAL MANAGEMENT

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MB 701 BUSINESS STATISTICS

Prerequisites / Co-requisites: Knowledge on data understanding and Excel working

Course Objective
To create an understanding on different statistical techniques for data analysis and decision-making in business perspective.

Course Content
Unit I- Inferential and Descriptive statistics: Introduction to Statistics-Measures of Central Tendency and Measures of Dispersion in Frequency Distribution.


Unit III- Sampling Distribution-Sampling and Sampling Distribution: Types of sampling -Concept of Standard Error - Sampling from normal and non-normal population - Central Limit Theorem.

Unit IV- Hypotheses Testing-Testing Hypotheses Significance level-Type & Type II error-One tail and Two tail tests —Hypothesis Testing of means, proportion- z-test, t-test, Chi-Square Test- F distribution, Analysis of variance(ANOVA)-One way and Two way ANOVA –Introduction to simple regression and correlation.

Unit V- Non Parametric methods-Non Parametric methods Kolmogorov Test-Median Test –Mann–Whitney U-Test –Wilcoxon T- Test –Friedman ANOVA- McNemar Test-Cochran’s Q-Test

Text Books

References
MB 702 LEGAL ASPECTS OF BUSINESS

Prerequisites / Co-requisites: Nil

Course Objectives
To deliver knowledge on basic legal concepts and the Indian legal environment in which Business operates.

Course Content
Unit I Indian Contract Act 1872

Unit II Sale of Goods Act 1930

Unit III Company Law

Unit IV Consumer Protection Act and FEMA

Unit V Information Technology Act

References
MB 703 FUNDAMENTALS OF FINANCIAL ACCOUNTING

Prerequisites / Co-requisites: Nil

Course 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.

Course Content
Unit I Introduction to Accounting

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

Text Books

References
MB 704 MARKETING MANAGEMENT - CONCEPTS AND DESIGN

Prerequisites / Co-requisites: Nil

Course 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.

Course Content
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

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

References
MB 705 MICRO ECONOMICS

Prerequisites / Co-requisites: Nil

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

Course Content
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 nun and long run cost curves-revenue analysis-total revenue and avenge 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-pay back period-net present value and internal rate of return.

Text Book

References
MB 706 ORGANIZATIONAL STRUCTURE AND DESIGN

Prerequisites / Co-requisites: Nil

Course Objectives
To help the students know about the organizations’ various systems and structural design to adapt themselves better in corporate environment. To understand organisational communication networks, channels, culture and ethical values.

Course Content

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

Unit IV Organizational Transformation
Organisation size, life cycle stages- birth, growth and Greiner’s models of organisational growth, decline, Inertia and death, Weitzel and Jonsson’s model of decline and organisational control.

Unit V Managing Dynamic process
Organisational culture and ethical values, Innovation, Intrapreneurship, and Creativity, Innovation and IT contemporary trends in organization design.

Text Books

References
MB 707 BUSINESS COMMUNICATION-I

Prerequisites / Co-requisites: Nil

Course Objectives
Introduce the students to the dynamics of Communication in the Business world.
Help them familiarize and practice the different kinds of communication tools.
Give them practice in the nuances of spoken communication.
Expose them to the different forms of Business communication.
Help them improve their competence in using English effectively.

Course Content
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. Herta A Murphy, Herbert W. Hildebrandt & Jane Thomas, Effective Business
   Hill, (2006)
MB 711 ADVANCED FINANCIAL ACCOUNTING

Prerequisites / Co-requisites: Fundamentals of Financial Accounting

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

Course Content
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) 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

Text Books

References
Course Objectives:
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

Course Content
Unit I Management accounting and budgeting

Unit II Cost accounting and costing process
Introduction to Cost Accounting - Distinction between Cost Accounting and Management Accounting- Cost Classification- Cost sheet - Costing of Raw material, Labour & overheads - Cost ascertainment allocation and control

Unit III Costing methods
Costing methods - Job costing, Batch costing, Contract costing, Process costing, Joint products & Bye products costing, Operating costing

Unit IV Costing techniques

Unit V-Activity based costing
Activity based costing vs. Absorption costing, Cost drivers, Cost allocation, Cost hierarchy, Designing ABC systems, ABC in service organizations, Practical applications of ABC

Text Books

References
MB 713 OPERATIONS RESEARCH

Prerequisites / Co-requisites: Nil

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

Course Content
Unit I Linear Programming
Formulation - Graphical, simplex solution, Duality — Dual simplex - Sensitivity Analysis

Unit II Transportation & Assignment 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
Queueing Theory: Single Channel, Multi-channel, Queueing models. Simulation: Scope— Types- Discrete approaches-Inventory simulation — Investment simulation — Queuing Simulation.

Unit V Dynamic Programming & Non — Linear Programming

Text Books

References
MB 714 MACRO ECONOMICS

Prerequisites / Co-requisites: Nil

Course Objectives
To provide the students Macroeconomic Principles
To understand the behaviour of an economy.
To familiarize with the problems faced by an economy and its measures.

Course Content
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 Books

References
1. Olivier Blanchard and David R. Johnson, “*Macro Economics*”, Pearson Education,
MB 715 MANAGING PEOPLE IN ORGANIZATION

Prerequisites / Co-requisites: Nil

Course Objectives
To know about the modern organizational scenario, individual and group behaviour of people in the organization. To understand communication, conflict and various management styles, motivational techniques.

Course Content

Unit I

Unit II

Unit III

Unit IV

Unit V
Organizational effectiveness and change- Organizational change and Development. International Organizational Behaviour.

Text Books

References
Prerequisites / Co-requisites: Nil

Course Objectives
The course deals with the managerial decisions on designing, implementing and monitoring the marketing mix elements of marketing functions.

Course Content
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
Prerequisites / Co-requisites: Nil

Course Content
Unit-I: IT trends
Information System – Concepts, Classification of IS, Computer hardware, Computer software, Database Management System, Internet Technologies, trends in Network computing, Messaging and Collaboration. SMAC (Social, Mobility, Analytics and Cloud)

Unit-II: Organizational Applications

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

Text Books

References
Prerequisites / Co-requisites: Nil

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

Course Content
Unit I Introduction

Unit II 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

Unit V Working Capital Management
Working capital management-planning-financing- inventory, cash, receivables management

Text Books

References
MB 722 PRODUCTION & OPERATIONS MANAGEMENT

Prerequisites / Co-requisites: Nil

Course Objectives
To help students understand on production and operational process of the firm.

Course Content
Unit I Introduction to Production Management

Unit II Plant Locations and Layout

Unit III Job design techniques

Unit IV Job evaluations methods

Unit V Materials management
Purchasing and Warehousing Functions - Vendor Development and Rating. Value Analysis.

Text Books

References
Prerequisites / Co-requisites: Nil

Course Objectives
To introduce the students to the various functions, systems, philosophy of human resource in the organisation. To develop ways in which human resources management might diagnose a business strategy and facilitate the internal growth change.

Course Content
Unit I Introduction to HRM
Introduction, meaning, significance and importance of HRM. Environmental influences, HRM-mission, objective, strategy and tactics, evolution and development

Unit II Pre-selection and selection process

Unit III HRD Development

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

Text Books

References
Prerequisites / Co-requisites: Nil

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

Course Content
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 books

References
MB 725 MARKETING RESEARCH

Prerequisites / Co-requisites: Nil

Course Objectives
To deeper insight into the plan and implementation of various research designs for collecting vital marketing information for marketing decisions.

Course Content
Unit I: Marketing Research
Nature and Scope of Marketing Research- Conceptual aspects involved in marketing research- Marketing research and marketing information system, marketing research process. Identification of marketing research Problems, Formulation of marketing research objectives.

Unit II: Research Design, Exploratory and Descriptive
Introduction to research design, Exploratory- secondary data, qualitative research, Descriptive research- survey and observation.

Unit III: Causal research, Field work, Measurement and Scaling

Unit IV: Questionnaire Design and Sampling Design
Questionnaire design and development, Concept of sampling, Sampling types, merits and demerits, sample size determination- Point estimate, interval estimate and statistical power.

Unit V: Data analysis, Application of Marketing Research & Report Writing
Data preparation, introduction to univariate, bivariate and multi variate data analysis. Product Research, Advertising research, Market and sales analysis research, Marketing Research Agencies in India, Report writing

Text Books

References
MB 731 STRATEGIC MANAGEMENT

Prerequisites / Co-requisites: Nil

Course Objectives
To acquire familiarity with the principal concepts, frameworks, and techniques of strategic management. To gain expertise in applying these concepts, frameworks, and techniques in order obtain real-time experience in dealing with strategic issues.

Course Content
Unit 1: Overview of Strategic Management:

Unit 2: Analyzing the Resources and Environment:

Unit 3: Strategic Alternatives:

Unit 4: Strategic Choice and Activating Strategy:
Strategic Analysis - Tools and Techniques; Strategy Implementation – Structural Implementation, Behavioral Implementation, Functional and Operational Implementation

Unit 5: Strategic Evaluation and Control:
Strategic and Operational Control Techniques; Balanced Scorecard Approach; Role of Organizational Systems in Evaluation

References
Prerequisites / Co-requisites: Nil

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

Course Content
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 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 Revenue Management
Role of Pricing and Revenue Management in a Supply Chain; Pricing and Revenue Management for Multiple Customer Segments; Pricing and Revenue Management for Perishable Assets; Pricing and Revenue Management for Seasonal Demand; Pricing and Revenue Management for Bulk and Spot Contracts. Role of IT in Pricing and Revenue Management.

Text Books
2. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and
MB 741 PROJECT SYSTEMS MANAGEMENT

Prerequisites / Co-requisites: Nil

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

Course Content

Unit I Project Systems Management concepts

Unit II Project Feasibility Analysis

Unit III Network 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

Text Books

References
MB 742 STRATEGIC TOTAL QUALITY MANAGEMENT

Prerequisites / Co-requisites: Nil

Course Objectives
To understand the various aspects of quality concepts, tools and techniques to enhance the productivity, TQM system and culture of an organization.

Course Content
Unit 1 Introduction

Unit 2 Continuous Improvement

Unit 3 Process Capability
Six Sigma concepts - New Seven tools of Quality, Business Process Reengineering, Quality Function Deployment - Failure Mode and Effect Analysis.

Unit 4 Business Excellence

Unit 5 HR Aspects
Employee Involvement - Motivation - Teams, Quality circles - Organizational culture - Building and Sustaining Total Quality Organizations - Introductory aspects of ISO 9000 series Standards and ISO 14000.

Text Books

References
SPECIALISATION - FINANCIAL MANAGEMENT

MB 761 ASSET BASED FINANCING

Prerequisites / Co-requisites: Nil

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

Course Content
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

MB 762 ADVANCED CORPORATE FINANCE

Prerequisites / Co-requisites: Nil

Course Objectives
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’.

Course Content
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

Text Books

References
MB 763 FINANCIAL DERIVATIVES

Prerequisites / Co-requisites: Nil

Course 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

Course Content
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

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

Text Books

References
Prerequisites / Co-requisites: Nil

Course Objectives
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

Course Content
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

References
MB 765 INSURANCE & PENSION SCHEMES

Prerequisites / Co-requisites: Nil

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

Course Content
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 siders -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

References
1. IRDA Guidelines, 2008
MB 766 INVESTMENT BANKING

Prerequisites / Co-requisites: Nil

Course Objectives
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.

Course Content
Unit I Investment Banking Paradigm

Unit II Issue Management

Unit III Disinvestment

Unit IV International Financial Instruments

Unit V Introduction to Valuation

Text Books

References
MB 767 INVESTMENT SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Prerequisites / Co-requisites: Nil

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

Course Content
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

References
Prerequisites / Co-requisites: Nil

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

Course Content
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 Books

References
MB 769 TAX LAWS AND TAX PLANNING

Prerequisites / Co-requisites: Nil

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

Course Content
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 Books

References
Prerequisites / Co-requisites: Nil

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

Course Content
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)

Unit III – Treasury operations (Long term)

Unit IV – Treasury risk management

Unit V – Treasury operation (Forex)

Text Books

References
Prerequisites / Co-requisites: Nil

Course Objectives
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.

Course Content
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 Books
Prerequisites / Co-requisites: Nil

Course Objectives
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.

Course Content
Unit I Perception, Human preferences, rationality, and market efficiency

Unit II Behavioral factors and financial markets

Unit III External factors and investor behavior

Unit IV Behavioral corporate finance

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
Text Books

References

MB 773 INTERNATIONAL FINANCE

Prerequisites / Co-requisites: Nil

Course 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.

Course Content
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

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

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
Text Books

References

MB 774 CORPORATE VALUATION

Prerequisites / Co-requisites: Nil

Course 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.

Course Content

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

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 – Cashflows – Cashflow 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

Text Books
SPECIALISATION: HUMAN RESOURCES MANAGEMENT

MB 781 PERSONAL GROWTH PROGRAMME

Prerequisites / Co-requisites: Nil

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

Course Content
Unit I Discovering the Self
Knowing Oneself – preferences, tastes, likes, dislikes and values; Self efficacy; Self Esteem – Pillars of Self Esteem; Transaction analysis - Life script analysis - strokes.

Unit II Assessing the Self
Typing personality – MBTI; Emotional Intelligence – Behavioural analysis and EQ mapping; Locus of control; Effective Time Management; Stress Management.

Unit III Relating to Others
Interpersonal Effectiveness; Communication and active listening skills; FIRO – B analysis; Johari window analysis; Persuasion Strategies and Tactics; Conflict management styles and networking.

Unit IV Moral Judgement
The question of ethical dilemma and moral judgement

Unit V Personal Transformation
The administration of enneagram; steps in personal development and transformation; Resilience - Theory and practice; Personal Wellbeing.

References
MB 782 Change Management

Prerequisites / Co-requisites : Nil

Course Objectives
To help students know about the implications of HR and impact of change in the organisation. To get insight into the both internal and external environmental changes which affect the business.

Course Content
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 framework.

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

Text Books

References
Prerequisites / Co-requisites
Students should have knowledge of basic management subjects wherein Human Resource Management should be a core paper.
Fundamental understanding of basic employee, executive compensation and legal issues.

Course Objectives
To create an understanding about the different elements of compensation and the techniques of deciding on these elements.
To get an understanding into legal and ethical issues in employee, executive compensation.

Course Content

Unit I Introduction to Compensation Management

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

References
Prerequisites / Co-requisites
Basic knowledge of individual, group behaviour and their social interactions at workplace. Understanding of workplace deviance, stress, and the necessity of counselling concept.

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

Course Content
Unit I Introduction to Counselling
Workplace today, why counselling, history of counselling, dimensions of counselling, basics of workplace counselling, common criticisms. Orientation models, brief therapy models, problem focused models, work oriented models, and manager based models, externally based models, internally based models, and welfare-based models, organization change models.

Unit II Counsellors –Their Role and Impact
Multiple roles of counselors, counselling values Vs business values, training for counselors, ethical issues in counselling, stress and counselling, impact of organizations; systematic approaches; organization culture: different cultures and counselling.

Unit III Counselling Process
Preparation for counselling, assessing workplace counselling, contracting for counselling, introducing counselling in the workplace, terminating counselling. Preparation of employee, assessment of employee, contracting / referring, engaging in counselling and terminating counselling.

Unit IV Evaluation and Ethics
Usefulness of evaluation, record keeping, evaluation, formative and summative evaluation, different methods of counselling 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
REBT - 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 counselling, helping counselors for supervision

Text Books

References
MB 785 STRATEGIC HRUMAN RESOURCE DEVELOPMENT

Prerequisites / Co-requisites: Nil

Course Objectives
To create an understanding on the role of strategic human resource development (SHRD) on all the human resource activities of an organization. To acquire knowledge on the process of formulating and implementing organizational strategy for the development of talent.

Course Content
Unit I Origin of SHRD

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, Organizational Performance and HRD.

Unit III HRD A strategic perspective
Practices: SHRD fundamentals, SHRD initiatives, working conditions & family welfare, 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

References
MB 786 TRAINING AND DEVELOPMENT

Prerequisites / Co-requisites: Nil

Course Objectives
This course aims to cover the essential concepts in training and development to provide a sound foundation for understanding the key issues. It offers a strong practical focus so that the students get a good blend of both theory and practice. And also to get an understanding into legal and ethical issues in employee, executive compensation.

Course Content
Unit I 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 Books

References

MB 787 TALENT MANAGEMENT

Prerequisites / Co-requisites: Nil

Course Objectives
To equip the students with necessary skill, knowledge to manage the talents as a super keeper in the organization.
To learn how to retain and retrain, compensate the talented employees using various techniques.

Course Content
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

Unit IV Coaching, training and development

Unit V Using information technology to support a TM system

Text Books

References
MB 788 INDUSTRIAL RELATIONS AND LABOUR LAWS

Prerequisites / Co-requisites: Nil

Course Objectives
To create an understanding on legislations of industrial relations and labour laws
To learn various labour legislations, legal issues of India and its machinery and implementation.

Course Content
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

Unit IV

Unit V

Text Books

References
MB 789 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Prerequisites / Co-requisites: Nil

Course Objectives
The course seeks to understand the HRM practices in a broader, comparative and international perspective to deal with complex issues and manifold risks and also focuses on cross-cultural dimensions and diversity of workforce.

Course Content
Unit 1
Defining International HRM-Differences between Domestic and International HRM, Variables that Moderate Differences between Domestic and International HRM, the Cultural Environment, Industry Type, Extent of Reliance of the Multinational on its Home-Country Domestic Market, Attitudes of Senior Management to International Operations, Applying a Strategic View of IHRM and the Changing Context of IHRM

Unit 2
The Cultural Context of IHRM-The Development of Cultures, the Organizational Context-Standardization and Localization of HRM Practices, Factors Driving Standardization, Factors Driving Localization, the Path to Global Status &Control Mechanisms.

Unit 3

Unit 4

Unit 5
Text Books

References
MB 790 INDUSTRIAL PSYCHOLOGY

Prerequisites / Co-requisites
Basic Knowledge and understanding of Social interactions at workplace. Acquaintance with human brain, mental processes and behaviour aspects

Course Objectives
Introduce fundamental, basic theory and practice of Industrial or organisational Psychology. Develop critical thinking for identifying and solving problems related to industrial psychological processes. Develop skills for experimentation, designing and developing psychological methods and techniques for the betterment of employee-employer relationships and society at large.

Course Content
Unit I: Principles, practices and problems
Psychology on the job, everyday life- an overview of the development- challenges- careers- practical problems- areas- Techniques, tools and techniques- study research methods- experimental- naturalistic methods- survey and public opinion- virtual laboratories

Unit II: The development of human resources
Employee selection principles and techniques: the recruitment process- fair employment practices- job and work analysis- interviews- assessment centres- Psychological testing: characteristics- overview of testing program- types of psychological tests- what do tests measure- problems with using psychological tests

Unit III: Organizational Psychology
Leadership- motivation, job satisfaction, and job involvement: content and process theories of motivation- the quality of work life- the organisation of the organisations: TQM- organisational change- socialisation- culture- informal groups

Unit IV: Characteristics of the Workforce
Physical working conditions- work schedules- psychological and social issues - engineering psychology- employee safety and health- stress in the work place- causes, sources, stress management

Unit V: Consumer Psychology
the scope- research methods- nature and scope of advertising- consumer behaviour and motivation.

References
Prerequisites / Co-requisites : Nil

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

Course Content
Unit I Knowledge, Knowledge Management & innovation
Knowledge society-from data to information to knowledge- Drivers of knowledge management- Intellectual capital- KM and learning organizations- Innovation- types and levels-case studies.

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

Unit III KM Programme 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- KM led Innovation- case studies.

Text Books

References
SPECIALISATION: BUSINESS ANALYSIS & IT CONSULTING

MB 801 INTRODUCTION TO BUSINESS ANALYSIS AND IT CONSULTING

Prerequisites / Co-requisites: Nil

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

Course Content

Unit I Introduction & Enterprise Analysis

Unit II BA Planning and monitoring

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 signoff.

Unit IV BA Techniques and competencies

Text Books

References
Prerequisites / Co-requisites: Nil

Course Objectives
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
Pre requisite: Introduction to Business Analysis & IT Consulting

Course Content
Unit I 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.

Unit II 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

Unit III 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

Unit IV IT in Clearing and Settlement
Custody, Securities market place, Trading and Settlement, Asset Servicing- Trading, Clearing, Settlement

Unit V IT in Risk Management and Corporate Services
Concept of risk, Types of risk, Risk Management, Benefits of Corporate Administration

Text Books

References
Introduction to Business Analysis & IT Consulting, Retail Marketing

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

Course Content
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 Merchandising–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

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

References:
MB 804 BUSINESS ANALYSIS & ITC IN MANUFACTURING

Prerequisites / Co-requisites: Nil

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

Course Content
Unit I IT in manufacturing:

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

References
MB 805 SYSTEMS ANALYSIS & DESIGN AND CASE

Prerequisites / Co-requisites: Nil

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

Course Content
Unit I Structured Analysis & Design

Unit II Object-oriented Analysis & Design

Unit III Database Design & Development

Unit IV System Implementation and Maintenance

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

References
2. User Manuals of Rational Enterprise Suite (CASE)
Prerequisites / Co-requisites: Nil

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

Course Content
Unit I SPM concepts

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 books

References
Prerequisites:
Systems Analysis Design, Software Project Management

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

Course Content
Unit I Quality Principles and Concepts

Unit II Quality Baselines (Assessments and Models)

Unit III Quality Planning

Unit IV Quality Control Practices

Unit V Internal Control and Security

Text Books

References
SPECIALISATION: BUSINESS ANALYTICS

MB 821 BASIC DATA ANALYTICS

Prerequisites / Co-requisites: Nil

Course Objectives
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.

Course Content
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
Dummy regressions and conjoint analysis, multi collinearity, Logistic regression- Grouped Data-Weighted Least square (WLS), Individual Data-Newton Raphson method- Error rate estimation.

Unit III Discriminant Analysis – I
Introduction, the Two Group problem – Variable contribution – The case of discrete - Variables

Unit IV Discriminant Analysis – II
The K groups problem, Error rate estimate in multiple groups, Interpretation of multiple discriminant analysis solution- step wise selection of variables

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 Books

References
MB 822 ADVANCED DATA ANALYTICS

Prerequisites / Co-requisites : Nil

Course Objectives
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.

Course Content
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 Books

References
Prerequisites / Co-requisites: Nil

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

Course Content
Unit I
Concepts – Scope & Objectives Data mining process – Data mining functionalities - Data preprocessing.

Unit II
Mining Frequent Patterns- Associations and correlations: Market Basket Analysis – Efficient and scalable frequent item set mining methods – Mining various kinds of association rules – Association mining to correlation analysis – Constraint based association mining.

Unit III

Unit IV

Unit V
Data mining applications and cases using tools.

References
Pre requisite:
Basic Data Analytics

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

Course Content
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

References
1. Analytics at Work: *Smarter Decisions, Better Results* Tom Davenport, Jeanne G. Harris, Robert Morison (February 2010)
MB 825 SUPPLY CHAIN ANALYTICS

Prerequisites:
Basic Data Analytics, Introduction to Business Analytics

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

Course Content
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 Books

References
Prerequisites / Co-requisites : Nil

Course Objectives
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

Course Content
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
MB 827 HUMAN RESOURCE ANALYTICS

Prerequisites:
Basic Data Analytics, Introduction to Business Analytics

Course Objectives
To provide the knowledge on various frameworks and hands-on analytical approaches for identifying the business contributions of the HR function in the organizations.

Course Content
Unit I Introduction to HR Analytics
Overview of HR Process - HR Analytics – An overview - Role of analytics in HR - HRM in changing context - Transition from transaction orientation to analytics orientation - HR Analytics Framework – People Capability Maturity Model – LAMP framework – HCM 21 framework – Talent analytics maturity model.

Unit II Organization-Wide Alignment Analytics
Alignment Analytics – link HR process and organization process - identify alignment opportunities; Human Capital Strategy - HR Alignment Inventory - workforce planning - Measurement Map – Lead and Lag indicators.

Unit III HR Metrics and Audits
Formulation of key performance indicators and key result areas; HR Metrics – Recruitment metrics – Training and development metrics - Talent retention metrics –HR cost benefit metrics – Career Progression Metrics - Performance metrics – Diversity and Inclusion Metrics - Human capital ROI - Designing and Implementing HR Scorecard - Conducting HR Practice Audits

Unit IV Descriptive Analytics

Unit V Predictive and Prescriptive Analytics
Predicting future performance - techniques to capture the fallouts of HR Practices - Data driven decision making, organization change and improvement.

References
**MB 828 DIGITAL ANALYTICS**

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

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

**Course Content**

**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 Books**

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

Preferable Pre requisite: Marketing Research, Basic Data Analytics.

Course Objectives
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.

Course Content
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 Books

References
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
Preferable Pre requisite:
Marketing Research, Marketing Metrics and Basic Data Analytics.

Course Objectives
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.

Course Content
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 V Sales Promotion
Sales promotion types and effects, aggregate model to analyse promotional effects, analyzing individual response to promotions

Text Books

References
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

Prerequisites:
Basic Data Analytics

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

Course Content
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-

Text Books
1. F.J. Ohlhorst, Big Data Analytics: Turning Big Data into Big Money, Wiley,(2012)
4. J. Stanton, Introduction to Data Science, Syracuse University, (2013)

References
2. T. Hastie, R. Tibshirani, J. H. Friedman, The elements of statistical learning: data
Prerequisites / Co-requisites: Nil

Course Objective
Focusing on the core concepts of supervised and unsupervised learning.
Learning the algorithms which underpin many popular Machine Learning techniques.
Developing an understanding of the theoretical relationships between these algorithms.

Course Content
Unit I Supervised Learning-I
Introduction to Machine Learning; Types – Supervised Learning- Unsupervised Learning, Neural Network- Theoretical Background- Feed Forward Network- Back propagation- Transfer functions and its types- List of Applications

Unit II Supervised Learning-II

UNIT III Supervised Learning-III
Bayesian Classification: Bayes Theorem- Priori and posteriori Probabilities-Naive Bayes Classification- K-NN- Theoretical Background -Determination of ‘k’ - Performance Measures for Supervised Learning Techniques- Confusion Matrix- Accuracy- Recall-Precision- F-Measure- ROC- AUC- Rand Index- Jaccard Index

Unit IV Unsupervised Learning-I:
Types of Data in Cluster Analysis, Clustering Methods- Partitioning Methods: K-Means, K-Medoids, Hierarchical Methods: Agglomerative and Divisive

Unit V Unsupervised Learning-II:
Grid, Model-Based Clustering Methods: EM algorithm, Self-Organizing Map, Statistical Information Clustering High-Dimensional Data: Clustering In QUEST, Projective clustering, Outlier Analysis

Text Books

References
1. Jiawei Han and Micheline Kamber, “Data Mining Concepts and Techniques” Morgan Kaufmann publication, (2006)
MB 833 ADVANCED MACHINE LEARNING TECHNIQUES

Prerequisites / Co-requisites: Nil

Course Objective
To examine the history and state-of-the-art approaches to deep learning and hidden Markov models. To present the mathematical, statistical and computational challenges of building stable representations for high-dimensional data, such as images, text and data. To learn and apply the evolutionary and swarm intelligence algorithms

Course Content
Unit I Random forests and Fuzzy clustering approaches

Unit II Hidden Markov models
Introduction- Structure- Forward and backward algorithm- Viterbi algorithm- Identification of best path and Sequence-Applications

UNIT III Deep Learning Basics

Unit IV Deep Learning Networks

Unit V Soft Computing Components
Neighbourhood based Algorithms: Simulated annealing, Tabu search - Evolutionary algorithms: Genetic algorithms, Genetic programming, and Differential evolution - Swarm Intelligence: Ant colony optimization, Particle swarm optimization.

Text Books

References
1. Jiawei Han and Micheline Kamber. “Data Mining Concepts and Techniques” Morgan Kaufmann publication, (2006)
Prerequisites / Co-requisites: Nil

Course Objectives
To provide hands on exposure of various multivariate data analysis techniques using different software packages for managerial decision making.

Course Content
Unit I

Unit II

Unit III
Logistic regression: Regression with binary dependent variable -Simple Discriminant Analysis, Multiple Discriminant analysis-Assessing classification accuracy- Conjoint analysis.

Unit IV
Principal Component Analysis -Factor Analysis- Orthogonal and Oblique Rotation- Factor Score Estimation-Multidimensional Scaling-Perceptual Map-Cluster Analysis.

Unit V
Latent Variable Models an Introduction to Factor, Path, and Structural Equation Analysis

Text Books

References

Required Software packages:
1. R Studio
2. IBM SPSS
3. IBM AMOS
4. MS Excel
5. SAS
MB 835 GAME THEORY & APPLICATIONS

Prerequisites / Co-requisites: Nil

Course Objectives

Course Content

Unit – I Introduction:
Trees – Game Trees – Information Sets; Choice functions and Strategies – Choice Subtrees; Games with Chance moves – Theorem on Payoffs; Equilibrium N – tuples of Strategies; Normal Forms.

Unit – II Two - Person zero – Sum Games:
Saddle Points; Mixed Strategies – Row values and Column Value, Dominated rows and columns; Small Games – 2 x n and m x 2 games; Symmetric Games – Solving Symmetric Games.

Unit – III Non-zero- sum games:

Unit – IV N-Persons Cooperative Games:
Coalitions – The Characteristic function, Essential and Inessential Games; Imputations – Dominance of Imputations, the Core, Constant – Sum Games, A Voting Game; Strategic Equivalence- Equivalence and Imputations, (O,I)-Reduced Form, Classification of Small Games; Two Solution Concepts - Stable Sets of Imputations, Shapley Values.

Unit – V Applications:

Text Books
1. Peter Morris, “Introduction to Game Theory”, Springer Publications
**MB 836 GOOGLE ANALYTICS**

**Prerequisites / Co-requisites:** Nil

**Course Objective**
To provide a deeper understanding on the overview of analytics methodologies adopted by Google and for better understanding of customers and customization of channel.

**Unit I Introducing Google Analytics**
Google Analytics why and how it works.- set up dashboards and filters- The Google Analytics layout- Dashboards, Basic Reporting Tools-: Audience, Acquisition and Behaviour reports

**Unit II Basic Campaign and Conversion Tracking**
Custom Campaigns measurement - Tracking campaigns with the URL Builder- Use of Goals to measure business objectives- Google Ads campaigns measurement.

**UNIT III Advanced Google Analytics**
Data Collection using Google analytics, Categorizing into users and sessions, Storing data and generating reports, Creating a measurement plan - Set up advanced filters on views, Custom Dimensions and Custom Metrics, Understand user behaviour with Event Tracking

**Unit IV Advanced Analysis Tools and Techniques**
Segment data for insight, Analyze data by channel, audience and with Custom Reports - Best practices in doing for web analytics-case studies.

**Unit V Attract High-Value Traffic**
Traffic sources - Improve site engagement, KPIs for content site, pages helping conversions, Driving forces for product purchases - Basics of Google Analytics 360, Rollup Reporting.

**Text Books**

**References**
**Online Case Study references**
3. https://marketingplatform.google.com/about/resources/adidas-brings-teams-together-around-insights-google-marketing-platform/
4. https://marketingplatform.google.com/about/resources/dominos-increases-monthly-revenue-google-marketing-platform/

Online references
1. https://analytics.google.com/analytics/academy/?authuser=1
2. https://marketingplatform.google.com/about/analytics/
3. https://www.youtube.com/user/googleanalytics
4. https://analytics.googleblog.com/
5. https://blog.apruve.com/10-benefits-of-google-analytics-for-business
6. https://prchecker.net/5-key-benefits-of-google-analytics.html
**MB 837 TEXT ANALYTICS**

**Prerequisites / Co-requisites**
Students will be expected to have basic knowledge in Probability, Statistics, mathematical functions such as logarithms and differentiation, and linear algebra concepts such as vectors and matrices.

**Course Objectives**
Upon the completion of this course, the students would know the types of problems to be solved through Text Analysis, Understanding different methods for Information extraction and classification. Using Text for Prediction. Learning different operators through hands on exercises on Python

**Course Content**

**Unit I**
Structured or Unstructured Data; How Text Differs from Numbers; Types of Problems That Can Be Solved. Key Word Search; Nearest-Neighbor Methods; Measuring Similarity; Web-Based Document Search; Document Matching; Evaluation of Performance

**Unit II**
Setting up libraries and creating data sources and in SAS Text Miner, Introduction to different text mining nodes and their properties, Tokenization; Lemmatization; Vector Generation for Prediction; Part-Of-Speech, tagging; Word Sense Disambiguation; Phrase Recognition; Named Entity Recognition; Parsing

**Unit III**
Recognizing Documents Fit Pattern; Document Classification; Methods used for Prediction from Text; Evaluation of Performance, Clustering Documents by Similarity; Similarity of Composite Documents; Cluster’s Labels; Applications; Evaluation of Performance

**Unit IV**
Different Levels of Analysis; Sentiment Lexicon and its issues; Natural Language Processing issues; Opinion Summarization; Aspect-Based Sentiment Analysis

**Unit V**
Case studies on Social Network Marketing Application. Different issues to be considered for text and sentiment analysis

**Test Books**
3. Thomas W. Miller, *Data and Text Mining: A Business Applications Approach* (English) 1st Edition Publisher: Pearson

**References**
SPECIALISATION: MARKETING MANAGEMENT

MB 841 MARKETING METRICS

Prerequisites / Co-requisites: Marketing Management, Marketing research

Course Objectives
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.

Course Content
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, Break even 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 Books

References
2. Kumar, V. Profitable customer engagement: Concept, metrics and strategies. SAGE Publications India (2013)
3. Other Reading materials of relevant articles from the international marketing journals.
MB 842  CONSUMER BEHAVIOUR

Prerequisites / Co-requisites: Nil

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

Course Content
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

References
Prerequisites / Co-requisites: Nil

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

Course Content

Unit I Introduction to 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 centres, 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

References
Prerequisites / Co-requisites: Nil

Course Objectives
The course offers the basic concept of business marketing with respect to customer value management with several application areas.

Course Content
Unit 1: Business Market Environment:

Unit 2: Appreciating Value:

Unit3: Creating Value:

Unit4: Delivering Value:

Unit 5: Application Area:
Marketing Business related to Standard Industrial Products and Services, Fabricated Industrial Products, Capital Equipments and Services.

Text Books

References
MB 845  INTERNATIONAL MARKETING

Prerequisites / Co-requisites : Nil

Course Objectives
To understand the context of international marketing

Course Content
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 ntice Hall Transaction between Exporter & Importer etc.

Text Books

References
Prerequisites / Co-requisites: Marketing Management

Course Objectives
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, and Classification of services, Barriers and issues in Services Marketing in the Indian context.

Unit II Customer Focus

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 Books

References
5. Research Articles in services marketing from international and national reputed refereed marketing journals
Prerequisites / Co-requisites: Nil

Course 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.

Course Content
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

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

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

References
1. Parameswaran, Brand building advertising: concepts and cases, Tata Mcgraw Hill, New Delhi.
MB 848 RETAIL MANAGEMENT

Prerequisites / Co-requisites: Nil

Course Objectives
To introduce the participants to the organized retail industry and to provide them with an overall view of the retail environment and the real life exposure with case studies from international retailers.

Course Content
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

Unit III Retail Operations

Unit IV Retail marketing mix

Unit V Non store retailing

Text Books

References
Prerequisites / Co-requisites: Nil

Course Objectives
To expose the participants to the field sales environment and to teach them the tactics and case studies for a career in sales.

Course Content

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

References
MB 850 STRATEGIC BRAND MANAGEMENT

Prerequisites / Co-requisites: Nil

Course Objectives
To explore the various aspects related to Product and Brand Management and to enhance the understanding for decision making.

Course Content
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

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 Books

References
MB 851 STRATEGIC MARKETING

Prerequisites / Co-requisites: Marketing Management

Course Objectives
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.

Course Content
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: Portfolio 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 Books
2. Business Articles on various dimensions of strategy supplied to you during the course.

References
**MB 852 DIGITAL MARKETING**

**Prerequisites / Co-requisites:** Nil

**Course Objectives**
The main goal of the course is to understand and evaluate digital marketing methods and web analytics tools, from a variety of perspectives—as analysts, consumers, entrepreneurs, and investor.

**Course Content**

**Unit 1 Introduction To Digital Marketing**
Introduction to digital marketing—Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Multimedia Marketing, Mobile Marketing, Affiliate Marketing and Video Marketing. Introduction to web analytics.

**Unit 2 Search Engine Marketing, Online Advertising and Email Marketing**
Search Engine marketing—Understanding Search Engine Marketing, Essential Search Engine Optimization, Advanced SEO Techniques and Tracking Search Performance. Online advertising—Understanding Online Advertising, Pay-per-Click Advertising, Display Advertising and Tracking Ad Performance. Email marketing—Understanding Email Marketing, Building Email Mailing Lists, Developing an Email Marketing Campaign and Tracking Email Marketing Performance.

**Unit 3 Social Media Marketing, Blog Marketing and Multimedia Marketing**

**Unit 4 Mobile Marketing, Affiliate Marketing and Video Marketing**
Mobile marketing—Understanding Mobile Marketing, Designing a Mobile-Friendly Website, Advertising on Mobile Devices, Marketing via Mobile Apps and Tracking Mobile Marketing Performance. Affiliate marketing—The building blocks of affiliate marketing, Tools of the trade and Setting up a campaign. Video marketing—Video content strategy, Video production step by step, Video promotion and tool used in video marketing.

**Unit 5 Web Analytics**
Introduction to web analytics—Competitive Intelligence and Web 2.0 Analytics, Defining Site Goals, KPIs, and Key Metrics, Clickstream Analysis, Measuring Success, Competitive Intelligence Analysis, Emerging Analytics: Social, Mobile, and Video, Optimal Solutions for Hidden Web Analytics Traps, Site Optimization and advance web analytics concepts.

**Text Books**
3. Stokes, Rob and the Minds of Quirk, *eMarketing: The essential guide to*
marketing in a digital world, Quirk Education (Pty.) Ltd., 5th edition, 2013


References
Prerequisites / Co-requisites
This course is self-contained and has no prerequisites. That said, students with some background in business, industrial design, psychology, or neuroscience are likely to find the material covered in this course complementary to the knowledge they already have.

Course Objectives
The course aims to explain the
Brain anatomy and functionality (neuroanatomy and neurophysiology) and techniques used to register human brain activity.
Economic behavior mediated by cognition and related neural systems.
How scientific discoveries can guide models of economics, and how to apply modern neuroscience to understand consumer behavior.
Current applications of neuroscience to consumer research through actual consumer neurosciences companies and cases.

Course Content
Unit I
Combining consumer behavior & neuroscience. The evolution/neuroanatomical perspective. The psychological/behavioral and innovation/product development perspective. Behavioral models & measures (judgments, choices, decision times, errors). Innovation and evaluating ideas for new products, including trial/repeat studies/models for new products.

Unit II
The measurement/computational perspective. Physiological (eye movements, pupil size, skin conductance, heart rate) and neural measurement (EEG, PET, fMRI, single cell recordings) procedures; neuroscience & commercial marketing research

Unit III
The visual system, including the eye, retina, midbrain, visual cortex, and related association areas; visual attention, including goal-directed and stimulus-driven pathways in the parietal and frontal lobes; locating and identifying objects.

Unit IV
Transduction by sense organs, primary brain structures, and the role of experience/learning for hearing, taste, smell, skin sensations, and pain; muscle movements, reflexes, skilled movements; sensory restoration/enhancement & prosthetics.

Unit V
Amygdala, hippocampus, cingulate, orbitofrontal cortex, hypothalamus; intensity and valence of emotion; measures of emotion. Hierarchy of effects models; evaluative conditioning; neural correlates of brand preferences and brand loyalty.

Text Books

References
Journal of Marketing Research Special Issue on Neuroscience and Marketing
MB 871 ADVANCED MATERIALS MANAGEMENT

Prerequisites / Co-requisites: Nil

Course Objectives
To create an understanding about the principles of inventory and material management

Course Content
Unit I
The role of Materials Management in Business - Purchasing - Its Role in Business - Purchasing & Quality Sources of Supply.

Unit II

Unit III

Unit IV
Stores and Transportation. Stores Management - Insurance - Sales Tax - Transportation - Marine Insurance

Unit V
Policies - Standards and practices - Procedures.

Text Books
MB 872 ADVANCED OPERATIONS RESEARCH

Prerequisites / Co-requisites: Nil

Course Objectives
To create an understanding on advanced operational techniques in operations management

Course Content
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
Nonlinear programming constrained-unconstrained-problems LaGrange multiplier Khun tucker condition Wolf’s modified simplex method.

Unit V
Simulation of Inventory-During Investment-maintenance problem-Goal programming model formulation solution by graph and simplex method.

Text Books
Prerequisites / Co-requisites: Nil

Course Objectives
To create an understanding about the creativity, innovation and managing uncertainty in organisation.

Course Content
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 released to Managing Technocrats and scientists, Group dynamics, Training, Motivation, Communication, and MIS for R & D.

Text Books
Prerequisites / Co-requisites : Nil

Course Objectives
To create an understanding about the concepts of logistics and distribution management and their applications in the real situation.

Course Content

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, Modelling 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
Prerequisites / Co-requisites: Nil

Course Objectives
To help the student know about the production planning process and control in the organisation

Course Content
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

Unit V
Process Planning - Group Technology - Classification and coding systems for process planning - Expediting and monitoring

Text Books
MB 876 TECHNOLOGY FORECASTING

Prerequisites / Co-requisites: Nil

Course Objectives
To create an understanding about technology management and decision forecasting

Course Content
Unit I Introduction
Introduction: Importance of Technology Forecasting, Foresting 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

Unit IV Forecast Impact on Decision Making
Forecast Impact On Decision Making: Forecasting uses through cases.

Unit V Assessment to Manage Technological Change

Text Books
MB 877 MANUFACTURING STRATEGY

Prerequisites / Co-requisites: Nil

Course Objectives
To create an understanding about the concepts and principles of strategies of manufacturing

Course Content
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

Unit V
Interface of marketing and manufacturing, Make or buy- Outsourcing, global manufacturing, and global distribution.

Text Books
MB 878 SERVICE OPERATIONS MANAGEMENT

Prerequisites / Co-requisites : Nil

Course Objectives
To create an understanding on different service operations methods practiced in operations management

Course Content
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

Unit V
Performance measurement and management- Linking operations decisions to business performance, Driving operational improvement, developing service strategy.

Text Books
MB 879 TECHNOLOGY MANAGEMENT

Prerequisites / Co-requisites : Nil

Course Objectives
To introduce the students to the latest developments in managing technology including various techniques, evaluation methods and intellectual property rights.

Course Content
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 books

References
Prerequisites / Co-requisites : Nil

Course Objective
To provide insights to the spirit of TPS and the process involved in a Lean Journey

Course Content
Unit I Toyota Production System
TPS & Lean Foundation: History of Manufacturing - Introduction to The Toyota Way - Lean Thinking

Unit II Value Chain and Value stream mapping
Define Value: Value vs Waste - The 3 M’s - Identify Value Stream: Value Stream Mapping - Lean Diagnostic Tools

UNIT III Lean Concepts - I

Unit IV Lean Concepts - II
Sustain Flow – Problem Solving: Problem solving journey – Jidoka & poka yoke,
Sustain Flow – Equipment Reliability: Autonomous Maintenance - Planned Maintenance

Unit V Standardization and Continual Improvement

Text Books

References
SPECIALISATION: GENERAL MANAGEMENT

MB 891 INTELLECTUAL PROPERTY RIGHTS MANAGEMENT

Prerequisites / Co-requisites: Nil

Course Objectives
To introduce the students to the concepts, practices, methods, management and valuation of IPRs.

Course Content
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 Books

References
MB 892 ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

Prerequisites / Co-requisites : Nil

Course Objectives
To introduce the students to the nature and importance of entrepreneurship, new venture creation and other aspects in managing entrepreneurial ventures

Course Content
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
MB 893 INFORMATION AND INTERNET ECONOMICS

Prerequisites / Co-requisites: Nil

Course 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.

Course Content
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
MB 894 International Business and Strategy

Prerequisites / Co-requisites : Nil

Course Objectives
This course is designed to deliver a big-picture approach and introduces the field of International business strategy, strategic analysis, and development at a global level.

Course Content

Unit 2: Designing Global Strategy and Organization

Unit 3: Global Strategic Development

Unit 4: Subsidiary and Headquarter Level Strategy

Unit 5: Global Strategic Implementation and Control

Text Books
MB 895 DESIGN THINKING AND BUSINESS INNOVATION

Prerequisites / Co-requisites : Nil

Course Objectives
The primary objective of the course is to help students develop creative thinking skills-key to innovation. These include the ability to gain deep insights about users (the core of design thinking), to define and reframe problems, and to generate solutions or alternative approaches that are more effective than those that already exist.

Course Content
UNIT 1: An Introduction to the Innovation Process
Define creativity and its role in innovation-overview of the innovation process-individual affective characteristics- Types of innovation- critical dimensions of successful innovation-barrier to innovation

UNIT 2: Human-Centered Design & Achieving Deep Customer Understanding
Identify and understand what customers -target users- techniques for achieving deep customer understanding.

UNIT 3: Identifying Opportunity Areas: Problem Framing & Definition
Framing-a powerful cognitive mechanism- problem frames and informed by insights - Deep Customer Understanding, reshape problem frames to open up new paths for thinking, redefine problems, and identify areas of opportunity.

UNIT 4: Idea Generation & Concept Development
Approaches to innovative thinking and techniques for idea generation - Facilitating originality- Nominal Group Technique, Round Robin, and Creative Matrix-Systematic Inventive Thinking (SIT) approach and its tools. Role of prototyping, experimenting, and iteration play in the development of ideas-Reliability versus Validity

UNIT 5: Implementation & Managing Innovation
Approaches for thinking creatively (and strategically) about implementing ideas-approaches to taking innovative ideas to the marketplace. Business Creativity within strategic boundaries

References
2. Thomas Lockwood, Design Thinking- Integrating Innovation, Customer Experience and Brand Value, Design Management Institute, (2009)