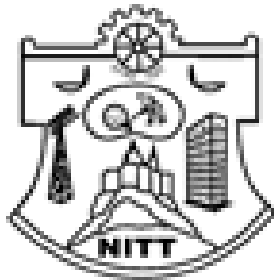


**NATIONAL INSTITUTE OF TECHNOLOGY
TIRUCHIRAPPALLI – 620 015**

M.B.A. DEGREE (TRIMESTER PATTERN)

**SYLLABUS FOR
CREDIT BASED CURRICULUM**

(2016 – 2017)



DEPARTMENT OF MANAGEMENT STUDIES

NATIONAL INSTITUTE OF TECHNOLOGY, TIRUCHIRAPPALLI – 620 015

DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (CREDIT SYSTEM)

Objective of the Programme:

The programme provides development of comprehensive knowledge and skills to manage businesses in the emerging environment. It is structured to enable undergraduate students of any discipline to evolve as Masters in Business Administration. The programme focuses on general management concepts along with orientation towards functional areas such as Marketing, Finance, Human Resources and Technology & Operations. In addition to these vertical specializations, the programme offers horizontal specializations in “Business Analysis & IT Consulting” and “Business Analytics” with focus on IT services and Analytics industry respectively.

MBA PROGRAMME 2016-17

Total minimum credits required for completing the course is 80

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

TRIMESTER – I

CODE	COURSE OF STUDY	L	T	P	C
MB701	Business Statistics	2	1	0	2
MB702	Legal Aspects of Business	3	0	0	2
MB703	Fundamentals of Financial Accounting	2	1	0	2
MB704	Marketing Management – Concepts and Design	3	0	0	2
MB705	Micro Economics	3	0	0	2
MB706	Organizational Structures & Design	3	0	0	2
MB707	Business Communication - I	2	0	2	2
	Total	16	2	2	14

TRIMESTER – II

CODE	COURSE OF STUDY	L	T	P	C
MB 711	Advanced Financial Accounting	2	1	0	2
MB 712	Cost and Management Accounting	2	1	0	2
MB 713	Operations Research	2	1	0	2
MB 714	Macro Economics	3	0	0	2
MB 715	Managing People in Organizations	3	0	0	2
MB 716	Marketing Management – Planning & control	3	0	0	2
MB 717	Information Management	3	0	0	2
MB 718	Business Communication- II	0	0	2	1
	Total	16	2	2	15

TRIMESTER – III

CODE	COURSE OF STUDY	L	T	P	C
MB 721	Financial Management	3	0	0	2
MB 722	Production & Operations Management	3	0	0	2
MB 723	Human Resource Management	3	0	0	2
MB 724	Information Strategy & Management	3	0	0	2
MB 725	Marketing Research	3	0	0	2
MB 726	Business Communication- III	0	0	2	1
	Elective-1	3	0	0	2
	Elective-2	3	0	0	2
	Total	17	1	2	15

TRIMESTER – IV

CODE	COURSE OF STUDY	L	T	P	C
MB 731	Strategic Management	3	0	0	2
MB 732	Supply Chain Management	3	0	0	2
MB 733	Summer Project*	3	0	0	2
	Elective – 3	3	0	0	2
	Elective – 4	3	0	0	2
	Elective – 5	3	0	0	2
	Elective – 6	3	0	0	2
	Elective – 7	3	0	0	2
	Total	18	0	0	16

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

TRIMESTER – V

CODE	COURSE OF STUDY	L	T	P	C
MB 741	Project System Management	3	0	0	2
MB 742	Strategic Total Quality Management	3	0	0	2
	Elective – 8	3	0	0	2
	Elective – 9	3	0	0	2
	Elective – 10	3	0	0	2
	Elective – 11	3	0	0	2
	Total	18	0	0	12

TRIMESTER – VI

CODE	COURSE OF STUDY	L	T	P	C
	Elective – 12	3	0	0	2
	Elective – 13	3	0	0	2
	Elective – 14	3	0	0	2
	Elective – 15	3	0	0	2
	Total	12	0	0	8

SPECIALIZATIONS

FINANCIAL MANAGEMENT

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

HUMAN RESOURCES MANAGEMENT

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

BUSINESS ANALYSIS & IT CONSULTING

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

BUSINESS ANALYTICS

CODE	COURSE OF STUDY	L	T	P	C
MB 821	Basic Data Analytics	3	0	0	2
MB 822	Advanced Data Analytics	3	0	0	2
MB 823	Data Mining Techniques	3	0	0	2
MB 824	Introduction to Business Analytics	3	0	0	2
MB 825	Supply Chain Analytics	3	0	0	2
MB 826	Financial Risk Analytics	3	0	0	2
MB 827	HR Analytics	3	0	0	2
MB 828	Digital Analytics	3	0	0	2
MB829	Analytics for Strategic market planning	3	0	0	2
MB830	Analytics for Strategic market Implementation	3	0	0	2
MB 831	Big Data Analytics & Data Science	3	0	0	2
MB 832	Advanced Data Mining	3	0	0	2
MB 833	Data Analytics Software Lab	3	0	0	2
MB 834	Game Theory & Applications	3	0	0	2
MB 835	Machine Learning &NLP	3	0	0	2

MARKETING MANAGEMENT

CODE	COURSE OF STUDY	L	T	P	C
MB 841	Marketing Metrics	3	0	0	2
MB 842	Consumer Behaviour	3	0	0	2
MB 843	Customer Relationship Management	3	0	0	2
MB 844	Direct Marketing	3	0	0	2
MB 845	Business Market Management	3	0	0	2
MB 846	International Marketing	3	0	0	2
MB 847	Rural Marketing	3	0	0	2
MB 848	Services Marketing	3	0	0	2
MB 849	Advertising Management	3	0	0	2
MB 850	Distribution Management	3	0	0	2
MB 851	Retail Management	3	0	0	2
MB 852	Sales Management	3	0	0	2
MB 853	Strategic Brand Management	3	0	0	2
MB 854	Strategic Marketing	3	0	0	2
MB 855	Digital Marketing	3	0	0	2

TECHNOLOGY & OPERATIONS MANAGEMENT

CODE	COURSE OF STUDY	L	T	P	C
MB 871	Advanced Materials Management	3	0	0	2
MB 872	Advanced Operation Research	3	0	0	2
MB 873	Innovation and R&D Management	3	0	0	2

MB 874	Logistics Management	3	0	0	2
MB 875	Production Planning & Control	3	0	0	2
MB 876	Technology Forecasting	3	0	0	2
MB877	Manufacturing Strategy	3	0	0	2
MB878	Services Operation Management	3	0	0	2
MB 879	Technology Management	3	0	0	2

GENERAL MANAGEMENT

CODE	COURSE OF STUDY	L	T	P	C
MB 890	Course of Independent Study	3	0	0	2
MB 891	Intellectual Property rights Management	3	0	0	2
MB 892	Entrepreneurship & Small Business Management	3	0	0	2
MB 893	Information and Internet Economics	3	0	0	2
MB 894	Knowledge Management & Innovation	3	0	0	2
MB 895	International Business & Strategy	3	0	0	2
MB 896	Design Thinking & Innovation	2	0	2	2

MB 701 BUSINESS STATISTICS

OBJECTIVE

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

Unit I Measures of Central Tendency & Dispersion

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

Unit II Probability Distributions

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

Unit III Sampling Distribution & Estimation

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

Unit IV Hypotheses Testing

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

Unit V Non Parametric methods

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

TEXT / REFERENCES:

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

MB 702 LEGAL ASPECTS OF BUSINESS

OBJECTIVES:

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

Unit I Indian Contract Act 1872

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

Unit II Sale of Goods Act 1930

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

Unit III Company Law

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

Unit IV Consumer Protection Act and FEMA

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

Unit V Information Technology Act

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

TEXT BOOKS:

1. N. D. Kapoor- Elements of mercantile Law- Sultan Chand and Company- India- 2006.
2. P. K. Goel- Business Law for Managers- Bizentra Publishers- India- 2008
3. Majumdar- A.K. and Kapoor- G.K.- ‘Company Law and Practice’- Taxman Publications- New Delhi- Revised 2000.

REFERENCES:

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

MB 703 FUNDAMENTALS OF FINANCIAL ACCOUNTING**OBJECTIVES:**

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

OUTCOMES:

After completing this Course the students will be Conversant with:

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

Unit I Introduction to Accounting

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

Unit II Accounting Process

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

Unit III Finalization of Accounts

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

Unit IV Inventory Accounting

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

Unit V Depreciation Accounting

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

TEXTBOOKS:

Maheshwari S N and Maheshwari S K, “ An Introduction to Accountancy”, Vikas Publishing House, 9th Edition, 2007

Gupta, Ambrish, “Financial Accounting for Management. An Analytical Perspective”, Pearson Education, 2nd Edition, 2008.

REFERENCES:

Ramachandran N and Kakani, Ram Kumar, “Financial Accounting for Management”, Tata McGraw Hill, 2nd Edition, 2008

Narayanaswamy R, “Financial Accounting – A Managerial Perspective”, Prentice Hall of India. 2nd Edition, 2008

MB 704 MARKETING MANAGEMENT - CONCEPTS AND DESIGN

OBJECTIVES:

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

Unit I Introduction

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

Unit II Understanding Consumer

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

Unit III Market Targeting and Positioning

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

Unit IV New Market Offerings

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

Unit V Marketing Strategies

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

TEXT BOOKS

Philip Kotler, Keller, Koshy, Jha, Marketing Management, Pearson, New Delhi.

Ramaswamy and Namakumari, Marketing Management, MacMillan, New Delhi.

Rajan Saxena, Marketing Management, TMH, New Delhi.

R.L.Varshney and S.L.Gupta, Marketing Management Indian perspective, Sultan Chand, New Delhi.

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

REFERENCE BOOKS

Kotler Philip, 'Marketing Management', Pearson Education, New Delhi,

G.Muruganatham, Marketing Dynamics, Aruna Publications, Chennai.

Michael Etzel, Bruce Walker, William Stanton and Aijay Pandit, Marketing, Tata McGraw Hill, New Delhi.

The Marketing White Book, Businessworld Publication.

MB 705 MICRO ECONOMICS

OBJECTIVE

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

Unit I Introduction

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

Unit II Demand and Supply

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

Unit III Production Function

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

Unit IV Break Even Analysis

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

Unit V Pricing and Capital Budgeting

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

TEXT BOOKS:

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

REFERENCE BOOKS:

1. Paul G Keat, Philip K.Y. Young, “Managerial Economics”. Pearson Education, 5e, 2006.

MB 706 ORGANISATIONAL STRUCTURES AND DESIGN

OBJECTIVE

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

Unit I Introduction to Organizations and organization theory

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

Unit II Organisational Purpose and Structural Design

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

Unit III Open system design element

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

Unit IV Organizational transformation

Organisation size, life cycle and control

Unit V Managing Dynamic process

Organisational culture and ethical values, contemporary trends in organization design

TEXT BOOK

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

REFERENCE BOOKS

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

MB 707 BUSINESS COMMUNICATION-I

OBJECTIVES:

1. Introduce the students to the dynamics of Communication in the Business world.

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

OUTCOME:

The Course will enable the students to:

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

Unit I Communication in the Business world

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

Unit II Oral Communication.

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

Unit III Written Communication

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

Unit IV Business Language

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

Unit V Technology & Communication

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

REFERENCES:

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

MB 711 ADVANCED FINANCIAL ACCOUNTING

OBJECTIVES

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

PREREQUISITE: Fundamentals of Financial Accounting

OUTCOMES

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

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

Unit I COMPANY ACCOUNTS

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

Unit II FINANCIAL STATEMENT ANALYSIS

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

Unit III CASH FLOW AND FUND FLOW

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

Unit IV TALLY

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

Unit V FINANCIAL REPORTING

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

TEXT BOOKS

Maheshwari S N and Maheshwari S K, “An Introduction to Accountancy”, Vikas Publishing House, 10th Edition, 2009

Ramachandran N and Kakani, Ram Kumar, “Financial Accounting for Management” Tata McGraw Hill, 3rd Edition, 2011

REFERENCES:

Reimers, Jane L “Financial Accounting”, Pearson Education, 1st Edition, 2007.

Narayanaswamy R., “Financial Accounting – A Managerial Perspective”, Prentice Hall of India, 4th Edition, 2011

OBJECTIVE:

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

Unit I Management accounting

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

Unit II Budgeting

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

Unit III Costing process

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

Unit IV Costing methods

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

Unit V Costing techniques

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

TEXTBOOKS:

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

REFERENCE BOOKS:

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

OBJECTIVE

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

Unit I Linear Programming

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

Unit II Transportation & Assignment problems

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

Unit III Integer programming, Goal programming & Game theory

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

Unit IV Queuing Theory & Simulation

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

Unit V Dynamic Programming & Non — Linear Programming

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

MB 714 MACRO ECONOMICS

OBJECTIVES

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

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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

TEXT/REFERENCE BOOKS:

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

Note:

Ordering of contents in the third and fourth units.

Topics like Economic Globalisation and Trade Regulation and promotion included.

FERA and COFEPOSA acts were removed.

New Text/Reference Books included.

MB 715 MANAGING PEOPLE IN ORGANIZATION

OBJECTIVE

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

Unit I Conceptual framework for OB

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

Unit II Individual dimension of OB

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

Unit III Behavioral Management

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

Unit IV Group dimensions of OB

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

Unit V Organizational effectiveness and change

Organizational change and Development. International Organizational Behaviour.

TEXT BOOKS:

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

MB 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 1: **Product:** Product Assortment and Product Line Decision, Branding Strategies, Packaging, Intangible Products.

Unit 2: **Place:** Planning the Channel of Distribution, Intermediaries Functions, Vertical Marketing System, Retailing, Direct Marketing, Wholesaling, The Supply Chain and Marketing Logistics.

Unit 3: **Promotion:** Elements, Integrated Marketing Communication, Advertising, Personal selling and Sales Management, Sales Promotions, Publicity, Public Relations,

Unit 4: **Price:** Pricing Objectives, Pricing Strategies and Tactics, Price Adjustments, Pricing and the Law.

Unit 5: **Marketing dashboard:** Organizing and Controlling the Marketing Function, The Business and Marketing Plan, The Marketing Audit, Marketing Arithmetic for Business Analysis.

TEXT BOOKS:

ary Armstrong, Philip Kotler. *Marketing: An Introduction, 7/e.* NewDelhi: Pearson Education, 2007.

Paul Baines, Chris Fill, Kelly Page, Piyush Kumar Sinha. *Marketing: Asian Edition, 1/e.* NewDelhi: Oxford University Press, 2013.

Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileswar Jha. *Marketing Management: A South Asian Perspective 13e.* NewDelhi: Pearson Education, 2010.

William, Pride. *Marketing: Planning, Implementation, and Control, 1/e.* NewDelhi: Cengage Learning, 2010.

MB 717 INFORMATION MANAGEMENT

Unit-I:IT trends

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

Unit-II: Organizational Applications

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

Unit-III: Systems Analysis & Design

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

Unit-IV: Business Intelligence

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

Unit-V: Economics of IT and Managing IT Security

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

Text Books:

Laudon & Laudon,“ *Management Information Systems*” 10th Edition, Pearson publishing company, New Delhi, 2009.

O'Brien LA , “*Management information Systems*” , 4th Edition, Tata McGraw Hill, New Delhi, 2005.

Reference Books:

Hoffer, George & Valacich, *Modern Systems Analysis & Design*, 5th Edition Pearson Education, 2008

Effraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe, “*Information Technology for Management – Transforming organizations in the digital Economy*”, 6th edition, Wiley India publication, 2009.

MB 721 FINANCIAL MANAGEMENT

OBJECTIVE:

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

Unit I Introduction

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

Unit II Financial Statement Analysis

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

Unit III Capital Budgeting Decisions

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

Unit IV Financing and Dividend Decisions

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

Unit V Working Capital Management

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

TEXT BOOKS:

1) *Financial Management- Text, problems & cases.* M.Y.Khan &P.K.JainTata McGraw Hill,5th edition 2007.

2) *Financial Management*,Rajiv Srivatsava.& Anil Misra; Oxford university press 1st edition 2008, Fourth print 2009

3)*Financial Management*, I.M.Pandy,Vikas Publishing house10th edition 2011

REFERENCE BOOKS:

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

MB 722 PRODUCTION & OPERATIONS MANAGEMENT

OBJECTIVE:

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

Unit I Introduction to Production Management

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

Unit II Plant Locations and Layout

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

Unit III Job design techniques

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

Unit IV Job evaluations methods

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

Unit V Materials management

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

MB 723 HUMAN RESOURCE MANAGEMENT

OBJECTIVE

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

Unit I Introduction to HRM

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

Unit II Pre selection and selection process

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

Unit III HRD

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

Unit IV Evaluation and compensation

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

Unit V Industrial Relations

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

TEXT BOOKS

1. Cary dessler “Human resources Management” Printia Hall of India
2. K. Ashwathappa “Human resources & personal Management” Text & Cases Tata McGraw Hill & Co 3rd edn.2002.

MB 724 INFORMATION STRATEGY AND MANAGEMENT

OBJECTIVE

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

Unit I Business Impacts of IT:

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

Unit II Managing Infrastructure and Operations:

Basic components of Internetworking Infrastructure, Rise of Internetworking and its business implications, Assuring reliable and secure IT services- High availability facilities, Securing

infrastructure against Malicious threats, New service models, Managing risk through incremental outsourcing, with service providers and Legacies, Managing IT infrastructure assets – Cases.

Unit III IT Leadership:

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

Unit IV Managing portfolio of IT projects:

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

Unit V Managing Global Information systems:

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

TEXT BOOK:

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

REFERENCE BOOKS:

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

MB 725 MARKETING RESEARCH

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

Unit I: Marketing Research

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

Unit II: Research Design, Exploratory and Descriptive

Introduction to research design, Exploratory- secondary data, qualitative research, Descriptive research- survey and observation.

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

Causal research – Experimentation, field work, Measurement – types of primary measurement, Scaling Concepts, Different kinds of scaling and their applicability, Scaling Techniques.

Unit IV: Questionnaire Design and Sampling Design

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

Unit V: Data analysis, Application of Marketing Research & Report Writing

Data preparation, introduction to univariate, bivariate and multi variate data analysis. Product Research, Advertising research, Market and sales analysis research, Marketing Research Agencies in India, Report writing.

Text Book:

1. Naresh K. Malhotra & Satyabhushan Dash, “Marketing Research – An applied Orientation”, Pearson, 2012, 6th Edition.

Reference:

1. Carl Mcdaniel and Roger Gates, “Contemporary Marketing Research” South Western College Publishing, Singapore, 1999, 4th Edition.
2. Tull, D.S. and Hawkins D.J. , “Marketing Research – Measurement and Method” Prentice Hall, New Delhi. June2000, 6th Edition.
3. Kinnear.T.C. and Taylor Jr “Marketing Research”, Mcgraw Hill, New York,1991.
4. Green and Tull “Marketing Research”, Prentice Hall, New Delhi.
5. A.Parasuraman, “Marketing Research”, Addison Wesley Publishing Company.
6. Seymour Sydman and Edward Blair, “Marketing Research – A Problem Solving Approach”, Mcgraw-Hill International Editions, Singapore,1998, 1st Edition.
7. Joseph F. Hair, Jr, Robert P.Bush, David J .Ortinau, “Marketing Research – Within a Changing Information Environment”, Tata Mcgraw-Hill co, New Delhi 2003, 2nd Edition.
8. Rajendra Nargundkar, “Marketing Research: Text and Cases”, Tata Mcgraw-Hillco, New Delhi, 2002, 2nd Edition.
9. Gilbert A. Churchill Jr. “Marketing Research: Methodological Foundations” Dryden Press, 1999, 7th Edition.

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

Unit 1: Overview of Business Policy and Strategic Formulation:

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

Unit 2: Analyzing the Resources and Environment:

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

Unit 3: Strategic Alternatives:

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

Unit 4: Strategic Choice and Activating Strategy:

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

Unit 5: Strategic Evaluation:

Strategic and Operational Control, Techniques.

Text Books

Haberberg, Adrian, and Alison Rieple. *Strategic Management : Theory and Application*. NewDelhi: Oxford University Press, 2008.

Hills, Charles W.L., and Gareth R Jones. *An Integrated Approach to Strategic Management*. NewDelhi: Cengage Learning , 2011.

Johnson, Gerry, Kevan Scholes, and Richard Whittington. *Exploring Corporate Strategy - Text and Cases 17e*. NewDelhi: Pearson Education, 2013.

Jr, Arthur A Thompson, AJ Strickland III, John E Gamble, and Arun K Jain. *Crafting and Executing Strategy : The quest for competitive advantage - Concepts & Cases*. NewDelhi: Tata McGraw-Hill Publishing Company, 2006.

MB 732 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 s supply chain, process view of a supply chain, supply chain flows,

Overview of supply chain models and modeling systems, Supply chain planning: Strategic, operational and tactical, Understanding supply chain through process mapping and process flow chart.

Unit II Designing the supply chain network

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

Unit III Planning demand and supply in a supply chain

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

Unit IV Designing and planning transportation networks

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

Unit V Revenue Management

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

TEXT BOOKS:

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

REFERENCES:

1. The Wall Street Journal
2. Business Week
3. Journal of Business Logistics

4. Supply Chain Management Review
5. Harvard Business Review
6. Introduction to Supply Chain Management by Robert Handfield & Ernest Nichols, Prentice hall Publishers, 1999.

MB 741 PROJECT SYSTEMS MANAGEMENT

OBJECTIVE:

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

Unit I Project Systems Management concepts

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

Unit II Project Feasibility Analysis

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

Unit III Network Techniques

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

Unit IV Project Control

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

Unit V Project Environment

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

TEXT BOOKS :

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

REFERENCE BOOKS:

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

MB 742 STRATEGIC TOTAL QUALITY MANAGEMENT

Objectives:

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

Unit 1 Introduction

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

Unit 2 Continuous Improvement

Benchmarking - Quality Audits - Quality Costs - Supplier Evaluation - Continuous Process Improvements - Innovation Management - 5S Concepts.

Unit 3 Process Capability

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

Unit 4 Business Excellence

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

Unit 5 HR Aspects

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

Text Books

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

Subburaj Ramasamy, Total Quality Management, Tata McGraw Hill, New Delhi.

Janakiraman and Gopal, Total Quality Management, PHI, New Delhi.

Reference Books

Juran, Gryna and Bingham, Quality Control Hand Book, McGraw Hill, New Delhi.

Howard, Alan, Rosa and David, Quality Management, Tata McGraw Hill, New Delhi.

Poornima M.Charantimath, Total Quality management, Pearson Education, New Delhi.

SPECIALISATION - FINANCIAL MANAGEMENT

MB 761 ASSET BASED FINANCING

OBJECTIVE:

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

Unit I Leasing

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

Unit II Fund Based Services

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

Unit III Consumer Finance

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

Unit IV Refinancing

Refinancing by finance company- schemes — Procedures — Utility

Unit V NBFCs

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

TEXT BOOKS:

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

MB 762 ADVANCED CORPORATE FINANCE

OBJECTIVE:

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

Unit I Stochastic Models

Stochastic Models for risk and uncertainties in Capital budgeting.

Unit II Corporate Structure

Capital Structure determination - Equity and Debt forms, EM Hypothesis

Unit III Corporate Financing

Corporate financing and market efficiency

Unit IV Leasing

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

Unit V Mergers And Amalgamation

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

TEXT BOOKS:

Copeland, E. Thomas, Weston, J.Fred. and Shastri, Kuldeep , “Financial Theory and Corporate Policy”, Addison Wesley, 4th Edition, 2003

Pandey .I.M. “Financial Management “Vikas Publishing House Pvt. Ltd. 9th Edition, 2005

REFERENCE BOOK:

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

MB 763 FINANCIAL DERIVATIVES

OBJECTIVES

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

OUTCOMES:

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

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

Unit I Introduction to Derivatives

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

Unit II Forwards & Futures

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

Unit III Swaps

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

Unit IV Options

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

Unit V Other Derivatives

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

TEXT BOOKS:

Hull.c.John, "Options, Futures and Other Derivatives" Pearson, Printice Hall sixth edition 2006

REFERENCE:

Durbin, Michael, " All About Derivatives" Tata Mcgraw Hill publications 1st Edition 2006

MB 764 FINANCIAL INSTITUTIONS AND SERVICES

OBJECTIVE:

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

Unit I Structure of Financial System

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

Unit II Financial institutions

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

Unit III Financial Markets and Financial Instruments

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

Unit IV Financial Services

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

Unit V Financial Services (contd)

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

TEXT BOOKS:

- 1.Pathak, Bharathi V, " The Indian Financial System", Pearson Education, 3rd Edition, 2008
- 2.Bhole L M, "Financial Institutions and Services", Tata McGraw Hill Publications. 3rd Edition, 2004.

MB 765 INSURANCE & PENSION SCHEMES

OBJECTIVES:

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

Unit I Insurance Regulations

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

Unit II Insurance Agency

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

Unit III Insurance Products

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

Unit IV Rural/Social Insurance

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

Unit V Provident Fund

CPF, GPF, Contributions, facilities

TEXT BOOKS:

Holyoake, Julia and Bill Weipers, “Insurance”, Financial World Publishing, 4th Edition, 2003

REFERENCE BOOKS:

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

MB 766 INVESTMENT BANKING

OBJECTIVE:

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

Unit I Investment Banking Paradigm

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

Unit II Issue Management

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

Unit III Disinvestment

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

Unit IV International Financial Instruments

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

Unit V Introduction To Valuation

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

TEXT BOOKS:

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

REFERENCE:

SEBI Guidelines, Taxmann’s Publications, 2008

MB767 INVESTMENT SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

OBJECTIVE:

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

Unit I The Investment Environment

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

Unit II Security analysis – (Nonfinancial)

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

Unit III Security analysis- (Financial)

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

Unit IV Portfolio Analysis

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

Unit V Portfolio Management

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

TEXT BOOKS:

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

REFERENCE BOOK :

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

MB 768 STRATEGIC COST ACCOUNTING & MANAGEMENT CONTROL

OBJECTIVE

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

Unit I Costing Concepts

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

Unit II Cost Ascertainment

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

Unit III Costing for Decision Making

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

Unit IV Budgeting

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

Unit V Cost Analysis

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

TEXT BOOK:

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

REFERENCE BOOKS:

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

MB 769 TAX LAWS AND TAX PLANNING**OBJECTIVE:**

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

Unit I General Principles

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

Unit II Computation of Income

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

Unit III Corporate Tax Structure

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

Unit IV Service Tax

Special provisions – Service Tax and Value Added Tax

Unit V Tax Planning

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

TEXT BOOK:

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

REFERENCE:

Singhania, Vinod , “Taxmann students guide to income tax with service tax value added tax” Taxmann , 38th Edition, 2008

MB 770 TREASURY MANAGEMENT

OBJECTIVE:

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

Unit I - Introduction

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

Unit II – Treasury operations (Short term)

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

Unit III – Treasury operations (Long term)

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

Unit IV –Treasury risk management

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

Unit V – Treasury operation (Forex)

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

TEXT BOOK:

1. Pathak, Bharathi V, “ The Indian Financial System”, Pearson Education, 3rd Edition, 2008.
2. Financial Management, I.M.Pandy, Vikas Publishing house 10th edition 2011
3. International Financial Management P.G.Apte Tata Mcgraw Hill 2nd edition 1999
4. Derivatives and Risk Management Rajiv Srivatsa Oxford Second reprint 2010 Derivatives.
- 5.

REFERENCE BOOKS:

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

MB 771 PERSONAL FINANCE

OBJECTIVE:

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

Unit I Planning Your Personal Finances

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

Unit II Managing Your Personal Finances

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

Unit III Making Your Purchasing decisions

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

Unit IV Insuring your Resources

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

Unit V Investing Your Financial Resources

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

TEXT BOOK

Personal Finance by Jack Kapoor, Les Dlabay, Robert J. Hughes, TMH

Personal Finance by Jeff Madura, Pearson education

MB 772 BEHAVIOURAL FINANCE

OBJECTIVE:

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

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

Cognitive information perception. Weber law. Subjective probability. Representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects. Decision-making under risk and uncertainty. Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept. Decision-making in historical prospective, Allais and Ellsberg’s paradoxes. Rationality from an economics and evolutionary

prospective. Different ways to define rationality Why humans often act outside of the economic rationality framework. Herbert Simon and bounded rationality. Investor rationality and market efficiency. Empirical data that questions market efficiency.

Unit II Behavioral factors and financial markets

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

Unit III External factors and investor behavior

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

Unit IV Behavioral corporate finance

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

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

Experimental measurement of risk-related preferences: measuring risk through probabilistic set of gambles, through questionnaire. Emotional mechanisms in modulating risk-taking attitude. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains. Neurophysiology of decision-making, the role of hormones and neurotransmitters. How tools from cognitive neuroscience can aid in understanding the basics of the economic behavior. Introduction to the science of neuroeconomics. Neuromarketing.

TEXT BOOK:

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

REFERENCE BOOKS:

Behavioural Corporate Finance, Hersh Shefrin, Tata Mc Graw Hill Irwin Publishers

The Psychology of Investing (4th Edition), Pearson Prentice Hall, John R. Nofsinger

What Investors Really Want, Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill

MB 773 INTERNATIONAL FINANCE

OBJECTIVES:

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

Unit I Global /Indian Financial Environment

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

Unit II Foreign Exchange Market

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

Unit III Foreign Exchange Exposure

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

Unit IV Forex Risk Management

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

Unit V Financing The Global Firms

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

TEXTBOOK

Multinational Business Finance-David K.Eiteman,Arthur I.Stonehill, Pearson , 12th Edition

REFERENCES

Essence of International Money - Adrian Buckley, Prentice Hall

International Finance - P.G.Apte

International Finance - Shapiro

MB 774 CORPORATE VALUATION

OBJECTIVES:

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

Unit I Foundations of Valuation

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

Unit II Valuation Analysis

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

Unit III Valuation Techniques

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

Unit IV Valuing Financial Service Firms

Categories of Financial Service Firms - Unique Features - Regulations - Cashflows - Cashflow to Equity Models - Asset based models - Choices - Valuing Private Equity

UNIT V Valuation from M&A perspective and Value enhancement

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

TEXTBOOK

Valuation by Ashwath Damodaran Second Edition,

SPECIALISATION —HUMAN RESOURCES MANAGEMENT

MB 781 PERSONAL GROWTH PROGRAMME

OBJECTIVE:

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

Unit I Discovering the Self

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

Unit II Assessing the Self

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

Unit III Relating to Others

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

Unit IV Moral Judgement

The question of ethics and moral judgement – exercises and discussions

Unit V Personal Transformation

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

TEXT BOOK: Compiled Reading material provided by the instructor

REFERENCE BOOKS:

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

MB 782 CHANGE MANAGEMENT

OBJECTIVE:

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

Unit I Introduction to managing change

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

Unit II Organizational culture and selection process

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

Unit III HRD and the management of change

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

Unit IV Employee relations and compensation

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

Unit V Evaluation and promotion of change

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

TEXT BOOKS:

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

MB 783 COMPENSATION & BENEFITS

OBJECTIVE:

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

Unit I Introduction to Compensation Management

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

Unit II Variable pay

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

Unit III Employee Benefits

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

Unit IV Executive and MNC compensation

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

Unit V Legal issues on employee compensation

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

TEXT BOOKS:

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

MB 784 COUNSELING IN THE WORKPLACE

OBJECTIVE:

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

Unit I Introduction to Counselling

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

Unit II Counsellors – Their Role and Impact

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

Unit III Counselling Process

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

Unit IV Evaluation and Ethics

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

Unit V Training and Supervision

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

TEXT BOOKS:

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

REFERENCE BOOK:

Handbook of counseling at workplace, Michael Carroll

MB 785 STRATEGIC HUMAN RESOURCE DEVELOPMENT

OBJECTIVE:

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

Unit I Changing environment to organization

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

Unit II Strategic responses of organization

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

Unit III HRD A strategic perspective

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

Unit IV Alignment between strategic response and SHRD system

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

Unit V Strategic response and SHRD system - application

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

TEXT BOOKS:

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

MB 786 TRAINING AND DEVELOPMENT**OBJECTIVE:**

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

Unit I Analysis

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

Unit II Design

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

Unit III Development

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

Unit IV Implementation

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

Unit V Evaluation

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

TEXT BOOK:

Donald J Ford, “Bottom Line Training”, PHI.

REFERENCE BOOK:

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

MB 787 TALENT MANAGEMENT

OBJECTIVE:

To equip the students with necessary knowledge to manage the talents as a superkeeper in the organization.

Unit I Introducing a talent management system

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

Unit II Developing the building blocks of talent management

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

Unit III Talent planning

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

Unit IV Coaching, training and development

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

Unit V Using information technology to support a TM system

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

TEXT BOOKS:

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

REFERENCE BOOK:

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

MB 788 INDUSTRIAL RELATIONS AND LABOUR LAWS

OBJECTIVE

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

Unit-I

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

Unit-II

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

Unit III

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

Unit IV

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

Unit V

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

TEXT BOOKS :

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

REFERENCE BOOKS:

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

MB 789 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE

The course seeks to understand the HRM practices in a broader, comparative and international perspective to deal with complex issues and manifold risks.

UNIT 1

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

UNIT 2

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

UNIT 3

IHRM in Cross-Border Mergers & Acquisitions, International Alliances and SMEs, Cross-Border Alliances, Cross-Border Mergers and Acquisitions, International Equity Joint Ventures and International SMEs. Sourcing Human Resources for Global Markets – Staffing, Recruitment and Selection, Approaches to Staffing, Transferring Staff for International Business Activities The Roles of an Expatriate, the Roles of Non-Expatriates, the Roles of Inpatriates, Recruitment and Selection of International Managers, Expatriate Failure and Success, Selection Criteria, Expatriate Selection Processes in Practice and Dual Career Couples.

UNIT 4

International Performance Management-Multinational Performance Management, Control and Performance Management, Performance Appraisal of International Employees. International Training, Development and Careers- Components of Effective Pre-Departure Training Programs, the Effectiveness of Pre-Departure Training, Developing Staff Through International Assignments, Trends in International Training and Development, Re-Entry and Career Issues, the Repatriation Process, Individual Reactions to Re-Entry, Responses by the MNE and Designing a Repatriation Program.

UNIT 5

International Compensation- Key Components of an International Compensation Program for Expatriates, Approaches to International Compensation of Expatriates and Tentative Conclusions: Patterns in Complexity, Challenges and Choices. International Industrial Relations and the Global Institutional Context- Key Issues in International Industrial Relations, Trade Unions and International Industrial Relations, the Response of Trade Unions to MNEs, Regional Integration: The European Union (EU) Codes of Conduct – Monitoring HRM Practices Around the World. IHRM Trends and Future Challenges.

TEXT BOOKS

1. Dowling, P. (2008). International human resource management: Managing people in a multinational context. Cengage Learning.
2. Aswathappa, K., & Dash, S. (2013). International human resource management: Text and Cases. Tata-McGraw Hill, New Delhi.

REFERENCE BOOKS

1. Briscoe, DR, Shculer, R & Tarique, I 2012, International human resource management, 4 th edn, Prentice-Hall, Englewood Cliffs.
2. Deresky, H 2006, International management: managing across borders and cultures, 5 th edn, Harper Collins, New York.
3. Dessler, G & Huat, TC 2006, Human resource management. An Asian Perspective, Prentice-Hall, Singapore.
4. Edwards, T & Rees, C 2006, International human resource management, Prentice-Hall, Harlow.
5. Hodgetts, RM & Luthans, F 2003 International management: culture, strategy and behaviour, 4 th edn, Irwin McGraw-Hill, Boston.

SPECIALISATION – BUSINESS ANALYSIS & IT CONSULTING

MB 801 INTRODUCTION TO BUSINESS ANALYSIS AND IT CONSULTING

OBJECTIVE:

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

Unit I Introduction & Enterprise Analysis

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

Unit II BA Planning and monitoring

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

Unit III Requirements Elicitation, Analysis and Communication

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

Unit IV BA Techniques and competencies

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

TEXT BOOKS:

Business Analysis Body of Knowledge, Ver. 2.0, International Institute of Business Analysis, 2012

H. Podeswa, The Business Analyst's Handbook, Cengage Learning, 2009

REFERENCES BOOKS:

D. Paul, D. Yeates, J. Cadle, Business Analysis, 2nd Edition, British Informatics Society, 2010.

Tony Morgan, Business Rules and Information Systems: Aligning IT with Business Goals, Addison Wesley, 2007.

Christine B. Tayntor, Successful Packaged Software Implementation, CRC Press, 2005.

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

Course 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

Pre requisite: Introduction to Business Analysis & IT Consulting

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:

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

M. Hara, Market microstructure Theory, John Wiley, 2008.

J. Keyes, Handbook of Technology in Financial Services, CRC Press, 1999.

References:

J. Keyes, Financial Services Information systems, Auerbach-Taylor & Francis, 2005.

Business Analysis Body of Knowledge, Ver. 2.0, International Institute of Business Analysis, 2012

MB 803 BUSINESS ANALYSIS & ITC IN MARKETING AND RETAIL

OBJECTIVE:

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

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

Unit I Trends in Retailing

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

Unit II IT in Store operations

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

Unit III IT in Merchandizing

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

Unit IV IT in downstream supply chain

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

Unit V IT in E-retail:

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

TEXT BOOKS:

G. Joshi, Information Technology for Retailing, Oxford University Press, 2009.

A. Khurana, Information Technology for Retailing, McGraw Hill Publishing, 2010

REFERENCE BOOKS:

M. Levy, B. A. Weitz and A. Pandit, Retailing management, McGraw Hill publication, Sixth edition, 2008.

Business Analysis Body of Knowledge, Ver. 2.0, International Institute of Business Analysis, 2012

MB 804 BUSINESS ANALYSIS & ITC IN MANUFACTURING

OBJECTIVE:

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

Pre requisite: Introduction to Business Analysis & IT Consulting

Unit I IT in manufacturing:

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

Unit II ERP Concepts

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

Unit III ERP Implementation

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

Unit IV Business Process Reengineering

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

Unit V SCM concepts & Implementation

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

TEXT BOOKS:

Alexis Leon, '*Enterprise Resource planning*', Tata Mc Graw Hill, 2nd Ed 2003.

V. K. Garg and N. K. Venkitakrishna, '*Enterprise Resource planning*', PHI, 2nd edition, 2002.

V. Gover and W. J. Kettinger, '*Business Process Change-Reengineering concepts, methods and technologies*', Idea Publications, 1995

REFERENCE BOOKS :

S. Chopra and P. Meindl, '*Supply Chain Management – Strategy, Planning & Operation*', PHI, 2007

Business Analysis Body of Knowledge, Ver. 2.0, International Institute of Business Analysis, 2012

MB 805 SYSTEMS ANALYSIS & DESIGN AND CASE

OBJECTIVE:

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

Unit I Structured Analysis & Design

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

Unit II Object-oriented Analysis & Design

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

Unit III Database Design & Development

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

Unit IV System Implementation and Maintenance

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

Unit V System Development using CASE

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

TEXT BOOKS:

Hoffer, George & Valacich, Modern Systems Analysis & Design, 5th Edition Pearson Education, 2009

A. Dennis, B. Haley, D. Tegarde, Systems Analysis and Design with UML, 4th Edition, John Wiley & Sons, 2012

REFERENCE BOOK:

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

MB 806 SOFTWARE PROJECT MANAGEMENT

OBJECTIVE:

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

Unit I SPM concepts

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

Unit II Software Measurements

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

Unit III Software Quality

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

Unit IV Risk Issues

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

Unit V Offshore Projects

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

TEXT / REFERENCES:

Richard H. Thayer (Edited), "Software Engineering Project Management", IEEE, John Wiley & Sons, 2nd edition.

Royce, Walker, Software Project Management, Pearson Education, 2002.

Kelker, S. A, Software Project Management, Prentice Hall, 2003.

MB 807 SOFTWARE QUALITY MANAGEMENT

Prerequisites: Systems Analysis Design, Software Project Management

OBJECTIVE:

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

Unit I Quality Principles and Concepts

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

Unit II Quality Baselines (Assessments and Models)

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

Unit III Quality Planning

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

Unit IV Quality Control Practices

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

Unit V Internal Control and Security

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

TEXT BOOK:

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

REFERENCE BOOK:

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

SPECIALISATION – BUSINESS ANALYTICS**MB 821 BASIC DATA ANALYTICS****OBJECTIVE:**

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

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

Unit I Multiple Regression

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

Unit II

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

Unit III Discriminant Analysis – I

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

Unit IV Discriminant Analysis – II

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

UNIT V Factor Analysis

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

TEXT BOOK:

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

REFERENCE BOOK:

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

MB 822 ADVANCED DATA ANALYTICS

OBJECTIVE:

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

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

Unit I Principal component Analysis

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

Unit II Canonical Correlation Analysis

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

Unit III Multidimensional scaling

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

Unit IV Correlation analysis

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

Unit V Cluster Analysis

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

TEXT BOOK:

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

REFERENCE BOOK:

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

MB 823 DATA MINING TECHNIQUES

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

Unit I

Concepts – Scope & Objectives Data mining process – Data mining functionalities - Data preprocessing.

Unit II

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

Unit III

Concepts – Classification by decision tree – Bayesian classification - Rule-based classification – Support vector machines – Associative classification – Lazy learners – Prediction: Accuracy and error measures- Evaluating accuracy of a classifier and predictor- Ensemble methods – Model selection.

Unit IV

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

Unit V

Data mining applications and cases using tools.

Text /References:

Han, J and Kamber” *Data mining-concepts and applications*”, M. 3rd Edition, Elsevier publications, 2011.

Margaret H. Dunham, "*Data Mining : Introductory and Advanced Topics*", Pearson Education, First Indian Reprint,2003.

Weiss, S.M., Indurkha, N., Zhang, T., Damerau, F.,”*Text Mining, Predictive Methods for Analyzing Unstructured Information*”, Springer publications, 2005.

Anthony Scime,”*Web mining: applications and techniques*”, Idea Group publications, 2007

Paolo Giudici, “*Applied Data mining: Statistical methods for business and industry*”, John wiley & sons(Asia) pte Ltd., 2005.

MB 824 INTRODUCTION TO BUSINESS ANALYTICS

OBJECTIVE:

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

Pre requisite: Basic Data Analytics

Unit I Analytical Decision making

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

Unit II Data warehousing

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

Unit III Translating Business context

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

Unit IV Data Analysis & Interpretation

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

Unit V Analytics Delivery

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

TEXT BOOKS:

Thomas H. Davenport; Jeanne G. Harris, *Competing on Analytics: The New Science of Winning*, 2007

Turban, Aronson, King, Sharda *“Business Intelligence”*, Pearson Publications, 2008.

REFERENCE BOOK:

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:

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

REFERENCE BOOK:

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

MB 826 FINANCIAL RISK ANALYTICS

OBJECTIVE:

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

Unit I Introduction to Risk

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

Unit II Risk Measurements

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

Unit III Risk Management

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

Unit IV Risk in Instruments

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

Unit V Regulation and Other Issues

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

TEXT BOOKS

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

MB 827 HUMAN RESOURCE ANALYTICS

OBJECTIVE

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

Prerequisites: Basic Data Analytics, Introduction to Business Analytics

Unit I Introduction to HR Analytics:

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

Unit II Employee Engagement Measurement Process:

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

Unit III Organization-Wide Alignment Audits:

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

Unit IV Approach to HR Solutions:

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

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

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

TEXT BOOK:

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

REFERENCE BOOK:

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

MB 828 DIGITAL ANALYTICS

OBJECTIVE

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

Prerequisites: Basic Data Analytics, Introduction to Business Analytics

Unit I Click stream Analytics

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

Unit II Social Network Analysis

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

Unit III Social Media Analytics

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

Unit IV Design of experiments

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

Unit V Applications of Digital Analytics

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

TEXT BOOK:

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

REFERENCE BOOKS:

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

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

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

Preferable Pre requisite: Marketing Research, Basic Data Analytics.

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:

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

REFERENCE:

1. Moorthy, K. S. (1993), “Theoretical Models in Marketing”, *Journal of Marketing*, (2), 92-106.
2. Bass, Frank (1993), “The Future of Research in Marketing: Marketing Science,” *Journal of Marketing Research*, (1), 1-6.

3. Shugan, S. (2003), "Defining Interesting Research Problems," *Marketing Science*, 22 (1), 1-15. Editorial.
4. Montgomery, David (2001), "Management Science in Marketing," *Marketing Science*, 20 (4), 337-48.
5. Leeflang, P. S. H. and D. R. Wittink (2000), "Building Models for Marketing Decisions: Past, Present, Future," *International Journal of Research in Marketing*, 17 (2-3), 105-126. [Note: The entire issue is on the topic of marketing models.]
6. Barwise, Patrick (1995), "Good Empirical Generalizations," *Marketing Science*, 14 (3), Part 2 of 2, G46+. [The entire issue is on the topic of empirical generalizations.]
7. Other articles as and when updated in the marketing engineering website and other research articles appropriate for this.
8. Software help from the website hosted for Marketing Engineering by the text book authors.
9. Technical Notes for each analytical tools provided by the authors of Marketing Engineering book.

MB 830 ANALYTICS FOR STRATEGIC MARKET IMPLEMENTATION

OBJECTIVE:

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

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

Unit I New Product Development

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

Unit II Advertising

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

Unit III Sales Force and Channel

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

Unit IV Pricing

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

Unit V Sales Promotion

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

TEXT BOOK:

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

REFERENCES:

1. Moorthy, K. S. (1993), "Theoretical Models in Marketing", *Journal of Marketing*, (2), 92-106.
2. Bass, Frank (1993), "The Future of Research in Marketing: Marketing Science," *Journal of Marketing Research*, (1), 1-6.
3. Shugan, S. (2003), "Defining Interesting Research Problems," *Marketing Science*, 22 (1), 1-15. Editorial.
4. Montgomery, David (2001), "Management Science in Marketing," *Marketing Science*, 20 (4), 337-48.
5. Leeflang, P. S. H. and D. R. Wittink (2000), "Building Models for Marketing Decisions: Past, Present, Future," *International Journal of Research in Marketing*, 17 (2-3), 105-126. [Note: The entire issue is on the topic of marketing models.]
6. Barwise, Patrick (1995), "Good Empirical Generalizations," *Marketing Science*, 14 (3), Part 2 of 2, G46+. [The entire issue is on the topic of empirical generalizations.]
7. Other articles as and when updated in the marketing engineering website and other research articles appropriate for this.
8. Software help from the website hosted for Marketing Engineering by the text book authors.
9. Technical Notes for each analytical tools provided by the authors of Marketing Engineering book.

MB 831 BIG DATA ANALYTICS AND DATA SCIENCE

OBJECTIVE:

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

Prerequisites: Basic Data 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:

F.J. Ohlhorst, Big Data Analytics: Turning Big Data into Big Money, Wiley, 2012
J. Liebowitz, Big Data and Business Analytics, CRC Press, 2013
M. Minelli, M. Chambers, and A. Dhiraj, Big Data Big Analytics, John Wiley & Sons, 2013
J. Stanton, Introduction to Data Science, Syracuse University, 2013

REFERENCES:

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

MB 832 ADVANCED DATA MINING

Prerequisite: Data mining Techniques

Objective: The objective of this course is to get an overview of several advanced data mining techniques and apply the techniques in different applications.

Unit I:

Mining Massive Data Streams - Large-scale Data Mining -. Big Data Technologies: Introduction - Hadoop Core - Hadoop Ecosystem - High-Dimensional Data Clustering

Unit II

Introduction to artificial intelligence- Concepts of neural networks -Developing NN-based systems - Choice of network structure- Applying and training neural networks- other NN paradigms- Fuzzy sets in Data Mining - Genetics Algorithm– Applications.

Unit III

Support Vector Machines (SVM) classifier: Linearly separable and Linearly inseparable – SVM formulation - Lagrangian Dual form, Non- Linear SVM and kernel trick – Multiclass SVM - Support Vector Regression (SVR) - Applications.

Unit IV

Mining Social Networks - Sentiment analysis/ Opinion mining - Latent Dirichlet Allocation (LDA) -Sequence classification - Item-Based and User-Based Collaborative Filtering - Data Mining with Outliers.

Unit V Text (unstructured) Mining

Pre-Processing the text for machine learning – Text representation in Vector space model – Learning a text classifier – Experiment with Multi-class text classification using SVM.

Text /References:

David L. Olson, “**Advanced Data Mining Techniques**”, Springer 2008.

Jiawei Han and Micheline Kamber, “**Data Mining: concepts & Techniques**”, 2nd edition, Elsevier Inc. 2008.

Soman K., Loganathan R. & Ajay V, “ **Machine learning with SVM and other kernel methods**”, PHI Learning Pvt. Ltd., New Delhi, 2009.

Abm Shawkat Ali and Yang Xiang, “**Dynamic and Advanced Data Mining for progressing technological development: innovation & systematic approaches**”, Information Science Reference, 2009.

Jure Leskovec, Anand Rajaraman and Jeff Ullman, “**Mining of Massive Datasets**”, Cambridge University Press, 2011.

Trevor Hastie, Robert Tibshirani and Jerome Friedman, “**The Elements of Statistical Learning** 2nd edition, Springer, 2009.

MB 833 DATA ANALYTICS SOFTWARE LAB

COURSE OBJECTIVE

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

Unit-1

Data preparation and data coding. Overview of univariate, bivariate and multivariate data analysis techniques. Degree of Relationship among Variables-Screening Data Prior to Analysis-Missing Data, Outliers, Normality, Linearity, and Homoscedasticity.

Unit-2

Multiple Regression- Linear and Nonlinear techniques- Backward-Forward-Stepwise- Hierarchical regression- Analysis of Variance and Covariance (ANOVA & ANCOVA) - Multivariate Analysis of Variance and Covariance (MANOVA & MANCOVA). Canonical correlation.

Unit-3

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

Unit-4

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

Unit-5

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

TEXT BOOK

1. Malhotra, N. K. (2008). Marketing research: An applied orientation, 5/e. Pearson Education India.

REFERENCE BOOK

1. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2013). Multivariate data analysis, 7/e. Pearson India.

Required Software packages:

1. R Studio
2. IBM SPSS
3. IBM AMOS
4. MS Excel
5. SAS

MB 834 GAME THEORY & APPLICATIONS

Unit – I Introduction:

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

Unit – II Two - Person zero – Sum Games:

Saddle Points; Mixed Strategies – Row values and Column Value, Dominated rows and columns; Small Games – $2 \times n$ and $m \times 2$ games; Symmetric Games – Solving Symmetric Games.

Unit – III Non-zero- sum games:

Noncooperative Games – Mixed Strategies, Maximin Values, Equilibrium N – tuples of Mixed Strategies, A Graphical Method for Computing Equilibrium Pairs; Solution Concepts for Noncooperative Games – Battle of the Buddies, Prisoner’s Dilemma, Another game , Supergames; Cooperative Games – Nash Bargaining Axioms, Convex Sets, Nash’s Theorem, Computing Arbitration Pairs.

Unit – IV N-Persons Cooperative Games:

Coalitions – The Characteristic function, Essential and Inessential Games; Imputations – Dominance of Imputations, the Core, Constant – Sum Games, A Voting Game; Strategic Equivalence - Equivalence and Imputations, (O,1)-Reduced Form, Classification of Small Games; Two Solution Concepts - Stable Sets of Imputations, Shapley Values.

Unit – V Applications:

Voting – Voting Rules, Paradoxes, Strategic Manipulations; Bargaining – Nash Bargaining Solution, Ultimatum game, alternating – offers game, Threat Points, Bargaining Shares; Auction.

Text Books :

1. Peter Morris, “*Introduction to Game Theory*”, Springer Publications
2. A Dixit, S. Skeath & D. Reiley, “*Game of Strategy*”, W. W Norton & Co, 3rd Edition, 2009.

MB 835 MACHINE LEARNING & NATURAL LANGUAGE PROCESSING

Unit-1 Supervised Learning:

Introduction, Decision Tree Induction: C4.5, Random Forests and ID3. Bayesian Classification: Naive Bayes. Rule Based Classification, Artificial Neural Network: Classification by Back propagation. Support Vector Machines, Associative Classification, K-NN classifier, Case-Based Learning, Rough set, Fuzzy set approaches, Hidden Markov models. Ensemble model: Bagging, Boosting. Accuracy and Error Measures, Evaluating the Accuracy of a Classifier, Model Selection, Feature selection.

Unit -2 Unsupervised Learning-I:

Types of Data in Cluster Analysis, Clustering Methods- Partitioning Methods: K-Means, K-Medoids. Fuzzy Clustering Methods: FCM, PCM, FPCM, PFCM. Hierarchical Methods: Agglomerative and Divisive, Balanced Iterative Reducing Clustering using Hierarchies

Unit-3 Unsupervised Learning-II:

Grid-Based Methods: Statistical Information Grid, Model-Based Clustering Methods: EM algorithm, Self Organizing Map. Clustering High-Dimensional Data: Clustering In QUES, Projective clustering, Outlier Analysis.

Unit-4 Soft Computing Components:

Neighborhood based algorithms-Simulated annealing, Tabu search. Population based algorithms-Evolutionary computation: Evolutionary programming and strategies, Genetic algorithms,

Genetic programming, Differential evolution, Swarm Intelligence: Ant colony optimization, Particle swarm optimization

Unit- 5 Natural Language Processing:

Introduction to Natural Language Processing - Phonetics, Phonology, syntax, semantics, pragmatics, parsing, Morphology, N-grams, HMMs and Speech Recognition, Products of Computational Linguistics- Linguistic Models- Different types of evaluation and their comparison -Standardization

Text Book:

1. Jiawei Han and Micheline Kamber. *Data Mining Concepts and Techniques*. Morgan Kaufmann publication, 2006.
2. Xin-she Yang. *Nature-Inspired Metaheuristic Algorithms*. Luniver press, 2010.
3. Daniel Jurafsky and James H. Martin, '*An Introduction to Natural Language Processing, Computational Linguistics and Speech Recognition*'
4. Igor Bolshakov, Alexander Gelbukh, '*Computational Linguistics ; Models, Resources, and Applications*' – IENCIA DE LA COMPUTACION - ISBN 970-36-0147-2
5. Sparck Jones, Karen, Galliers, Julia R, '*Evaluating Natural Language Processing Systems- An Analysis and Review*' Authors: ISBN 978-3-540-68452-7

SPECIALISATION – MARKETING MANAGEMENT

MB 841 MARKETING METRICS

Pre requisite: Marketing Management, marketing research

OBJECTIVE:

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

Unit I Marketing Metrics

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

Unit II Margins & Profits and Customer Profitability

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

Unit III Product and Portfolio Management

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

Unit IV Sales Force and Pricing

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

Unit V Advertising, Promotion and Web Metrics

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

TEXT BOOK:

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

REFERENCES:

1. Marketing Metrics: 103 Key Metrics Every Marketer Needs Philip Kotler, Ned Roberto John Wiley & Sons Inc December 2006, ISBN-10: 0470821329.
2. Managing Customers for Profit : Strategies to Increase Profits and Build Loyalty, 1/e, **V. Kumar** Pearson Education 2008, ISBN No. 9788131719800.
3. Other Reading materials of relevant articles from the international marketing journals.

MB 842 CONSUMER BEHAVIOUR

OBJECTIVES:

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

Unit I Introduction

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

Unit II Internal Influences

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

Unit III External Influences

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

Unit IV Purchase Decision Process

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

Unit V Consumer Welfare

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

MB 843 CUSTOMER RELATIONSHIP MANAGEMENT

OBJECTIVES:

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

Unit I Introduction to CRM

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

Unit II Nature of Relationships

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

Unit III CRM analytics

Data Mining and Data Warehousing - Real-world applications.

Unit IV Investigation and Interpretation

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

Unit V Implications – for organizations and the future

CRM implementation and effectiveness –Management of Relationships

TEXT BOOKS:

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

REFERENCE BOOKS:

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

MB 844 DIRECT MARKETING**OBJECTIVE:**

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

Unit I Introduction

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

Unit II Approaches and techniques

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

Direct Mail Marketing-Catalog Marketing-Telemarketing-Direct Response Television-Direct Response Radio-Direct Response in print media-B2B Direct Marketing.

Unit V Present and future implications

Managing the lead generation program-DM profitability-DM testing and experimentation-DM research and its future.

MB 845 BUSINESS MARKET MANAGEMENT

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

Unit 1: Business Market Environment:

Business market: Types of Market Offerings and Customers, Business Market and Managing Value. Business Market Process, Business Networks and International Business Markets.

Unit 2: Appreciating Value:

Defining Market Segment, Competitor Analysis, Assessing Customer Value, Purchase Orientations and Decision Process, Crafting Business Market Strategy

Unit3: Creating Value:

Managing Market offerings: Conventional and Flexible Market Offerings, Value-Based Pricing, Market Offering Across Borders. New Offering Realizations: Realization Strategy, Process Model. Business Channel management: Designing Value-Added Market Channel, Direct Channel, Enhancing Resellers Performance.

Unit4: Delivering Value:

Gaining Customers: Prospecting new business relationship, Sustaining resellers 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

Anderson, James C., James A. Narus, Das Narayandas, and D.V.R. Seshadri. **Business Market Management (B2B): Understanding, Creating, and Delivering Value, 3/e.** NewDelhi: Pearson Education, 2011.

Hutt, Michael D, and Thomas W Speh. **Business Marketing Management: B2B 10e.** NewDelhi : Cengage, 2012.

Tanner, Robert Dwyer: John. **Business Marketing: Connecting Strategy, Relationships and Learning, 4e.** NewDelhi: Tata Mc-Graw Hills, 2008.

MB 846 INTERNATIONAL MARKETING**OBJECTIVE**

To understand the context of international marketing

Unit I Introduction

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

Unit II Trade Groups

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

Unit III Opportunities in International markets

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

Unit IV Planning, development and marketing

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

Unit V Regulations and Procedures

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

TEXT BOOKS:

1. Saxena,R. & Kapoor,M.C., “International Marketing: Concepts, Techniques & Cases”, Tata McGraw Hill, New Delhi, 1994.
2. Varshney & Bhattacharya, “International Marketing”, TMH, NewDelhi,1990.

MB 847 RURAL MARKETING

OBJECTIVE

To understand the unique characteristics and strategies in rural marketing.

Unit I Importance of rural markets

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

Unit II Characteristics and features

Characteristics of Rural Marketing in India: Influencing factors like population, etc. Rural Vs Urban Marketing: Nature — Intricacies — Prospects — Issues

Unit III PEST factors in rural marketing

Marketing Surplus, estimation, Factors affecting Marketable surplus, Regulated Markets, Co-op. Marketing, role of Government and Statutory mechanisms, Socio -economic and political environment and its impact on Rural Marketing.

Unit IV Problems and Challenges

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

1. Agribusiness — A systems Approach.
2. Cases, mini projects to illustrative concept.

TEXT BOOKS:

1. Gopalsamy, T.P., “Environment, Problems and Strategies”, Wheeler Publishing 1 Edn.,1998.
2. Krishnamacharyulu, C.S.G. and Ramakrishnan, Lalitha, “Rural Marketing — Text and cases”, 1 edition, Pearson Education (Singapore) pte. Ltd., Indian Branch, Delhi, 2002.

MB 848 SERVICES MARKETING

OBJECTIVE:

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

Pre-Requste: Marketing Management

Unit I Services Marketing

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

Unit II Customer Focus

Gaps model of Service Quality, Expectations and Perceptions, Measuring Service Quality-SERVQUAL, Building Customer relationships and service recovery.

Unit III Creating Value in Competitive Market

Positioning, Service Development and designing services, Service Blue Printing, Quality Function Deployment, adding value, Physical evidence and services cape

Unit IV Delivering and Performing Service

Pricing strategies for services, creating and managing service delivery, Balancing demand and capacity, waiting lines and reservation.

Unit V Managing Service Promises

Integrated services marketing communication, Services advertising strategies, integrated model of services quality

TEXT BOOK:

1. Valarie A.Zeithmal and Mary Jo Bitner, “Services Marketing – Integrating Customer Focus Across the Firm”, Tata McGraw-Hill, New Delhi, 2002, 2nd Edition.

REFERENCES:

1. Christopher Lovelock, “Services Marketing – People, Technology, Strategy”, Addison Wesley Longman (Singapore), Pearson Education Asia, 2001, 4th Edition.
2. Roland T.Rust Anthony J.Zahorik and Timothy L.Keiningham, “Services Marketing”, Addison Wesley Longman (Singapore)
3. Ravi Shankar, “Services Marketing- the Indian perspectives Text and Readings”, Excel Books New Delhi, 1st edition 2002.
4. Douglas Hoffman John E.G. Bateson, “Essentials of Services Marketing- concepts, strategies and cases”, Thomson Asia Pvt. Ltd Singapore. 1st Indian edition
5. Research Articles in services marketing from international and national reputed refereed marketing journals

MB 849 ADVERTISING MANAGEMENT

OBJECTIVES

To provide an understanding of the basic principles of campaign planning and execution. To develop a managerial perspective and an informed decision-making ability to handle promotional situations.

Unit I Introduction

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

Unit II Campaign Planning

Perspectives on Consumer Behaviour - Formation and Modification of Consumer Attitudes - Consumer memory - Creative strategy - Advertising Design - Appeals - Advertisement copy - visual elements, layout, story boarding - Message design - Celebrity Endorsement.

Unit III Media Planning

Advertising Media mix - Media strategy - Media planning and selection - Factors influencing selection - Scheduling - Word of Mouth Communication.

Unit IV Advertising Budget

Advertising budget - process and methods - Evaluation of advertising Effectiveness - Pre and Post Testing - Advertisement Liking.

Unit V Advertising Agency

Ad agency - Functions and structure - Client Agency Relationship - Cultural and Ethical Concerns in Advertising - Integrated marketing communications - Recent Trends and Relevant case studies.

TEXT BOOKS:

S.A.Chunawalla and K.C.Sethia, Foundations of Advertising Theory and Practice, Himalaya Publishing, New Delhi.

Jaishri Jethwaney and Shruti Jain, Advertising Management, Oxford University Press, New Delhi.

Belch E. George and Belch A. Michael, Advertising and Promotion, Tata Mc Graw Hill, New Delhi.

S.H.H.Kazmi, Satish K Batra, Advertising and Sales Promotion, Excel Books, New Delhi, 2001.

Rajeev Batra, John G. Myers and David A Aaker, Advertising Management, Prentice Hall, New Delhi.

REFERENCE BOOKS

Parameswaran, Brand building advertising: concepts and cases, Tata Mcgraw Hill, New Delhi.

Kennith Clow and Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Pearson, New Delhi.

MB 850 DISTRIBUTION MANAGEMENT

OBJECTIVES:

To understand the nature, importance and characteristics of channel management

Unit I Concept

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

Unit II Customer driven distribution system

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

Unit III Factors selecting in channel partners

Factors in selecting channel partners – Types of channel partners: C&F agent, Wholesaler/dealer, Retailer, Agents, Stockists, 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, Minimising and shifting risk

TEXT BOOKS:

1. Louis W Stern, Adel El. Ansary and Anne T Coughlan. “Marketing Channels”, 5th ed., Prentice Hall of India, New Delhi, 1996.
2. Lou E Pelton, David Strutton, James R Lumpkin, “Marketing Channels- Relationship Management”, Irwin Publishers.

MB 851 RETAIL MANAGEMENT

OBJECTIVES

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

Unit I Introduction to retailing

Definition – functions of retailing - types of retailing – forms of retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario. Retailing from the International perspective

Unit II Consumer Behaviour in the retail context

Buying decision process and its implication to retailing – influence of group and individual factors. Customer shopping behaviour Customer service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.

Unit III Retail Operations

Choice of Store location – Influencing - Factors Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management – Category Management.

Unit IV Retail marketing mix

An Introduction. Retail marketing mix: Product – Decisions related to selection of goods (Merchandise Management revisited) – Decisions related to delivery of service. Retail marketing mix: Pricing – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Retail marketing mix: Place – Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies. Retail marketing mix: Promotion – Setting objectives – communication effects - promotional mix. Human Resource Management in Retailing – Manpower planning – recruitment and training – compensation – performance appraisal.

Unit V Non store retailing

The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system. Legal aspects in retailing. Social issues in retailing. Ethical issues in retailing.

TEXT BOOKS :

Michael Levy, Barton A Weitz and Ajay Pandit, “Retailing Management” 6th edition, McGraw Hill publishing house, 2008.

Swapna Pradhan, “Retail Merchandising”, McGraw Gill Publishing house, 2010.

REFERENCE BOOKS:

Barry Bermans and Joel Evans, “Retail Management – A Strategic Approach”, 8th edition, PHI private limited, Newdelhi, 2002.

A.J.Lamba, “The Art of Retailing”, 1st edition, Tata McGrawHill, New Delhi, 2003

MB 852 SALES MANAGEMENT

OBJECTIVE

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

Unit I Introduction to Sales Management

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

Unit II Formulation of Sales Program

Forecasting Sales and Developing Sales Budgets, Designing and organizing Sales Territories.

Unit III Implementation of the Sales Program

Sales organisations, Relations with other departments. Profiling and recruiting sales people, Selecting and hiring applicants.

Unit IV Sales force Recruitment and Selection

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

Unit V Evaluation and Control of the Sales Program

Analysis of Sales Volume, Marketing Cost and Profitability Analysis, Evaluating Sales persons performance.

TEXT BOOKS:

1. Mark W. Johnston and Greg W. Marshall, "Sales Force Management", Tata McGraw-Hill Publishing Company Limited, 2006.
2. Still, R.R. & Cundiff et al., "Sales Management Decision Strategies & Cases", Prentice Hall, 4 ed., New Delhi, 1996.

REFERENCE BOOKS:

1. Spiro, Stanton, Rich, "Management of Sales Force", Tata – McGraw Hill, 7th edition, 2003, New Delhi.

MB 853 STRATEGIC BRAND MANAGEMENT

OBJECTIVES

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

Unit I Product Management

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

Unit II Brand Management Concept

Basic understanding of brands - significance of a brand - Branding impact on buyers - Brand Image building -Brand Identity - Brand Associations -Brand personality -Brand loyalty.

Unit III Brand Elements

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

Unit IV Branding Decisions

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

Unit V Brand Equity

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

TEXT AND REFERENCE BOOKS:

Harsh V Verma, Brand Management, Excel Books, New Delhi.

Kevin Lane Keller, “Strategic Brand Management”, Person Education, New Delhi.

Daniel Lehman and Rusell Winer, “Product Management”, Tata McGraw Hill, New Delhi.

Jean Noel Kapferer, “Strategic Brand Management”, Global Business Press.

Subrato Sengupta, Brand Positioning, Tata McGraw Hill.

S.Ramesh Kumar, “Managing Indian Brands”, Vikas publishing House, New Delhi.

Y.L.R. Murthy, “Brand Management in Indian Context”, Vikas Publishing, New Delhi.

Ramesh Kumar, Consumer Behaviour and Branding, Pearson, New Delhi.

Nirmalaya Kumar and John Benedict, Private Label Strategy, Harvard Business Press, Boston.

MB 854 STRATEGIC MARKETING

OBJECTIVE

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

Prerequisite: Marketing Management

Unit I: Strategic Marketing Decisions

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

Unit II: Cost Dynamics

Cost Dynamics- Defining the Unit of Analysis Scale and Experience Effect, Sources of the Experience Effect. Steps in analyzing the experience effect .Strategic implications of Prices and

experiences. Limitations to Strategy based on Experience or Scale. Practical considerations in using experience curves. Competitive and Industry Analysis

Unit III: Port folio analysis

Strategic Windows, Portfolio Analysis - Definition of “Product” and “Market”. Growth Share Matrix. The Growth- Gain Matrix. Strategic Intent, Strategic Fit and leverage

Unit IV: Strategic Attractiveness

Market Attractiveness and Business Assessment- Identifying, Relating and weighting the relevant factors of Market Attractiveness and Business Position. Constructing the present investment opportunity chart, assessing the future opportunity

Unit V: Strategic Evaluation learning’s

Market Share Analysis-The use of pooled business experience and comparison of formal methods like business Position analysis and PIMS.

TEXT BOOK:

1. Strategic market planning – problems and analytical approaches by Abel and Hammond. Prentice Hall 1979.
2. Business Articles on various dimensions of strategy supplied to you during the course.

REFERENCES:

1. Orville C. Walker, Jr, Harper W. Boyd,Jr and Jean-Claude Larreche , “Marketing Strategy- Planning and Implementation” Tata Mcgraw-Hill Publishing Company, New Delhi, 2001, 3rd Edition.
2. David A. Aaker, “Strategic Market Management” John Wiley & Sons, Inc, Singapore, 2000, 5th Edition.
3. David W. Cravens, Strategic Marketing, 6/e, Irwin McGraw-Hill, 2000
4. Jean-Pierre Jeannet and H. David Hennessey, “Global Marketing Strategies”, All India Publishers and Distributors Regd, Chennai, 2001, First Indian Edition.
5. Ian Chaston, “New Marketing Strategies – Evolving Flexible Processes to Fit Market Circumstance”, Response Books, a division of Sage Publications, New Delhi, 2000.

MB 855 DIGITAL MARKETING

COURSE OBJECTIVE

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

Unit 1 Introduction To Digital Marketing

Introduction to digital marketing- Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Multimedia Marketing, Mobile Marketing, Affiliate Marketing and Video Marketing. Introduction to web analytics.

Unit 2 search engine marketing, online advertising and email marketing

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

Unit 3 Social Media Marketing, Blog Marketing And Multimedia Marketing

Social media marketing- Understanding Social Media, Participating in Social Networking, Marketing on Facebook, MySpace, and Twitter and Tracking Social Media Marketing Performance. Blog marketing- Understanding Blog Marketing, Creating a Company or Product Blog, Marketing to the Blogosphere and Tracking Blog Marketing Performance. Multimedia marketing- Understanding Multimedia Marketing, Podcast Marketing, Video Marketing and Tracking Multimedia Marketing Performance.

Unit 4 Mobile Marketing, Affiliate Marketing And Video Marketing

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

Unit 5 Web Analytics

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

Reference books

1. Bell, David R., Location Is (Still) Everything: The Surprising Influence of the Real World on How We Search, Shop, and Sell in the Virtual One, Boston, New Harvest, 2014 [ISBN#978-0-544-26227-0]
2. Kaufman, Ira and Chris Horton, Digital Marketing: Integrating Strategy and Tactics with Values, New York, Routledge, 2014 [ISBN#978-0-415-71675-8]
3. Stokes, Rob and the Minds of Quirk, eMarketing: The essential guide to marketing in a digital world, Quirk Education (Pty.) Ltd., 5th edition, 2013
4. Miller, Michael. The ultimate web marketing guide. Pearson Education, 2010.
5. Kaushik, A. (2009). Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.
6. Burby, J., & Atchison, S. (2007). Actionable web analytics: using data to make smart business decisions. John Wiley & Sons.

Additional references

1. Blum, B. S., & Goldfarb, A. (2006). Does the internet defy the law of gravity?. Journal of international economics, 70(2), 384-405.

2. Choi, J., & Bell, D. R. (2011). Preference minorities and the Internet. *Journal of Marketing Research*, 48(4), 670-682.
3. Dellarocas, C. (2010). Online reputation systems: How to design one that does what you need. *MIT Sloan management review*, 51(3), 33.
4. Bonfrer, A., & Drèze, X. (2009). Real-time evaluation of e-mail campaign performance. *Marketing Science*, 28(2), 251-263.
5. Goldfarb, A., & Tucker, C. (2011). Online display advertising: Targeting and obtrusiveness. *Marketing Science*, 30(3), 389-404.
6. Goldfarb, A., & Tucker, C. (2011). Search engine advertising: Channel substitution when pricing ads to context. *Management Science*, 57(3), 458-470.
7. Nunes, J. C., & Drèze, X. (2006). Your loyalty program is betraying you. *Harvard business review*, 84(4), 124.
8. Rutz, O. J., & Bucklin, R. E. (2011). From generic to branded: A model of spillover in paid search advertising. *Journal of Marketing Research*, 48(1), 87-102.
9. Trusov, M., Bodapati, A. V., & Bucklin, R. E. (2010). Determining influential users in internet social networks. *Journal of Marketing Research*, 47(4), 643-658.
10. Skiera, B., & Abou Nabout, N. (2013). Practice Prize Paper-PROSAD: A Bidding Decision Support System for Profit Optimizing Search Engine Advertising. *Marketing Science*, 32(2), 213-220.

SPECIALIZATION- TECHNOLOGY & OPERATIONS MANAGEMENT

MB 871 ADVANCED MATERIALS MANAGEMENT

OBJECTIVE:

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

Unit I

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

Unit II

International Buying - Importance - Global sourcing - Global Trading - Green purchasing - Supply Chain Management (SCM) - EXIM Policy - Exchange Rate Management - Forward Contracts - INCOTERMS. Contracts & Pricing Practices - Negotiation - Purchase Timing - Make or Buy - Capital Equipment Purchase - Sourcing of Projects

Unit III

Strategic Material Planning - Materials Budgeting - Inventory Management -Approach to System Design.

Unit IV

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

Unit V

Policies - Standards and practices - Procedures.

TEXT BOOKS :

1. Gopalakrishnan P. & Sundaresan M., 'Materials Management: An Integrated approach', TMH., New Delhi,
2. Richard J.Tersine, 'principles of inventory and materials management' – Printice hall.
3. Interms 1990.

MB 872 ADVANCED OPERATIONS RESEARCH**Unit I**

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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

TEXT BOOKS :

1. Thomas M. Cook & Robert A.Russell, 'Introduction to Management Science', Prentice Hall 3rd Edition.
- 2.Hamdy a. Taha, 'Operations Research- An Introduction', PHI, Edn.2001.

MB 873 INNOVATION AND R&D MANAGEMENT

OBJECTIVE:

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

Unit I Creativity and Innovation

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

Unit II Managing Uncertainty

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

Unit III Innovation-Managing the Process

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

Unit IV R&D Management

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

Unit V HR Management in R&D

Issues related to Managing Technocrats and scientists, Group dynamics, Training, Motivation, Communication, and MIS for R & D.

TEXT / REFERENCE BOOKS:

1. Shiomo Maintal and D.V.R. Seshadri 2007 Innovation Management: Strategies Concepts and Tools for Growth and Profit, Sage Publications.
2. Gerard H. Gaynor 1996, Handbook of Technology Management, McGraw-Hill

MB 874 LOGISTICS MANAGEMENT

OBJECTIVE

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

Unit I Logistics Management

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

Unit II Materials Management

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

Unit III Distribution Management

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

Unit IV Importance of Logistics

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

Unit V Logistics in different industries

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

TEXT BOOKS:

1. David Bloomberg, Stephen LeMay, Joe Hanna: Logistics, Prentice Hall 2001. ISBN: 013010194X
2. Thomas Teufel, Jurgen Rohricht, Peter Willems: SAP Processes: Logistics, Addison-Wesley, 2002. ISBN: 0201715147

MB 875 PRODUCTION PLANNING & CONTROL

OBJECTIVE

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

Unit I

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

Unit II

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

Unit III

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

Unit IV

Scheduling - Single machine sequencing with Independent jobs - Parallel machine models - Flow shop scheduling - Job shop scheduling - Simulation studies of the Dynamic job shop. Dispatching.

Unit V

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

TEXT BOOKS:

1. Narasimhan Sim, et.al, 'Production Planning and Inventory Control', Prentice Hall 2nd Ed., New Jersey, 1995.
2. Knight, W.A. & Gdlagher, C.C., 'Group Technology Production methods in Manufacture', 1996.

MB 876 TECHNOLOGY FORECASTING

OBJECTIVE:

To create an understanding about technology management and decision forecasting

Unit I Introduction

Introduction: Importance of Technology Forecasting, Forecasting Process, Types of Forecasting Methods.

Unit II Quantitative Methods

Quantitative Methods: Trend Extrapolation, Qualitative Approaches, Growth Curves, Envelop Curves, Substitution Model.

Unit III Qualitative Methods

Qualitative Methods: Monitoring, Network Analysis, Scenarios, Morphological Analysis, Relevance Trees, Delphi Method, Cross-Impact Analysis.

Unit IV Forecast Impact On Decision Making

Forecast Impact On Decision Making: Forecasting uses through cases.

Unit V Assessment to Manage Technological Change

Assessment to Manage Technological Change: Impact Assessment, Analysis of Impact of technologies, Benefit/Cost and Risk analysis.

TEXT BOOK:

1. Alan L. Porter, A. Thomas Roper, Thomas Wimason, Jerry Banks, Fredrick A. Rossini
Forecasting and Management of Technology

MB 877 MANUFACTURING STRATEGY

OBJECTIVE

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

Unit I

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

Unit II

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

Unit III

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

Unit IV

Focused manufacturing-principles and concepts, managing the supply chain, green manufacturing, Process choice- Technology Strategy, virtual manufacturing, product profiling.

Unit V

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

TEXT BOOKS:

1. Hill, Terry, Manufacturing Strategy, 3rd Edition, Richard D. Irwin, Inc, 1999.
2. Hayes, Robert H., Gary P. Pisano and David M. Upton, Strategic Operations: Competing through Capabilities, The Free Press, 1996.

MB 878 SERVICE OPERATIONS MANAGEMENT

Unit I

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

Unit II

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

Unit III

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

Unit IV

The role of quality as a driver. Customer satisfaction and delivery of service. Quality improvement methods, critical success factors, quality awards. Measurement and management of quality. Consultation and management of change, facility location and layout. The marketing function – identifying customer expectations.

Unit V

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

TEXTBOOKS:

1. Robert Johnston and Graham Clark, Service Operations Management 3rd Edition, 2008, Prentice Hall.
2. Nevan Wright and Peter Race, Management of service operations, 2nd Edition, 2004, Cengage Lrng Business Press.
3. Slack, N., Chambers, S., Johnston, R., (2004), Operations Management, 4th Edition, FT Prentice Hall.
4. Nevan J Wright, (1999) The Management of Service Operations, Cassell.

MB 879 TECHNOLOGY MANAGEMENT

OBJECTIVE

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

Unit I Introduction

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

Unit II Forecasting

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

Unit III Decision Making Techniques

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

Unit IV Technology Transfer

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

Unit V Intellectual Property Rights

Introduction to IPR Act, Issues, the effectiveness and management of patents, Trademarks and copy rights.

TEXT BOOK

1. Gerard H. Gaynor 1996, Handbook of Technology Management, McGraw-Hill

REFERENCE BOOK:

1. Alan L. Porter, A. Thomas Roper, Thomas Wimason, Jerry Banks, Fredrick A. Rossini
Forecasting and Management of Technology

SPECIALIZATION -GENERAL MANAGEMENT**MB 890 COURSE OF INDEPENDENT STUDY**

MB 891 INTELLECTUAL PROPERTY RIGHTS MANAGEMENT

OBJECTIVE

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

Unit I Introduction

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

Unit II Patents

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

Unit III International Treaties and Conventions on IPRS

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

Unit IV Strategic Management of IPRS

Strategies followed before investing into R&D, Patent information and databases, IPR strength in India, Traditional knowledge.

Unit V Valuation

Concept of Ownership, IP valuation, Technology Transfer and Licensing.

TEXT BOOK:

1. Managing Intellectual Property by V. Sople Vinod (Prentice- Hall of India Private Limited, 2006, pages Intellectual Property Rights and Copyrights, Publisher: Ess Publications, Seller: Indus International.

REFERENCE BOOKS:

1. Intellectual Property Rights- A Primer, R. Anita Rao & Bhanoji Rao, Lastian Book Company
2. The Management of Intellectual Property- Edited by Derek Bosworth and Elizabeth Webster, 2006, 341 pages, Edward Elgar Publishing Limited
3. WIPO Intellectual Property Handbook (freely downloadable from www.wipo.int)

MB 892 ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

OBJECTIVE:

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

Unit I Introduction

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

Unit II New Venture Creation

Creating and starting the venture – creativity and business idea, legal issues for the entrepreneur, the business plan, Creating and starting the venture, the marketing plan, Organizational plan, financial plan.

Unit III Financial Management

Financing the venture – Sources of capital, informal risk capital and venture capital.

Unit IV Strategic Management

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

Unit V Exit Strategy

Going public and ending the venture.

TEXT BOOKS

1. Robert D. Hisrich, Michael P Peters, and Dean A Shepherd, “Entrepreneurship” Sixth edition, Mc Graw Hill

MB 893 INFORMATION AND INTERNET ECONOMICS

OBJECTIVES

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

Unit I . E-Commerce Overview

Institutions - Business Models - Infrastructure - Building a Web Site

Unit II Information Goods

Pricing - Versioning - Digital Media and Bandwidth - Rights Management

Unit III Online Market Mechanisms

Lock-In - Services - Retailing - Network Effects - Portals and Communities - Business-to-Business - E-Commerce - Auctions

Unit IV Standards and Policy Issues

Standards Setting - Security and Encryption - Antitrust and Tax Policies

Unit V Software Economics and Economics of Information Security

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

TEXT BOOKS/ REFERENCES:

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

MB 894 KNOWLEDGE MANAGEMENT & INNOVATION**OBJECTIVE:**

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

Unit I Knowledge, Knowledge Management & innovation

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

Unit II Strategic alignment & Innovation

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

Unit III KM Programme Planning

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

Unit IV Technology Infrastructure for KM

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

Unit V People aspect of KM

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

TEXT BOOK:

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

REFERENCE BOOK:

Madan Mohan Rao, Knowledge Management Tools and Techniques, Elsevier Inc, 2007

HBR on Knowledge Management, Peter Drucker, Harvard University Press, 1995

MB895 International Business and Strategy

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

Unit 1:

International Business Environment: Globalization and Business, Institutional framework for International Business, WTO, Economic Integration, **Global strategy:** Phases of Global Strategy, Drivers of Global Strategy Perspective, Global Value Chain and Value System.

Unit 2: Designing Global strategy and Organization

Framework for Global Strategy, The Global Functional Model of Organisation, Single and Multi-Business Global Organisation, The Hybrid and The Transnational Models.

Unit 3: Global Strategic Development

Managing the International Process: Motives and Decision to Internationalization, Process, Entry Mode Strategies, De-Internationalization. International Strategic Alliances: Drivers, Needs, Motives , Pitfalls, Types of Alliance, Selecting and Managing Partners, Balancing Trust and Risks, Alliance Dissolution.

Unit4: Subsidiary and Headquarter Level Strategy

Subsidiary-Level: Global Strategy Levels, Strategic Roles of Subsidiaries, Types of Subsidiary-Level Strategy, Global Generic Strategies. Headquarter-Level: The Role of Corporate Parent, Global Sourcing Strategies, Diverfification Startegies, Managing Global Portfolios.

Unit 5: Global Strategic Implementation and Control

Global Structures and Designs: Domestic Organizational Structures, Strategy and Structure of Multinationals, Balancing integrations and Local responsiveness. *Global Management of Change:* Types of Change, The Change Process, Style of Change, Implementing Change, Communication Issues and Negotiations. *Control:* Type, Model and Method.

Text Books

K, Sundaram Anant, and Black J Stewart. *The International Business Environment : Text and Cases*. NewDelhi: PHI Learning, 2012.

Lasserre., Philippe. *Global Strategic Management 2e*. NewYork: Palgrave Macmillan, 2007.

Mellahi, Kamel, Jdrzej George Frynas, and Paul Finlay. *Global Strategic Management*. NewDelhi: Oxford University Press, 2007.

Peng, Mike W. *International Strategic Management*. NewDelhi: Cengage Learning India, 2009.

Rugman, Alan M, and Simon Collinson. *International Business: A Strategic Management Approach 5e*. Harlow: Pearson Education Limited, 2009.

Verbeker, Alian. *International Business Strategy*. NewDelhi: Cambridge University Press, 2009.

MB 896 DESIGN THINKING AND BUSINESS INNOVATION

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

UNIT 1: An Introduction to the Innovation Process

Define creativity and its role in innovation-overview of the innovation process-individual affective characteristics- Types of innovation- critical dimensions of successful innovation-barrier to innovation

UNIT 2: Human-Centered Design & Achieving Deep Customer Understanding

Identify and understand what customers -target users- techniques for achieving deep customer understanding.

UNIT 3: Identifying Opportunity Areas: Problem Framing & Definition

Framing-a powerful cognitive mechanism- problem frames and informed by insights -Deep Customer Understanding, reshape problem frames to open up new paths for thinking, redefine problems, and identify areas of opportunity.

UNIT 4: Idea Generation & Concept Development

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

UNIT 5: Implementation & Managing Innovation

Approaches for thinking creatively (and strategically) about implementing ideas-approaches to taking innovative ideas to the marketplace. Business Creativity within strategic boundaries

References:

Design Thinking, Nigel Cross, BERG Publishing, 2011

Design Thinking- Integrating Innovation, Customer Experience and Brand Value, Thomas Lockwood, Design Management Institute, 2009