SYLLABUS

FOR

CREDIT BASED CURRICULUM

(2013 – 2014)
Objective of the Programme:

This programme is structured to enable undergraduate students of any discipline to evolve as Masters in Management. The programme imparts general management concepts and learning in functional areas such as Marketing, Finance, Human Resources, Technology & Operations, BA & ITC and Business analytics. The programme also provides development of comprehensive knowledge and skills to manage businesses in the emerging environment.
**MBA PROGRAMME 2013-14**

Total minimum credits required for completing the course is 73
(2 Credits are allocated for every three hours of Lecture as the entire course is delivered in 30 hours)

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## SPECIALIZATIONS

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### TECHNOLOGY & OPERATIONS MANAGEMENT

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## GENERAL MANAGEMENT

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

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

Unit II Probability Distributions
Binomial, Poisson and Normal - Decision Making under certainty, uncertainty and Risk

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

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

Unit V Non Parametric methods

TEXT / REFERENCES:
MB 702 INFORMATION MANAGEMENT

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

Unit-I: IT Infrastructure

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:

Reference Books:
MB 703 FUNDAMENTALS OF FINANCIAL ACCOUNTING

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

OUTCOMES:
After completing this Course the students will be Conversant with:
- Accounting Concepts
- Accounting Equation
- Rules of Accounting
- Recording the transactions
- Adjusting & Rectifying the books
- Preparation of Financial Statements

Unit I Introduction to Accounting

Unit II Accounting Process
Analyzing transactions - Recording transactions - Posting to ledger - Balancing the accounts - Preparing Trial Balance

Unit III Finalization of Accounts
Rectifying the erroneous entries - Journalizing adjustment entries - Preparing Adjusted Trial Balance - Passing the closing or transfer entries - Preparing financial statements

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

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

TEXTBOOKS:
REFERENCES:
MB 704 MARKETING MANAGEMENT - CONCEPTS AND DESIGN

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

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

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

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

Unit IV New Market Offerings

Unit V Marketing Strategies

TEXT BOOKS
5. R.S.N. Pillai and Bagavathi, Modern Marketing, S. Chand, New Delhi.

REFERENCE BOOKS
1. Kotler Philip, ‘Marketing Management’, Pearson Education, New Delhi,
MB 705 MICRO ECONOMICS

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

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

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

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

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

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

TEXT BOOKS:

REFERENCE BOOKS:
MB 706 MANAGING PEOPLE IN ORGANIZATIONS

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

Unit I Conceptual framework for OB

Unit II Individual dimension of OB

Unit III Behavioral Management

Unit IV Group dimensions of OB

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

TEXT BOOKS:
MB 707 BUSINESS COMMUNICATION-I

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

OUTCOME:
The Course will enable the students to:
1. Know the dynamics of communication in the business world
2. Practice the different tools of communication
3. Enable them to speak effectively suited to the situation
4. Improve their competence in English

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

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

Unit III Written Communication

Unit IV Business Language

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:
2. Communication for Business: Shirley Taylor Longman 2000
OBJECTIVES
To enable students to critically analyze corporate financial statements, provide practical knowledge of Computerized Accounting System and explain the external financial reporting process

PREREQUISITE: Fundamentals of Financial Accounting

OUTCOMES
Upon completion of this course, students should be able to:
2. Interpret and communicate financial information to different user groups.

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

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

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

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

Unit V Financial Reporting

TEXT BOOKS

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

Unit I Management accounting

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

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

Unit IV Costing methods
Job costing, Batch costing, Contract costing, Process costing, joint products & bye products costing.

Unit V Costing techniques

TEXTBOOKS:

REFERENCE BOOKS:
MB 713 OPERATIONS RESEARCH

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

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

Unit II Transportation & Assignment problems

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

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

Unit V Dynamic Programming & Non — Linear Programming

TEXT BOOKS:

REFERENCE BOOKS:
OBJECTIVES

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

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

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

Unit III

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

TEXT/REFERENCE BOOKS:


Note:
Ordering of contents in the third and fourth units.
Topics like Economic Globalization and Trade Regulation and promotion included.
FERA and COFEPOSA acts were removed.
MB 715 ORGANISATIONAL STRUCTURES AND DESIGN

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

Unit I Introduction to Organizations and organization theory
Organisations as systems, Dimensions of organisational Design, The evolution of organisational Theory and Design, Role of organization theory and design

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

Unit III Open system design element
The environmental domains, inter organisational relationships, organisational level manufacturing technology, organisational level service technology

Unit IV Organizational transformation
Organisation size, life cycle and control

Unit V Managing Dynamic process
Organisational culture and ethical values, contemporary trends in organization design

TEXT BOOK

REFERENCE BOOKS
MB 716 MARKETING MANAGEMENT – PLANNING & CONTROL

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

Unit I: Product

Unit II: Place

Unit III: Promotion
Elements, Integrated Marketing Communication, Advertising, Personal selling and Sales Management, Sales Promotions, Publicity, Public Relations,

Unit IV: Price

Unit V: Marketing Dashboard

TEXT BOOKS:

MB 721 FINANCIAL MANAGEMENT

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

Unit I  Introduction

Unit IIi  Financial Statement Analysis
Financial statement analysis-Break even analysis –Employment of these concepts for managerial decisions.

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

Unit IV Financing and Dividend Decisions

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

TEXT BOOKS:

REFERENCE BOOKS:
MB 722 PRODUCTION & OPERATIONS MANAGEMENT

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

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:

REFERENCE BOOKS:
MB 723 HUMAN RESOURCE MANAGEMENT

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

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

Unit II Pre selection and selection process

Unit III HRD

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
1. Cary dessler “Human resources Management” Printia Hall of India
OBJECTIVE
To provide a comprehensive knowledge and understanding of how IT is linked with business strategy and functional strategies

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

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

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

Unit IV Managing portfolio of IT projects:
Sources of implementation risk, Project categories and Degree of risk, Project management – A contingency approach – Evaluating strategic benefits of IT– Cases.

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

TEXT BOOK:

REFERENCE BOOKS:
1. Hanschke, Strategic IT Management, Springer Verlag, 2012
OBJECTIVE
This course deals with making marketing decisions based on fundamental concepts of research methods with applications.

Unit 1: The Basics of Marketing Research:

Unit 2: Ancillary Issues:
Sampling, Structured Interview, Self-completion questionnaires, Structured Observations, Content Analysis, Secondary analysis and Official statistics data sources.

Unit 3: Quantitative data Analysis:
Univariate, Bivariate and Multivariate analysis.

Unit 4: Qualitative research:
Ethnography and Participant Observation, Interviews in Qualitative research. Focus Group, Languages in qualitative research, Qualitative data analysis. Computer-assistant qualitative data analysis

Unit 5: Mixed approaches:
Hybrid method of quantitative and qualitative, e-research, writing up research results and ethnography.

TEXT BOOKS:

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

Unit 1: Overview of Business Policy and Strategic Formulation:

Unit 2: Analyzing the Resources and Environment:
The Resources Based View Model, The Structure-Conduct-Performance Model, The Five Force Model, Strategic Group Analysis,

Unit 3: Strategic Alternatives:

Unit 4: Strategic Choice and Activating Strategy:

Unit 5: Strategic Evaluation:
Strategic and Operational Control, Techniques.

TEXT BOOKS
MB732 PRODUCTION PLANNING & CONTROL OF OPERATIONS

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

Unit I Introduction to production planning
Time Series Analysis. Function of Production Planning and Control.

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

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

Unit IV Introduction to Inventory control
Inventory Control - Deterministic models - Probabilistic models.

Unit V Maintenance and replacement

TEXT BOOKS:

REFERENCE BOOKS:
MB 733 SUPPLY CHAIN MANAGEMENT

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

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

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

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

Unit IV Designing and planning transportation networks
Distribution Management: Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure, vehicle routing problem. Facilities decisions in a supply chain. Mathematical foundations of distribution management, Supply chain facility layout and capacity planning.

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

TEXT BOOKS:
REFERENCES:
1. The Wall Street Journal
2. Business Week
3. Journal of Business Logistics
4. Supply Chain Management Review
5. Harvard Business Review
MB 741 PROJECT SYSTEMS MANAGEMENT

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

Unit I Project Systems Management concepts

Unit II Project Feasibility Analysis

Unit III Net Work Techniques
PERT- GERT- LOB - GAN - Time Cost Trade off and Crashing Procedure — Multi Project Scheduling with limited resources

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

Unit V Project Environment

TEXT BOOKS:

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

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

Unit II Continuous Improvement
Benchmarking - Quality Costs - Quality Audits - Product, Process and System - Supplier

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

Unit IV Business Excellence
Business Excellence Awards (EFQM, Deming, Malcolm Balridge), Indian Quality Awards and

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

TEXT BOOKS
  1. Dale H. Besterfield, Carol Besterfield, Glen H Besterfield and Mary Besterfield, Total
     Quality Management, Pearson, New Delhi.

REFERENCE BOOKS
MB 743 BUSINESS LAW

OBJECTIVES:

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


TEXT BOOKS:

REFERENCES:
OBJECTIVE
To enable the students to gain insights to the entire gamut of financial services sector.

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

Unit II Fund Based Services
Bills discounting — Factoring – Forfaiting - Types- Advantages- Inter Corporate Lending - Money Market systems - Debt instruments

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

Unit IV Refinancing
Refinancing by finance company- schemes — Procedures — Utility

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

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

Unit I Stochastic Models
Stochastic Models for risk and uncertainties in Capital budgeting.

Unit II Corporate Structure
Capital Structure determination - Equity and Debt forms, EM Hypothesis

Unit III Corporate Financing
Corporate financing and market efficiency

Unit IV Leasing
Concepts — Types — Lease Evaluation and Accounting — Lease rentals — Legal Aspects

Unit V Mergers And Amalgamation

TEXT BOOKS:

REFERENCE BOOK:
MB 763 FINANCIAL DERIVATIVES

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

OUTCOMES:
Upon completion of this course, students should be able to:
1. Understand the structural differences among derivative instruments.
2. Understand how derivatives are traded in exchanges and/or OTC markets.
3. Price derivative securities with different pricing models.
4. Use Derivatives for hedging and/or speculation purposes.

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

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

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

Unit IV Options

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

TEXT BOOKS:

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

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

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

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

Unit IV Financial Services
Merchant banking services- Mutual funds- Bill discounting – Factoring- Venture capital - Leasing Hire Purchase

Unit V Financial Services (Contd.)
Non fund based financial services, - Credit cards- Insurance- Pension- Micro Finance- Depositories and custodians -Credit rating,-Securitization -Stock exchanges and their functioning

TEXT BOOKS:
OBJECTIVES:
To provide basic understanding of Insurance Industry, Products, Agency and Regulations and offer insights into Provident Fund and pension schemes

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

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

Unit III Insurance Products
Life insurance products-options, guarantees and 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:

REFERENCE BOOKS:
1. IRDA Guidelines, 2008
2. Course material from RNIS College of Insurance, Chennai-28
OBJECTIVE:
The focus is on the multi-faceted areas of investment banking, including the role of investment bankers and services offered, prevailing legal and industry framework in which investment banking operates and also provide conceptual understanding of the global and Indian Investment Banking process

Unit I Investment Banking Paradigm

Unit II Issue Management

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

Unit IV International Financial Instruments

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

TEXT BOOKS:

REFERENCE:
1. SEBI Guidelines, Taxmann’s Publications, 2008
OBJECTIVE:
To impart necessary knowledge and skill in building and maintaining a financial portfolio in the securities market

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

Unit II Security analysis – (Nonfinancial)
Internal value and market value of various securities - Internal value and market value of firm - Economic analysis – Industry analysis

Unit III Security analysis- (Financial)
Company analysis - Financial Statement analysis — projecting earnings under stable as well as dynamic conditions - risk and return factors.

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

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

TEXT BOOKS:

REFERENCE BOOK:
OBJECTIVE
To familiarize students with the methods and techniques of cost ascertainment, budgeting and implement the appropriate strategy in decision making

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

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

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

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

Unit V Cost Analysis
Capital budgeting and cost analysis- management control and transfer pricing- performance measurement.

TEX BOOK:

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

Unit I General Principles
General principles guiding and direct and indirect taxes- Personal Income Tax

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

Unit III Corporate Tax Structure
Corporate tax structure - Direct and Indirect Treatment of various items of receipt and payment - Items of deductions

Unit IV Service Tax
Special provisions – Service Tax and Value Added Tax

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

TEXT BOOK:

REFERENCE:
OBJECTION:
To equip the students with necessary knowledge in managing the treasury operations in the organization

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

Unit II – Treasury operations (Short term)

Unit III – Treasury operations (Long term)

Unit IV – Treasury risk management

Unit V – Treasury operation (Forex)

TEXT BOOK:

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

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

Unit II Managing Your Personal Finances
Financial Services: Savings Plans and Payment Accounts; Introduction to Consumer Credit; Choosing a Source of Credit: The Costs of Credit Alternatives

Unit III Making Your Purchasing decisions
Consumer Purchasing Strategies and Legal Protection; The Housing Decision: Factors and Finances

Unit IV Insuring your Resources
Property and Motor Vehicle Insurance; Health, Disability, and Long-Term Care Insurance; Life Insurance

Unit V Investing Your Financial Resources
Investing Fundamentals; Investing in Stocks; Investing in Bonds; Investing in Mutual Funds; Investing in Real Estate and Other Investment Alternatives; Starting Early: Retirement Planning

TEXT BOOK
1. Jack Kapoor, Les Dlabay, Robert J. Hughes, Personal Finance, TMH
2. Jeff Madura, Personal Finance, Pearson education
OBJECTIVE:
The course is focused on behavioral factors influencing financial markets and corporate world. This course targets the link between the peculiarities of human behavior and aspects of financial and investment management, as well as corporate and risk management. In addition, the course puts various “behavioral mechanisms” into more basic psychological framework spanning the mechanisms of information perception, emotions, memory, and attention.

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

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

**TEXT BOOK:**

**REFERENCE BOOKS:**
1. Hersh Shefrin, Behavioural Corporate Finance, Tata Mc Graw Hill Irwin Publishers
OBJECTIVES:
To make the students acquainted with international financial transactions and Operational characteristics of Foreign Exchange Markets and Forex market participants, Regulations, risks and management.

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

Unit II Foreign Exchange Market

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

TEXTBOOK

REFERENCES
1. Adrian Buckley, Essence of International Money,Prentice Hall
MB 774 CORPORATE VALUATION

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

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

Unit II Valuation Analysis

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

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

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

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

Unit I Discovering the Self
Knowing Oneself – preferences, tastes, likes dislikes and values – identification and meaning; Life script analysis, strokes and ego state analysis

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

Unit III Relating to Others
Communication and active listening skills; FIRO – B analysis; Johari window analysis; Conflict management styles and networking

Unit IV Moral Judgment
The question of ethics and moral judgment – exercises and discussions

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

TEXT BOOK: Compiled Reading material provided by the instructor

REFERENCE BOOKS:
3. I’m OK, You’re OK, Thomas Harris
OBJECTIVE:
To help students know about the implications of HR and impact of change in the organisation

Unit I Introduction to managing change
Strategy, change and HR strategies, implementation and impact of change, role of HR strategies in implementing change. Structure and strategic change, HR implications of structural choice and change

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

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

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

Unit V Evaluation and promotion of change

TEXT BOOKS:
OBJECTIVE:
To create an understanding about the different elements of compensation and the techniques of deciding on these elements.

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

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

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

Unit IV Executive and MNC compensation
Executive Compensation. Compensation Systems in Multinational Companies and IT companies including ESOP.

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

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

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

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

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

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

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

TEXT BOOKS:
1. Workplace Counseling, Michael Carroll, Sage Publications, 1999

REFERENCE BOOK:
1. Handbook of counseling at workplace, Michael Carroll
MB 785 ORGANISATIONAL THEORY

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

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

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

Unit III Organization and its environment

Unit IV Organizational transformationa and technology

Unit V Organizational change

TEXT BOOKS:
OBJECTIVE:
To create an understanding on the role of strategic HRD on all the HR activities of an organization

Unit I Changing environment to organization

Unit II Strategic responses of organization
Significance of HRD, HRD and complexities advantage, Business Strategy and HRD Business Policy and HRD, Life Cycle of organizations and HRD, Organisational Performance and HRD.

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

Unit IV Alignment between strategic response and SHRD system
Portfolio related strategic responses and Strategic HRD system, Process related strategic responses and Strategic HRD system, and Structure related strategic responses and Strategic HRD system.

Unit V Strategic response and SHRD system - application
Profile of study organization, strategic responses of study organizations, Strategic HRD system in study organizations, relationship between practices and facilitator, alignment between responses and Strategic HRD systems, blocks of alignment and their solutions.

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

Unit I Analysis

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

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

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

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

TEXT BOOK:
1. Donald J Ford, “Bottom Line Training”, PHI.

REFERENCE BOOK:
OBJECTIVE:
To equip the students with necessary knowledge to manage the talents as a super keeper in the organization.

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

Unit II Developing the building blocks of talent management
Talent acquisition- e-Recruitment systems and how to evaluate and screen electronic resumes and applications for the best Talent while conforming to the legal issues in the hiring process.

Unit III Talent planning

Unit IV Coaching, training and development

Unit V Using information technology to support a TM system

TEXT BOOKS:

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

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

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

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

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

Unit V People aspect of KM
Managing effective knowledge sharing- rewards and recognitions- change management- creating knowledge sharing culture- continuous improvement- case studies.

TEXT BOOK:

REFERENCE BOOK:
2. HBR on Knowledge Management, Peter Drucker, Harvard University Press, 1995
OBJECTIVE
To create an understanding on legislations of industrial relations and labour laws

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

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

Unit III

Unit IV

Unit V

TEXT BOOKS :

REFERENCE BOOKS:
1. Dynamics of Industrial Relations by Mamoria & Mamoria – Publisher: Himalaya Publishing House.
3. Industrial Relations by C. S. Venkata Ratnam – Publisher: Oxford University Press
OBJECTIVE:
To provide the knowledge and necessary skills for carrying out business analysis and provide business value through IT

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 requirements signoff.

Unit IV BA Techniques and competencies

TEXT BOOKS:

REFERENCES BOOKS:
MB 802 BUSINESS ANALYSIS & IT CONSULTING IN BANKING AND FINANCIAL SERVICES

OBJECTIVE

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

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

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

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

4. IT in Clearing and Settlement
Custody, Securities market place, Trading and Settlement, Asset Servicing- Trading, Clearing, Settlement

5. IT in Risk Management and Corporate Services
Concept of risk, Types of risk, Risk Management, Benefits of Corporate Administration

TEXT BOOKS
1. L. Harris, Trading and Exchanges: Market Microstructure by Oxford University Press, 2008

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

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

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

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

Unit III IT in Merchandizing
IT applications in 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:

REFERENCE BOOKS:
MB 804 BUSINESS ANALYSIS & ITC IN MANUFACTURING

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

Pre requisite: Introduction to Business Analysis & IT Consulting

Unit I IT in manufacturing:

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:

REFERENCE BOOKS:
MB 805 SYSTEMS ANALYSIS & DESIGN AND CASE

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

Unit I Structured Analysis & Design

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:

REFERENCE BOOK:
2. User Manuals of Rational Enterprise Suite (CASE)
MB 806 SOFTWARE PROJECT MANAGEMENT

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

Unit I SPM concepts

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

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

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

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

TEXT / REFERENCES:
MB 807 SOFTWARE QUALITY MANAGEMENT

Prerequisites: Systems Analysis Design, Software Project Management

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

Unit I Quality Principles and Concepts

Unit II Quality Baselines (Assessments and Models)

Unit III Quality Planning

Unit IV Quality Control Practices

Unit V Internal Control and Security

TEXT BOOK:

REFERENCE BOOK:
OBJECTIVE:
To help the students enrich their knowledge on analytical tools and techniques.

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

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

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

Unit III Discriminant Analysis – I

Unit IV Discriminant Analysis – II
The K groups problem, Error rate estimate in multiple groups, Interpretation of multiple discriminant analysis solution.

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

TEXT BOOK:

REFERENCE BOOK:
MB 822 ADVANCED DATA ANALYTICS

OBJECTIVE:
To help students enhance the analytical skills by imparting varied analytical techniques and its applications
The course is application based. SPSS or SAS package will be used for applications and analysis part. The weightage for theory is 50% and 50% for exercises through SPSS or SAS exercises.

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

Unit II Canonical Correlation Analysis
Establishment of canonical variables, establishment of canonical loading and its interpretation, deriving cross loading and redundancy co-efficient and their interpretation.

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

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

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

TEXT BOOK:

REFERENCE BOOK:
MB 823 DATA MINING TECHNIQUES

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

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

Unit II Classification and Prediction

Unit III Clustering

Unit IV ANN and applications

Unit V Text (unstructured) Mining

TEXT /REFERENCES:
MB 824 INTRODUCTION TO BUSINESS ANALYTICS

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

Pre requisite: Basic Data Analytics

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

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

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

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

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

TEXT BOOKS:

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

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

Prerequisites: Basic Data Analytics, Introduction to Business Analytics

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

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

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

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

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

TEXT BOOK:

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

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

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

Unit III Risk Management
Risk management- Managing credit risk, managing operational risk, managing market risk, insurance

Unit IV Risk in Instruments
Tools for risk management – Derivatives, combinations of derivative instruments, Neutral and volatile strategies, credit derivatives, credit ratings, swaps

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

TEXT BOOKS
1. Financial Risk Management by Dun & Bradstreet, TMH
2. Risk management and Financial Institutions by John C Hull, Pearson
3. Strategic Risk Taking by Aswath Damodharan, Pearson
OBJECTIVE
To provide the knowledge and necessary skills for carrying out job roles in the domain of HR analytics
Prerequisites: Basic Data Analytics, Introduction to Business Analytics

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

Unit II Employee Engagement Measurement Process:
Attracting, motivating and retaining people Organization Gap and Alignment Analytics. Process to assess and prioritize organization gaps and identify alignment opportunities. HR Alignment Inventory. Developing performance metrics/Predicting future ‘performance’ Developing metrics to capture the fallouts of HR Policies

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

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

Unit V Program Evaluation and Return-On-Investment Analysis:
Applied research for data-driven organization change and improvement using sophisticated HR analysis and metrics. Clarifying HR issues and drive focused, systematic organization change. Evaluating critical HR initiatives and/or business objectives. Make program improvements and shifts.

TEXT BOOK:

REFERENCE BOOK:
OBJECTIVE

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

Prerequisites: Basic Data Analytics, Introduction to Business Analytics

Unit I Click stream Analytics
Search analytics- Engagement quantification frameworks -Anonymous vs registered users analysis-Search engine optimization.

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

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

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

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

TEXT BOOK:

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

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

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

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

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

Unit V Models for Strategic Decision Making
Market entry and exit decisions, PIMS: shared experience models, product portfolio models: BCG, GE etc., financial models, analytical hierarchy process.

TEXT BOOK:

REFERENCE:


7. Other articles as and when updated in the marketing engineering website and other research articles appropriate for this.

8. Software help from the website hosted for Marketing Engineering by the text book authors.

9. Technical Notes for each analytical tools provided by the authors of Marketing Engineering book.
MB 830 ANALYTICS FOR STRATEGIC MARKET IMPLEMENTATION

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

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

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

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

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

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

TEXT BOOK:

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

Pre requisite: Basic Data Analytics, Introduction to Business Analytics

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

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

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

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

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

TEXTBOOKS:
   J. Liebowitz, Big Data and Business Analytics, CRC Press, 2013
3. J. Stanton, Introduction to Data Science, Syracuse University, 2013

REFERENCES:
4. Franks, Taming the Big Data Tidal Wave, John Weily & Sons, 2013
SPECIALISATION – MARKETING MANAGEMENT

MB 841 MARKETING METRICS

Pre requisite: Marketing Management, marketing research

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

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

Unit II Margins & Profits and Customer Profitability
Selling Price, variable cost, average variable cost, market spending, Breakeven point and Target volume, customer, recency, retention, customer life time value, prospect life time value, acquisition versus retention spending.

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

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

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

TEXT BOOK:

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

**MB 842 CONSUMER BEHAVIOUR**

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

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

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

**Unit III External Influences**
Culture and Consumer Behaviour - Role of Family – References group: Role of Celebrities - Opinion leadership.

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

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

**TEXT BOOKS:**

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

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

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

Unit III CRM analytics
Data Mining and Data Warehousing - Real-world applications.

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

Unit V Implications – for organizations and the future
CRM implementation and effectiveness – Management of Relationships

TEXT BOOKS:

REFERENCE BOOKS:
1. Stanley A. Brown – Customer Relationship Management – PricewaterhouseCoopers
2. Green – CRM at the speed of light – Tata Mcgraw Hill
OBJECTIVE:
To introduce the students to direct marketing approaches, strategies and direct marketing methods to ensure successful implementation in their career.

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

Unit II Approaches and techniques
Introduction-process: developing, utilizing and enhancing-privacy and maintenance of database. Mailing list-Approaches, techniques and types-rental list: practice procedure and characteristics. Customer and prospect list-List brokers, compliers and managers.

Unit III Strategies
Developing a positioning strategy-creative strategy development-creative strategy management-managing the creative process-copy appeals-Guidelines to create good copy-strategic writing-Improving the mailing package.

Unit IV Types of Direct marketing

Unit V Present and future implications
Managing the lead generation program-DM profitability-DM testing and experimentation-DM research and its future.

TEXT BOOKS
Objective: The course offers the basic concept of business marketing with respect to customer value management with several application areas.

Unit 1: Business Market Environment:

Unit 2: Appreciating Value:

Unit 3: Creating Value:

Unit 4: Delivering Value:
Gaining Customers: Prospecting new business relationship, sustaining reseller’s partnership, sustaining customer relationship.

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

TEXT BOOKS

MB 846 INTERNATIONAL MARKETING

OBJECTIVE
To understand the context of international marketing

Unit I Introduction
The concept and the need for international marketing - the nature, scope and variety of international markets. International market Vs Local Markets, differences & Similarities.

Unit II Trade Groups
Trade groups, international regulations, trade bodies & organisations like IMF, World Bank & Conferences eg. GATT, UNCTAD, their impact on world trade Euro-dollar & Petro Dollar Market. Exchange rate fluctuations, Imports, Exports- evaluate

Unit III Opportunities in International markets
Approaching opportunities & risks in international market, foreign market channels, export potential of various regions like America, Europe, Africa etc. Marketing Research in International Markets.

Unit IV Planning, development and marketing
Product planning and development of product to suit international market, Marketing intelligence, product features like utility, packaging, finish, other attributes for global markets, pricing decisions.

Unit V Regulations and Procedures
Export process, L/C, policies of ECGC, Technology transfer regulation, investment regulations like FERA, Exchange regulation with countries. Documentation, QC requirements, procedure for Central Excise, Customs, Shipment, duty drawback procedures to claim cash assistance, Export House concept etc. Hall Transaction between Exporter & Importer etc.

TEXT BOOKS:
MB 847 RURAL MARKETING

OBJECTIVE
To understand the unique characteristics and strategies in rural marketing.

Unit I Importance of rural markets
Agriculture marketing Definition, Scope-Importance of Agricultural sector for the National economy. Impact of Green revolution and upcoming of industries in rural and backward areas and the resultant impact on rural marketing.

Unit II Characteristics and features

Unit III PEST factors in rural marketing

Unit IV Problems and Challenges
Problems and Challenges of Rural marketing -Communications, Transportation and Purchasing Power. Marketing of Consumer Products and Consumer Durable in rural set up.

TEXT BOOKS:
MB 848 SERVICES MARKETING

OBJECTIVE:
The course is to help students succeed in their potential roles as executives of service-producing organizations and to encourage students to adopt a constructive, critical posture as customers of service organizations.

Unit I Services Marketing
Services Marketing – Nature, Need, Classification of services, Barriers and issues in Services Marketing in the Indian context.

Unit II Customer Focus

Unit III Creating Value in Competitive Market
Positioning, Service Development and designing services, Service Blue Printing, Quality Function Deployment, adding value, Physical evidence and services cape

Unit IV Delivering and Performing Service
Pricing strategies for services, creating and managing service delivery, Balancing demand and capacity, waiting lines and reservation.

Unit V Managing Service Promises
Integrated services marketing communication, Services advertising strategies, integrated model of services quality

TEXT BOOK:

REFERENCES:
5. Research Articles in services marketing from international and national reputed refereed marketing journals
OBJECTIVES
To provide an understanding of the basic principles of campaign planning and execution. To develop a managerial perspective and an informed decision-making ability to handle promotional situations.

Unit I Introduction
Concept and definition of advertisement - Importance - Objectives - Communication mix - Advertising and Publicity - Classification of advertising - Social and Economic Implications of Advertisements - Benefits of advertising.

Unit II Campaign Planning

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:

REFERENCE BOOKS
1. Parameswaran, Brand building advertising: concepts and cases, Tata Mcgraw Hill, New Delhi.
MB 850 DISTRIBUTION MANAGEMENT

OBJECTIVES:
To understand the nature, importance and characteristics of channel management

Unit I  Concept
Marketing channels — Structures, flows and functions. Conceptual understanding of channel management. Market logistics and logistics objectives and decisions.

Unit II Customer driven distribution system
Customer service levels, Designing customer driven distribution system - Assess opportunities - evaluate the alternatives (Direct vs. Indirect), design optimal channels, Managing Hybrid System

Unit III Factors selecting in channel partners
Factors in selecting channel partners – Types of channel partners: C&F agent, Wholesaler/dealer, Retailer, Agents, Stockiest, Brokers, VARs, Stocking agents – Selection of Channel partners, Related Strategic issues.

Unit IV Conflict management
Channel conflicts and cooperation, conflict management techniques, channel policies.

Unit V Cost and risk factors
DCA: Cost of Distribution, impact on profit, concept of total cost analysis, cost of providing customer service, principles of distribution costing, customer profitability. Risk Analysis: Types of risks, causes of risks and analysis, controlling risk, Minimizing and shifting risk

TEXT BOOKS:
MB 851 RETAIL MANAGEMENT

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.

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:
REFERENCE BOOKS:
MB 852 SALES MANAGEMENT

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

Unit I Introduction to Sales Management
Conceptual understanding of Sales Management, Importance of sales force management in the Indian context. Personal selling process- prospecting, pre approach, approach presentation, convincing the prospect, handling the objection and closing.

Unit II Formulation of Sales Program
Forecasting Sales and Developing Sales Budgets, Designing and organizing Sales Territories.

Unit III Implementation of the Sales Program
Sales organisations, Relations with other departments. Profiling and recruiting sales people, Selecting and hiring applicants.

Unit IV Sales force Recruitment and Selection
Planning, executing and evaluation of sales training programs. Motivating a sales force and Sales force compensation, Sales force expenses and transportation, Sales meeting and Sales contest.

Unit V Evaluation and Control of the Sales Program
Analysis of Sales Volume, Marketing Cost and Profitability Analysis, Evaluating Sales persons performance.

TEXT BOOKS:


REFERENCE BOOKS:

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

Unit I Product Management
Meaning and Types Product - Role of a Product Manager, Responsibilities of a Product/Brand Manager, Product mix decisions.

Unit II Brand Management Concept

Unit III Brand Elements
Crafting of Brand Elements, Creating competitive advantage - Product/Brand Differentiation strategies -Brand Positioning strategies

Unit IV Branding Decisions
Branding Strategies -Brand Portfolio management, Product line and Brand Extension - Role of Brand ambassadors/Celebrities in Brand Building - Co branding - Store brands/Private Labels - Brand Rejuvenation (Re-launch and Re-branding).

Unit V Brand Equity
Creating, managing and measuring Brand Equity - Customer Based Brand Equity model, Integrating Marketing Communication to build brand equity- Managing service Brands - Relevant case studies.

TEXT AND REFERENCE BOOKS:
MB 854 STRATEGIC MARKETING

OBJECTIVE
The students would be able to understand and take two important strategic decisions in marketing, “What market” and “What product”. This subject focuses on the tools and techniques used for taking these two important decisions.

Unit I: Strategic Marketing Decisions
Analytical prerequisites for strategic planning, the nature of strategic planning, Introduction to Strategic Market Planning, Business definition, Briefing of Strategic Market decisions like what product, what market and what is strategy. Core competence

Unit II: Cost Dynamics
Cost Dynamics- Defining the Unit of Analysis Scale and Experience Effect, Sources of the Experience Effect. Steps in analyzing the experience effect. Strategic implications of Prices and experiences. Limitations to Strategy based on Experience or Scale. Practical considerations in using experience curves. Competitive and Industry Analysis

Unit III: 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 BOOK:
2. Business Articles on various dimensions of strategy supplied to you during the course.

REFERENCES:
OBJECTIVE:
To create an understanding about the principles of inventory and material management

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

Unit II

Unit III

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

Unit V
Policies - Standards and practices - Procedures.

TEXT BOOKS :

1. Gopalakrishnan P. & Sundaresan M., ‘Materials Management: An Integrated approach’, TMH. New Delhi,
MB 872 ADVANCED OPERATIONS RESEARCH

Unit I
Sensitivity Analysis of L.P. Integer programming-concept-pure and mixed integer programming-
cutting plane method-Branch and Bound Method

Unit II
Replacement Policy- Gradual failure-sudden failure-individual replacement-Group Replacement

Unit III
Sequencing and scheduling single machine- flow shop-job shop introduction- processing of n
jobs through two machines- processing of n jobs through three, m machines-Processing of two
jobs through m machines.

Unit IV
Non linear programming constrained-unconstrained-problems lagrange multiplier Khun tucker
condition Wolf’s modified simplex method. http://178.1.1.14/Liss/Tamil/Pandiyan.pls

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

TEXT BOOKS :
OBJECTIVE:
To create an understanding about the creativity, innovation and managing uncertainty in organisation.

Unit I Creativity and Innovation
Innovation process-critical function in the Innovation Process-Evolving innovative culture, individual and group creativity, Teams for innovation.

Unit II Managing Uncertainty
Link between Innovation and uncertainty Managing Incremental, breakthrough, and discontinuous innovations, managing streams of innovation across technology Cycles, developing leadership styles and capabilities for managing innovation streams.

Unit III Innovation-Managing the Process
Business Context-Innovation Drives Growth, performance measures for the innovation Engine, single product cash flow, the value of time, key areas of management focus-Executive level objectives-Management objectives within the innovation engine-Decision criteria-Innovation Engine-Innovation as an information process-Element of the innovation system-Critical Success Factors-Single project and Portfolio Management issues-fostering an innovative environment.

Unit IV R&D Management
Product and Technology life cycle, planning, organizing, staffing, scheduling, controlling, budgeting of R & D, Performance evaluation of R & D.

Unit V HR Management in R&D
Issues released to Managing Technocrats and scientists, Group dynamics, Training, Motivation, Communication, and MIS for R & D.

TEXT / REFERENCE BOOKS:
OBJECTIVE

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

Unit I Logistics Management
Definition of logistics and the concepts of logistics. Logistics Activities: Functions of the logistics system – transportation, warehousing, order processing, information handling and procurement.

Unit II Materials Management
Materials management functions and control, inventory management in logistics system, inventory decision-making, MRP, MRP II systems, multi-echelons.

Unit III Distribution Management
Outbound logistics, Facility location, Classical location problems, Strategic planning models for location analysis, location models, multi objective analysis of location models, An Overview Of Traditional Vehicle Routing Problems, Integrated Models Of Location And Routing, Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure.

Unit IV Importance of Logistics
Logistics Customer Service, Modeling logistics systems, Simulation of logistic systems, cost effective distribution strategies, Value of information in logistics, E-logistics, risk pooling effect, International and global issues in logistics, Integrated functional activities in logistics, Role of government in international logistics and Principal characteristics of logistics in various countries and regions

Unit V Logistics in different industries
Third party, and fourth party logistics, Airline Schedule Planning, Railway Networks, Postal services, the maritime industries, health care industry and other service industries

TEXT BOOKS:
MB 875 PRODUCTION PLANNING & CONTROL

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

Unit I
Forecasting - Subjective estimate - survey - Delphi method - Regression models - Single variable model Two variable model -Econometric models - Input-output model.

Unit II
Facilities Decisions - Measuring capacities of facilities - Determining facility needs - Economies of scale.

Unit III
Aggregate Planning: Planning by Trial and error method - Planning by Transportation method – Planning by Linear Programming - Planning by Linear - Decision rule method - Planning by Heuristic method - Planning by Computer search method.

Unit IV

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

TEXT BOOKS:
MB 876 TECHNOLOGY FORECASTING

OBJECTIVE:
To create an understanding about technology management and decision forecasting

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, Envelope 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 BOOK:
1. Alan L. Porter, A. Thomas Roper, Thomas Wimason, Jery Banks, Fredrick A. Rossini
   Forecasting and Management of Technology
MB 877 MANUFACTURING STRATEGY

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

Unit I
Introduction to manufacturing strategy, corporate strategy - Developing a manufacturing strategy: principles and concepts-Order winners and qualifiers

Unit II
Time: the new source of competitive strategy, Gaining competitive advantage- Benchmarking, Lean manufacturing, Quality-Six Sigma, TQM.

Unit III
Focus of manufacturing decisions relating to capability, flexibility, product variety, inventory, supplier relationships.

Unit IV

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

TEXT BOOKS:
MB 878 SERVICES OPERATIONS MANAGEMENT

OBJECTIVE
To help the students to understand the nuances of services operations management

Unit I
Introduction to service operations- the service concept, changing paradigms in competitiveness of services; Services – Manufacturing Continuum.

Unit II
Developing a service strategy, service positioning and implications for service delivery design, service enhancement using Internet, pricing strategies in services.

Unit III
Capacity issues in service systems, queuing theory applications in service operations, simulation as a tool for design of services, simulation applications in service system design, services supply chain.

Unit IV

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

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

Unit I Introduction
Definition-scope-components, History of technology developments-Issues in managing new technology, Life cycle approach to technology management.

Unit II Forecasting
Approaches to forecasting, Technology performance parameters. Use of Experts in technology forecasting, planning technological process, Morphological analysis of a Technology system.

Unit III Decision Making Techniques
Techno-Economic feasibility study, Application of multi-criteria decision making techniques in technologies evaluation and selection-AHP, fuzzy AHP.

Unit IV Technology Transfer
Modes of global technology transfer-Technology–Human Interface-Organization structures and Technology Implementation issues in new technology.

Unit V Intellectual Property Rights
Introduction to IPR Act, Issues, the effectiveness and management of patents, Trademarks and copy rights.

TEXT BOOK

REFERENCE BOOK:
   Forecasting and Management of Technology
SPECIALIZATION - GENERAL MANAGEMENT

MB 891 STRATEGIC MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS

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

Unit I Introduction
History of IPRs-WIPO-TRIPS -Nature of Intellectual Property, invention to innovation, patenting and development.

Unit II Patents
Indian Patent System, Procedure for grant of rights on intellectual property, Patenting under PCT, Patenting in foreign countries.

Unit III International Treaties and Conventions on IPRs
International Treaties and conventions on IPRs, The Indian IPR Acts, Bayh-Dole Act and issues of academic entrepreneurship.

Unit IV Strategic Management of IPRS
Strategies followed before investing into R&D, Patent information and databases, IPR strength in India, Traditional knowledge.

Unit V Valuation
Concept of Ownership, IP valuation, Technology Transfer and Licensing.

TEXT BOOK:

REFERENCE BOOKS:
2. The Management of Intellectual Property- Edited by Derek Bosworth and Elizabeth Webster, 2006, 341 pages, Edward Elgar Publishing Limited
OBJECTIVE:
To introduce the students to the nature and importance of entrepreneurship, new venture creation and other aspects in managing entrepreneurial ventures

Unit I Introduction
The entrepreneurial perspective – nature and importance, Intrapreneurial and Entrepreneurial mind. International Entrepreneurship Opportunities

Unit II New Venture Creation
Creating and starting the venture – creativity and business idea, legal issues for the entrepreneur, the business plan, Creating and starting the venture, the marketing plan, Organizational plan, financial plan.

Unit III Financial Management
Financing the venture – Sources of capital, informal risk capital and venture capital.

Unit IV Strategic Management
Managing, Growing and ending the venture – Generating and exploiting new entries, strategies for growth and managing the implications of growth, accessing resources for growth from external sources.

Unit V Exit Strategy
Going public and ending the venture.

TEXT BOOKS
MB 893 INFORMATION AND INTERNET ECONOMICS

OBJECTIVES
• Internalize several unchanging economic principles relevant to the changing online economy.
• Learn product and pricing strategies relevant to information goods.
• Understand how the rules of an auction or other trading mechanism (a "visible hand") can affect market prices and allocations.
• Become familiar with a variety of examples of online markets, and become an expert in at least two of them.

Unit I . E-Commerce Overview
Institutions - Business Models - Infrastructure - Building a Web Site

Unit II Information Goods
Pricing - Versioning - Digital Media and Bandwidth - Rights Management

Unit III Online Market Mechanisms
Lock-In - Services - Retailing - Network Effects - Portals and Communities - Business-to-Business - E-Commerce - Auctions

Unit IV Standards and Policy Issues
Standards Setting - Security and Encryption - Antitrust and Tax Policies

Unit V Software Economics and Economics of Information Security
Misaligned Incentives - Security as an Externality - Economics of Vulnerabilities - Economics of Privacy - Fundamental improvements in software design and engineering through software economics

TEXT BOOKS/ REFERENCES:
1. Information Rules, by Carl Shapiro and Hal R. Varian.
2. E-Commerce, by Kenneth C. Laudon and Carol Guercio Traver.
3. A reading packet of other articles.( Since this course being a thriving and fast-moving discipline)
MB894 BUSINESS MODEL

OBJECTIVE
This course aims to deliver how business is organized, how it interacts with environments, what goals and strategies are being pursued, what works the business performance, create and realize business models.

Unit I: Business Model Fundamentals and Motivation

Unit II: Business Modelling - Organization and Process

Unit III: Business Model Creation
Model Value Destruction, Scope Failure, Straight-Through Modelling, Model Complexity, Bad Names, Weak Descriptions, Ugly Models, Failure of Quality, Team Challenges, Incomplete Modelers.

Unit IV: Business Model Analysis and Simulation

Unit V: Executing Business Model

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

Unit I: International Business Environment

Unit II: Designing Global strategy and Organization

Unit III: Global Strategic Development

Unit IV: Subsidiary and Headquarter Level Strategy

Unit V: Global Strategic Implementation and Control

TEXT BOOKS
OBJECTIVE
The course aims to deliver the fundamental decisions that will guide the future of organization, and such issues can be identified, evaluated and implemented. This course presents a comprehensive and structural approach to corporate strategic management.

Unit I: Discovering Strategy
The nature of strategy and strategic decision, Strategy and Organization, Strategy and Strategists, The process of Strategizing: Strategic thinking, decision making and leadership.

Unit II: Assessing Fit and Distinctiveness

Unit III: The Strategy Development and Evaluation

Unit IV: The Strategic Route and Choice

Unit V: Strategic Direction and Method

Unit VI: Strategic Implementation Process and Change
TEXT BOOKS