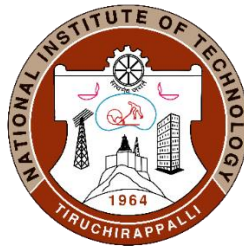


**NATIONAL INSTITUTE OF TECHNOLOGY  
TIRUCHIRAPPALLI – 620 015**

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

**SYLLABUS FOR CREDIT BASED CURRICULUM**

**(2019 – 2020)**



**DEPARTMENT OF MANAGEMENT STUDIES**

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

**DEPARTMENT OF MANAGEMENT STUDIES**

## **Department of Management Studies**

### **PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)**

1. To provide a comprehensive foundation in business management, with a global perspective and the tools for effective management of resources.
2. To facilitate the holistic development of students with a fine blend of theory with practical exposure, soft skills and human values to match the industry expectation.
3. To prepare students for better careers in entrepreneurship and management in both the private and public sectors.
4. To expose students to the recent trends like Business Analytics, Business Analysis and IT Consulting with regular industry interaction.

## MBA PROGRAMME 2019-20

Total minimum credits required for completing the course is 80

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

### TRIMESTER – I

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 Structure & Design	3	0	0	2
MB707	Business Communication - I	2	0	2	2
	<b>Total</b>	<b>16</b>	<b>2</b>	<b>2</b>	<b>14</b>

### TRIMESTER – II

CODE	COURSE OF STUDY	L	T	P	C
MB 711	Advanced Financial Accounting	2	1	0	2
MB 712	Cost and Management Accounting	2	1	0	2
MB 713	Operations Research	2	1	0	2
MB 714	Macro Economics	3	0	0	2
MB 715	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
	<b>Total</b>	<b>16</b>	<b>2</b>	<b>2</b>	<b>15</b>

### TRIMESTER – III

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

**TRIMESTER – IV**

<b>CODE</b>	<b>COURSE OF STUDY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB 731	Strategic Management	3	0	0	2
MB 732	Supply Chain Management	3	0	0	2
MB 733	Summer Project*	0	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
	<b>Total</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>16</b>

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

**TRIMESTER – V**

<b>CODE</b>	<b>COURSE OF STUDY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB 741	Project System Management	3	0	0	2
MB 742	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
	<b>Total</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>12</b>

**TRIMESTER – VI**

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

## SPECIALIZATIONS

### FINANCIAL MANAGEMENT

<b>CODE</b>	<b>COURSE OF STUDY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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

<b>CODE</b>	<b>COURSE OF STUDY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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
MB 790	Industrial Psychology	3	0	0	2
MB 791	Knowledge Management & Innovation	3	0	0	2

### BUSINESS ANALYSIS & IT CONSULTING

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

## **BUSINESS ANALYTICS**

<b>CODE</b>	<b>COURSE OF STUDY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB 821	Basic Data Analytics	3	0	0	2
MB 822	Advanced Data Analytics	3	0	0	2
MB 823	Data Mining Techniques	3	0	0	2
MB 824	Introduction to Business Analytics	3	0	0	2
MB 825	Supply Chain Analytics	3	0	0	2
MB 826	Financial Risk Analytics	3	0	0	2
MB 827	HR Analytics	3	0	0	2
MB 828	Digital Analytics	3	0	0	2
MB 829	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	Machine Learning Techniques	3	0	0	2
MB 833	Advanced Machine Learning Techniques	3	0	0	2
MB 834	Data Analytics Software Lab	3	0	0	2
MB 835	Game Theory and Applications	3	0	0	2
MB 836	Google Analytics	3	0	0	2
MB 837	Text Analytics	3	0	0	2

## **MARKETING MANAGEMENT**

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

## **TECHNOLOGY & OPERATIONS MANAGEMENT**

<b>CODE</b>	<b>COURSE OF STUDY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB 871	Advanced Materials Management	3	0	0	2
MB 872	Advanced Operation Research	3	0	0	2
MB 873	Innovation and R&D Management	3	0	0	2
MB 874	Logistics Management	3	0	0	2
MB 875	Production Planning & Control	3	0	0	2
MB 876	Technology Forecasting	3	0	0	2
MB877	Manufacturing Strategy	3	0	0	2
MB878	Services Operation Management	3	0	0	2
MB 879	Technology Management	3	0	0	2
MB 880	Lean Manufacturing	3	0	0	2

## **GENERAL MANAGEMENT**

<b>CODE</b>	<b>COURSE OF STUDY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB 890	Course of Independent Study	3	0	0	2
MB 891	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	International Business & Strategy	3	0	0	2
MB 895	Design Thinking & Innovation	2	0	2	2

## **MB 701 BUSINESS STATISTICS**

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

### **Course Objective**

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

### **Course Content**

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

**Unit II- Probability Theory:** classical, objective & subjective Approach-Probability Rules – Probability under conditions of Statistical independence and dependence - Bayes Theorem –Probability Distributions-Binomial, Poisson and Normal distribution .

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

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

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

### **Text Books**

1. Richard I. Levin and David S. Rubin, ‘Statistics for Management’, Prentice Hall of India, 7<sup>th</sup> edition, 2011
2. David F. Stephan, Kathryn A. Szabat, David M. Levine , “Statistics for Managers Using Microsoft Excel”, Pearson Education, 8<sup>th</sup> edition, 2016
3. G C Beri, “ Business Statistics”, Tata Mc Graw Hill Publishing Company Ltd., 3<sup>rd</sup> edition, 2010.
4. T N Srivastava, Shailaja rego, “Statistics for management”, Tata McGraw-Hill Publishing Company Ltd., 2008.

### **References**

1. Srivatasava, Shenoy and Sharma, ‘Quantitative Techniques for Managerial Decision Making’, New Age International Pvt. Ltd.,2<sup>nd</sup> edition, 2002.
2. Linda Herkenhoff, John Fogli, “Applied Statistics for Business and Management using Microsoft Excel”, Springer, 1<sup>st</sup> edition, 2013.



## **MB 702 LEGAL ASPECTS OF BUSINESS**

**Prerequisites / Co-requisites: Nil**

### **Course Objectives**

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

### **Course Content**

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

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 Types of Guarantee-- Provisions relating to various types of Guarantee- Surety and Co-surety– Bailment and Pledge.

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

Sales contract - Transfer of title and risk of loss - Conditions 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- 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 -Cybercrimes.

### **References**

1. Kapoor, N.D, *Elements of Mercantile Law*,Sultan Chand and Sons (2018)
2. Kapoor, N.D, *Business Law*, Sultan Chand and Sons (2013)
3. Kapoor, N.D, *Elements of Company Law*,Sultan Chand and Sons (2015)

# **MB 703 FUNDAMENTALS OF FINANCIAL ACCOUNTING**

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

This course is an introduction to financial accounting and provides a basic knowledge by presenting the mechanism of double entry book keeping which is then extended on the one hand for internal accounting purpose to managerial accounting and on the other hand for external purposes to balancing according to the prevailing regulations.

## **Course Content**

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

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

## **Text Books**

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

## **References**

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

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

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Introduction**

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

### **Unit II Understanding Consumer**

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

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

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

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

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

### **Unit V Marketing Strategies**

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

## **Text Books**

1. Philip Kotler, Keller, Koshy, Jha, “*Marketing Management*”, 15<sup>th</sup> edition, Pearson, New Delhi (2015)
2. Ramaswamy and Namakumari, “*Marketing Management*”, 2<sup>nd</sup> edition, MacMillan, New Delhi (2002)
3. Rajan Saxena, “*Marketing Management*”, TMH, New Delhi.
4. R.L.Varshney and S.L.Gupta, “*Marketing Management Indian perspective*”, Sultan Chand, New Delhi (2004)
5. R.S.N.Pillai and Bagavathi, “*Modern Marketing*”, S.Chand, New Delhi.

## **References**

1. G.Muruganatham, “*Marketing Dynamics*”, Aruna Publications, Chennai.
2. Michael Etzel, Bruce Walker, William Stanton and Aijay Pandit, “*Marketing*”, 14<sup>th</sup> edition, Tata McGraw Hill, New Delhi (2006).
3. “*The Marketing White Book*”, Businessworld Publication.

# MB 705 MICRO ECONOMICS

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit I Introduction**

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

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

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

### **Unit III Production Function**

Production function-ISO cost, ISO Quant-expansion path returns to scale-increasing, constant and diminishing returns-cost analysis-total cost, average cost, and marginal cost, -AVC, AFC, AC & MC relationships-short 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 Book**

1. C.H.Peterson, C Lewis, Sudhir K Jain, "*Managerial Economics*", Pearson Education, 2e,(2006)
2. Robert Pindyck and Daniel Rubinfeld, "*Micro Economics*", Pearson Education, 8<sup>th</sup> Edition, (2017)

## **References**

1. Paul G Keat, Philip K.Y.Young, "*Managerial Economics*". Pearson Education, 5e,(2006)

## **MB 706 ORGANIZATIONAL STRUCTURE AND DESIGN**

**Prerequisites / Co-requisites:** Nil

### **Course Objectives**

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

### **Course Content**

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

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

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

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

#### **Unit III Open system design elements**

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

#### **Unit IV Organizational Transformation**

Organisation size, life cycle stages- birth, growth and Greiner's models of organisational growth, decline, Inertia and death, Weitzel and Jonsson's model of decline and organisational control.

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

Organisational culture and ethical values, Innovation, Intrapreneurship, and Creativity, Innovation and IT contemporary trends in organization design.

### **Text Books**

1. Richard L. Daft, "*Understanding the Theory and Design of Organizations*", CENGAGE Learning, 11th edition, (2013).
2. Gareth R. Jones and Mary Mathew, "*Organisational Theory, Design, and Change*", Pearson India Education Private Limited, 7th edition, (2017).

### **References**

1. Richard H. Hall "*Organizations-structures, processes and outcomes*", 8th edition, PHI, (2002).
2. D K Bhattacharyya, "*Organisational Systems, Design, Structure and Management*", Himalaya Publishing House, (2009).

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

**Prerequisites / Co-requisites: Nil**

### **Course Objectives**

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

Help them familiarize and practice the different kinds of communication tools.

Give them practice in the nuances of spoken communication.

Expose them to the different forms of Business communication.

Help them improve their competence in using English effectively.

### **Course Content**

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

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

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

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

#### **Unit III Written Communication**

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

#### **Unit IV Business Language**

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

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

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

### **References**

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

## **MB 711 ADVANCED FINANCIAL ACCOUNTING**

**Prerequisites / Co-requisites:** Fundamentals of Financial Accounting

### **Course Objectives**

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

### **Course Content**

#### **Unit I Company Accounts**

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

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

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

#### **Unit III Cash Flow and Fund Flow**

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

#### **Unit IV TALLY**

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

#### **Unit V Financial Reporting**

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

### **Text Books**

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

### **References**

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

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

**Prerequisites / Co-requisites: Nil**

### **Course Objectives:**

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

### **Course Content**

#### **Unit I Management accounting and budgeting**

Definitions, Nature, Functions, Scope, Importance, Limitations and conventions of Management Accounting. Distinction between Management Accounting and Financial Accounting, Installation of Management Accounting System. – Budgeting - Functional Budget - Cash budget – Master budget— Flexible budget

#### **Unit II Cost accounting and costing process**

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

#### **Unit III Costing methods**

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

#### **Unit IV Costing techniques**

Standard Costing- Material and Labour variance, Variable costing Vs. Absorption costing-, Cost-volume profit analysis –Make or buy decision, Product mix decision, Utility of Costing for Managerial Decision.

#### **Unit V-Activity based costing**

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

### **Text Books**

1. Khan.M.Y & Jain, P.K, “Cost Accounting” Mcgraw Hill Education (India) Private Ltd.,New Delhi, Second edition, (2014)
2. Colin Drury, “Management and Cost accounting”, Cengage Learning India Private Ltd., Eighth edition, (2014)

### **References**

1. Srikant M. Datar, Madhav V.Rajan, “Horngren’s Cost Accounting” Pearson Education, Sixteenth Edition, (2017).



# MB 713 OPERATIONS RESEARCH

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit I Linear Programming**

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

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

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., 4<sup>th</sup> edition, (2010)

## **References**

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

# MB 714 MACRO ECONOMICS

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

To provide the students Macroeconomic Principles

To understand the behaviour of an economy.

To familiarize with the problems faced by an economy and its measures.

## **Course Content**

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

## **Text Books**

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, (2005)

## **References**

1. Olivier Blanchard and David R. Johnson, *“Macro Economics”*, Pearson Education, 6<sup>th</sup> Edition, (2017)

# MB 715 MANAGING PEOPLE IN ORGANIZATION

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit I**

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**

Behavioural Management Learning: Processes, Reward systems, and Behavioural 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, Fred., *“Organizational Behavior: An Evidence - Based Approach”*, 12<sup>th</sup> edition, Indian edition, (2017).
2. Dwivedi, R.S., *“Human Relations and Organisational Behaviour-A Global Perspective”*, MacMillan Ltd., New Delhi, (2008).

## **References**

1. Kinicki, Angelo; Kreitner, Robert; Sinding, Knud; Waldstrøm, Christian, *“Organisational Behaviour”*, 5<sup>th</sup> edition, McGraw-Hill Education, (2014).
2. Stephen P. Robbins, Timothy A. Judge and Neharika Vohra, *“Organizational Behaviour”*, 18<sup>th</sup> edition, Pearson, (2018).

# MB 716 MARKETING MANAGEMENT – PLANNING & CONTROL

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

## **Text Books**

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

# MB 717 INFORMATION MANAGEMENT

**Prerequisites / Co-requisites:** Nil

## **Course Content**

### **Unit-I: IT trends**

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

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

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

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

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

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

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

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

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

## **Text Books**

1. Kenneth C. Laudon, Jane P. Laudon, “*Management Information Systems*” 15<sup>th</sup> Edition, Pearson publishing company, New Delhi, (2009)
2. James O'Brien, George Marakas, “*Management information Systems*”, 10<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, (2005)

## **References**

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

# MB 721 FINANCIAL MANAGEMENT

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit I Introduction**

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. M.Y.Khan &P.K.Jain, *Financial Management- Text, problems & cases*, Tata Mcgraw Hill, 5<sup>th</sup> edition (2007)
2. Rajiv Srivatsava.& Anil Misra , *Financial Management*, Oxford university press 1st edition 2008, Fourth print (2009)
3. I.M.Pandy , *Financial Management* ,Vikas Publishing house,10<sup>th</sup> edition (2011)

## **References**

1. James C.Vanhorne .& John M.Wacho-wicz,Jr ,*Fundamentals of Financial Management* Pearson Education 11th edition (2001)

# **MB 722 PRODUCTION & OPERATIONS MANAGEMENT**

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

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

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

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

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

### **Unit III Job design techniques**

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

### **Unit IV Job evaluations methods**

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

### **Unit V Materials management**

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

## **Text Books**

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

## **References**

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, 3<sup>rd</sup> Ed., New Jersey, (1986)

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

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

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

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

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 counselling. 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 counselling.

### **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. Gary Dessler and Biju Varkkey "*Human Resource Management*", Pearson, 15<sup>th</sup> edition, (2016).
2. K. Aswathappa "*Human Resource Management, Text & Cases*", Tata McGraw Hill, 8<sup>th</sup> edition, (2017).

## **References**

1. Seema Sanghi, "*Human Resources Management*", Vikas Publishing House, New Delhi, 2<sup>nd</sup> Edition, (2014).
2. Biswajeet Pattanayak, "*Human Resources Management*", PHI Learning, Delhi, 5<sup>th</sup> edition, (2018).



# MB 724 INFORMATION STRATEGY AND MANAGEMENT

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

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

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

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

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

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

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

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

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

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

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

## **Text books**

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

## **References**

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

# MB 725 MARKETING RESEARCH

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit I: Marketing Research**

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

### **Unit II: Research Design, Exploratory and Descriptive**

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

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

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 Books**

1. Naresh K. Malhotra & Satyabhushan Dash, *“Marketing Research – An applied Orientation”*, Pearson, 6<sup>th</sup> Edition, (2012)

## **References**

1. Carl Mcdaniel and Roger Gates, *“Contemporary Marketing Research”* South Western College Publishing, Singapore, 4<sup>th</sup> Edition.,(1999)
2. Tull, D.S. and Hawkins D.J. , *“Marketing Research – Measurement and Method”* Prentice Hall, New Delhi, 6<sup>th</sup> Edition, (2009)
3. Kinneer.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), 1<sup>st</sup> 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, 2<sup>nd</sup> Edition,(2003)
8. Rajendra Nargundkar, “**Marketing Research: Text and Cases**”, Tata Mcgraw-Hillco, New Delhi, 2<sup>nd</sup> Edition, (2000)
  9. Gilbert A. Churchill Jr. “**Marketing Research: Methodological Foundations**” Dryden Press, 7<sup>th</sup> Edition, (1997)

## **MB 731 STRATEGIC MANAGEMENT**

**Prerequisites / Co-requisites: Nil**

### **Course Objectives**

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

### **Course Content**

#### **Unit 1: Overview of Strategic Management:**

What is Strategy? - Strategic Management - Hierarchy of Strategic Intent - Strategic Management Process.

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

The Resources Based View Model, The Structure-Conduct-Performance Model, The Five Force Model, Value Chain Analysis, Strategic Group Analysis, Red Ocean and Blue Ocean Strategy.

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

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

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

Strategic Analysis - Tools and Techniques; Strategy Implementation – Structural Implementation, Behavioral Implementation, Functional and Operational Implementation

#### **Unit 5: Strategic Evaluation and Control:**

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

### **References**

1. Hitt, Ireland and Hoskission, **Strategic Management: Concepts and Cases, Competitiveness and Globalization**, Cengage Learning (2016).
2. Thompson, Arthur. Strickland, J, Alonzo and Gamble, John, **Crafting and executing strategy: Concepts and readings**, McGraw-Hill Education (2015).
3. 3Haberberg, Adrian and Alison, Rieple, **Strategic Management: Theory and Application**, NewDelhi: Oxford University Press (2008).
4. Harvard Business Review, **HBR's 10 Must Reads on Strategy**, Harvard Business Press (2011).

# MB 732 SUPPLY CHAIN MANAGEMENT

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

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

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

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

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

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

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

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

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

### **Unit V 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*

### **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**

**Prerequisites / Co-requisites: Nil**

### **Course Objectives**

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

### **Course Content**

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

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)

### **References**

1. Ahuja H.N., '*Project Management*', John Wiley & Sons, New York, (1984)

# MB 742 STRATEGIC TOTAL QUALITY MANAGEMENT

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit 1 Introduction**

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**

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

## **References**

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

# **SPECIALISATION - FINANCIAL MANAGEMENT**

## **MB 761 ASSET BASED FINANCING**

**Prerequisites / Co-requisites: Nil**

### **Course Objectives**

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

### **Course Content**

#### **Unit I Leasing**

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

— concepts Evaluation and Accounting

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

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

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

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

#### **Unit IV Refinancing**

Refinancing by finance company- schemes — Procedures — Utility

#### **Unit V NBFCs**

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

### **Text Books**

1. Kothari Vinod, *Lease Financing and Hire Purchasing*, Wadhwa and Company, New Delhi (2001).
2. Richard Brealy, Stewart Myers, Franklin Allen and Pitabas Mohanty, *Principles of corporate finance*, 12<sup>th</sup> edition, Tata Mcgraw Hill, New Delhi (2018).

## **MB 762 ADVANCED CORPORATE FINANCE**

**Prerequisites / Co-requisites: Nil**

### **Course Objectives**

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

### **Course Content**

#### **Unit I Stochastic Models**

Stochastic Models for risk and uncertainties in Capital budgeting.

#### **Unit II Corporate Structure**

Capital Structure determination - Equity and Debt forms, EM Hypothesis

#### **Unit III Corporate Financing**

Corporate financing and market efficiency

#### **Unit IV Leasing**

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

#### **Unit V Mergers and Amalgamation**

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

### **Text Books**

1. Thomas Copeland, Fred Weston, Joseph Katz and Kuldeep Shastri. *Financial Theory and Corporate Policy*, 4<sup>th</sup> Edition, Pearson India, Chennai(2007).
2. Pandey I M. *Financial Management*. 11<sup>th</sup> edition, Vikas Publishing House Pvt. Ltd, New Delhi (2018).

### **References**

1. Richard Brealy, Stewart Myers, Franklin Allen and Pitabas Mohanty, *Principles of corporate finance*, 12<sup>th</sup> edition, Tata Mcgraw Hill, New Delhi (2018).



# MB 763 FINANCIAL DERIVATIVES

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

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

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

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

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

### **Unit III Swaps**

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

### **Unit IV Options**

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

### **Unit V Other Derivatives**

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

## **Text Books**

1. Hull.c.John. and Sankarshan Basu. *Options, Futures and Other Derivatives*, 10<sup>th</sup> edition, Pearson Education, Chennai (2018).
2. Gupta S L.,*Financial Derivatives: Theory, Concepts and Problems*, 2<sup>nd</sup> edition, PHI learning, New Delhi (2017).

## **References**

1. Durbin Michael, *All About Derivatives*. 2<sup>nd</sup> edition, Tata McGraw Hill publications, New Delhi(2010).

# MB 764 FINANCIAL INSTITUTIONS AND SERVICES

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

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

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

### **Unit II Financial institutions**

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

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

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

### **Unit IV Financial Services**

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

### **Unit V Financial Services (contd)**

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

## **Text Books**

1. Pathak Bharathi V, *The Indian Financial System*, 5<sup>th</sup> edition, Pearson Education, Chennai(2018).

## **References**

1. Bhole L M and Mahakud Jitendra, *Financial Institutions and Services*, 6<sup>th</sup> edition, Tata McGraw Hill Education, New Delhi (2017).

# **MB 765 INSURANCE & PENSION SCHEMES**

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Insurance Regulations**

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

### **Unit II Insurance Agency**

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

### **Unit III Insurance Products**

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

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

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

### **Unit V Provident Fund**

CPF, GPF, Contributions, facilities

## **Text Books**

1. Holyoake Julia. and Bill Weipers, *Insurance*, 4<sup>th</sup> Rev.edition, Financial World Publishing, (2004)

## **References**

1. IRDA Guidelines, 2008

# MB 766 INVESTMENT BANKING

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

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

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

### **Unit II Issue Management**

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

### **Unit III Disinvestment**

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

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

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

### **Unit V Introduction to Valuation**

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

## **Text Books**

1. Verma. *Merchant Banking: Organisation and Management*, Tata McGraw Hill, New Delhi (2005).
2. Pratap G Subramanyam. *Investment Banking: Concepts, Analyses and Cases*. Tata McGraw Hill, New Delhi (2007).

## **References**

1. Machiraju H R, *Merchant Banking*, 4<sup>th</sup> Edition, New Age Publishers (2010).
2. SEBI Guidelines, Taxmann's Publications, 2008

# MB 767 INVESTMENT SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

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

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

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

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

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

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

### **Unit IV Portfolio Analysis**

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

### **Unit V Portfolio Management**

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

## **Text Books**

1. Bhalla V K, *Investment management – Security analysis and portfolio management*, 19<sup>th</sup> edition, S.Chand & Company Pvt Ltd, New Delhi (2013).
2. Chandra Prasanna, *Investment Analysis and Portfolio Management*, 5<sup>th</sup> edition, Tata McGraw Hill, New Delhi (2017).

## **References**

1. Donald Fischer, Ronald Jordan and Ashwini Pradhan, *Security Analysis & Portfolio Management*”, 7<sup>th</sup> edition, Pearson Education, New Delhi (2018).

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

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Costing Concepts**

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

### **Unit II Cost Ascertainment**

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

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

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

### **Unit IV Budgeting**

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

### **Unit V Cost Analysis**

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

## **Text Books**

1. Horngren Charles, Datar Srikant and Foster George.,*Cost Accounting: A Managerial Emphasis*. Pearson Prentice Hall, Chennai (2006).

## **References**

1. Khan M Y and Jain P K, *Cost accounting*, 2<sup>nd</sup> edition, Tata Mcgraw Hill Education, New Delhi (2014)
2. Tulsian P C and Bharat Tulsian, *Cost accounting*, 8<sup>th</sup> edition, S.Chand and Company, New Delhi (2014)

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

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I General Principles**

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

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

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

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

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

### **Unit IV Service Tax**

Special provisions – Service Tax and Value Added Tax

### **Unit V Tax Planning**

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

## **Text Books**

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

## **References**

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

# MB 770 TREASURY MANAGEMENT

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I - Introduction**

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

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

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 Books**

1. Pathak Bharathi V, *The Indian Financial System*, 3<sup>rd</sup> edition, Pearson Education, Chennai (2008).
2. Pandey I M.,*Financial Management*, 11<sup>th</sup> edition, Vikas Publishing House Pvt. Ltd, New Delhi (2018).
3. Apte P G, *International Financial Management*, 7<sup>th</sup> edition, Tata Mcgraw Hill, New Delhi (2014).
4. Srivatsa Rajiv.,*Derivatives and Risk Management* , 2<sup>nd</sup> edition, OUP India, New Delhi (2014).

## **References**

1. Zvi Bodie, Alex Kane, Alan Marcus and Pitabas Mohanty *Investments*, 8<sup>th</sup> edition, Tata Mcgraw Hill, New Delhi (2009).
2. Collier P A, Terry Cooke and John Glynn,*Financial and Treasury Management*. CIMA, Hienemanri Professional Publishing, London, 2002.



# MB 771 PERSONAL FINANCE

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

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

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

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

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

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

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

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

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

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

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

## **Text Books**

1. Kapoor Jack, Dlabay Les and Hughs Robert, *Personal Finance*, 10<sup>th</sup> edition, Irwin/McGraw-Hill, New Delhi (2011).
2. Madura Jeff, *Personal Finance*, 6<sup>th</sup> edition, Pearson education, Chennai (2016).

# MB 772 BEHAVIOURAL FINANCE

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

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

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 perspective, Allais and Elsborg's paradoxes. Rationality from an economics and evolutionary perspective. 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 externals factors influence. Emotional content of news articles and their correlation with market dynamics. Social trends and market dynamics: music, fashion, demographics.

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

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

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

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

economics. Neuro marketing.

### **Text Books**

1. Pompian, Michael M, **Behavioral Finance and Wealth Management**, Wiley, New Jersey (2006).

### **References**

1. Hersh Shefrin, *Behavioural Corporate Finance*, Tata Mc Graw Hill Irwin Publishers, New Delhi (2007).
2. Nofsinger R John, *The Psychology of Investing*, 6<sup>th</sup> edition, Pearson Prentice Hall, Chennai (2017).
3. Statman Meir, *What Investors Really Want*, McGraw-Hill Professional, New Delhi (2010).

## **MB 773 INTERNATIONAL FINANCE**

**Prerequisites / Co-requisites: Nil**

### **Course Objectives**

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

### **Course Content**

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

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

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

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

### **Text Books**

1. Eiteman David, Stonehill Arthur and Moffett Michael, *Multinational Business Finance*, 14<sup>th</sup> edition, Pearson education, Chennai (2015).

### **References**

1. Buckley Adrian, *Essence of International Money*, 2<sup>nd</sup> edition, Prentice Hall India, New Delhi (1995).
2. Apte P G, *International Financial Management*, 7<sup>th</sup> edition, Tata Mcgraw Hill, New Delhi (2014).
3. Shapiro Alan, Moles Peter and Kumar Jayanta Seal, *International Financial Management*, Wiley India (2016).

## **MB 774 CORPORATE VALUATION**

### **Prerequisites / Co-requisites: Nil**

### **Course Objectives**

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

### **Course Content**

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

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

#### **Unit II Valuation Analysis**

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

### **Text Books**

1. Ashwath. Damodaran, *Valuation*, 2<sup>nd</sup> edition, Wiley India (2011).

# **SPECIALISATION: HUMAN RESOURCES MANAGEMENT**

## **MB 781 PERSONAL GROWTH PROGRAMME**

**Prerequisites / Co-requisites:** Nil

### **Course Objectives**

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

### **Course Content**

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

Knowing Oneself – preferences, tastes, likes, dislikes and values; Self efficacy; Self Esteem – Pillars of Self Esteem; Transaction analysis - Life script analysis - strokes .

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

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

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

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

#### **Unit IV Moral Judgement**

The question of ethical dilemma and moral judgement

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

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

### **References**

1. David H. Johnson. *Reaching Out: Interpersonal Effectiveness and Self-Actualization*, Millersville University (2014).
2. Drucker, Peter Ferdinand. *Managing oneself*. Harvard Business Review Press, (2008).
3. Ramarajan, Lakshmi. *Building Effective Working relationships*. Harvard Business School Module Note. (2014) (Revised January 2015).

# MB 782 Change Management

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

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

Strategy, change and HR strategies, implementation and impact of change, role of HR strategies in implementing change. Structure and strategic change, HR implications of structural change 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. Camal C.A., *“Managing Change in Organisations”*, Prentice Hall, London, (1995).
2. Dipak Kumar Bhattacharyya, *“Organizational change and Development”*, Oxford University Press, (2011).

## **References**

1. Robert A Paton and James McCalman, *“Change Management: A Guide to Effective Implementation”*, SAGE publication, 3<sup>rd</sup> edition, (2008).
2. Mike Green, *“Change Management Master Class: a step-by- step guide to successful change management”*, (2007).

# **MB 783 COMPENSATION & BENEFITS**

## **Prerequisites / Co-requisites**

Students should have knowledge of basic management subjects wherein Human Resource Management should be a core paper.

Fundamental understanding of basic employee, executive compensation and legal issues.

## **Course Objectives**

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

To get an understanding into legal and ethical issues in employee, executive compensation.

## **Course Content**

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

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

### **Unit II Variable pay**

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

### **Unit III Employee Benefits**

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

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

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

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

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

## **Text Books**

1. Milkovich and Newman, *"Compensation: Special Indian Edition"*, McGraw Hill, 9<sup>th</sup> edition, (2017).
2. Dipak Kumar Bhattacharya, *"Compensation Management"*, Oxford University Press, 2<sup>nd</sup> edition, (2014).

## **References**

1. Fisher, Schoenfeldt and Shaw, *"Human Resource Management"*, Sixth Edition, Boston, MA: Houghton-Mifflin, (2006).
2. Joseph J. Martocchio, *"Strategic Compensation: A Human Resource Management Approach"*, Pearson Education, 9<sup>th</sup> edition, (2017).

# MB 784 COUNSELLING IN THE WORKPLACE

## **Prerequisites / Co-requisites**

Basic knowledge of individual, group behaviour and their social interactions at workplace. Understanding of workplace deviance, stress, and the necessity of counselling concept.

## **Course Objectives**

To help the participants understand the workplace in today's competitive world and to know the importance of counselling.

This course takes them through the theories on counselling, various models and also gives practical inputs on counselling at workplace

## **Course Content**

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

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

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

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

### **Unit III Counselling Process**

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

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

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

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

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

## **Text Books**

1. Michael Carroll, "*Workplace Counselling – A Systematic Approach to Employee Care*", Sage Publications Ltd., (1999).
2. Richard Welson – Jones, "*Introduction to Counselling skills – Texts and Activities*", Sage Publications Ltd., 4<sup>th</sup> Edition, (2000).

## **References**

1. Michael Carroll and Michael Walton, "*Handbook of counselling in Organizations*", Sage Publications Ltd., (1996).
2. Adrian Coles, "*Counselling in the Workplace*", McGraw-Hill Education-UK, (2003).



# **MB 785 STRATEGIC HRUMAN RESOURCE DEVELOPMENT**

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Origin of SHRD**

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, Organizational Performance and HRD.

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

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

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

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

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

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

## **Text Books**

1. Srinivas R Kaudula, *“Strategic Human Resource Development”*, PHI (2012).
2. Rothwell, William J. and H. C. Kazanas. *“The strategic development of talent”*. Human Resource Development Press (2003).

## **References**

1. Jim and Grievess, *“Strategic Human Resource Development”*, SAGE Publications Ltd. (2003).
2. John Walton, *“Strategic Human Resource Development”*, Prentice Hall, New Delhi, (1999).

# MB 786 TRAINING AND DEVELOPMENT

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

This course aims to cover the essential concepts in training and development to provide a sound foundation for understanding the key issues.

It offers a strong practical focus so that the students get a good blend of both theory and practice. And also to get an understanding into legal and ethical issues in employee, executive compensation.

## **Course Content**

### **Unit I Analysis**

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 Books**

1. Donald J Ford, "***Bottom Line Training: Performance-Based Results***", Training Education Management LLC, 2<sup>nd</sup> edition, (2005).
2. Jon M. Werner and Randy L. DeSimone, "***Human Resource Development***", Cengage Learning, 6<sup>th</sup> edition, (2016).

## **References**

1. Robert Craig, "***The ASTD Training and Development Handbook: A Guide to Human Resource Development***", McGraw Hill, (1996).
3. David McNorton, "***Counselling Fundamentals in the Workplace: A Comprehensive Counselling Methodology***", Management Books 2000 Limited, (2004).

# MB 787 TALENT MANAGEMENT

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

To learn how to retain and retrain, compensate the talented employees using various techniques.

## **Course Content**

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

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

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

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

### **Unit III Talent planning**

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. and Berger D. R., “*The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing and Promoting the Best People*” McGraw-Hill, 3<sup>rd</sup> edition, (2018).
2. Marshall Goldsmith and Louis Carter, “*The Best Practice Institute, Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent*”, Pfeiffer, (2009).

## **References**

1. Rob Silzer and Ben E. Dowell, “*Strategy-Driven Talent Management: A Leadership Imperative*” Pfeiffer, (2009).
2. 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

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit-I**

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

### **Unit-II**

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

### **Unit III**

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. A.M. Sarma, "*Industrial Jurisprudence & Labour Legislation*", Himalaya Publishing House, 8th revised edition, (2017).
2. N. D. Kapoor, "*Handbook of Industrial Law*", S. Chand & Sons, 14<sup>th</sup> Edition, (2013).

## **References**

1. Mamoria C.B., "*Dynamics of Industrial Relations*", Himalaya Publishing House, 16<sup>th</sup> edition, (2018).
2. P.L Malik, "*Handbook of Labour and Industrial Law*", EBC publishing, 18th edition, (2018).
3. Venkata Ratnam C. S., "*Industrial Relations*", Oxford University Press, (2006)

# **MB 789 INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit 1**

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

### **Unit 2**

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

### **Unit 3**

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., *“International Human Resource Management: Managing people in a multinational context”*. Cengage Learning, (2008).
2. Aswathappa, K. and Dash S., *“International human resource management: Text and Cases”*, Tata-McGraw Hill, New Delhi, (2013).

### **References**

1. Briscoe D.R., Shculer R and Tarique, I, *“International Human Resource Management”*, 4<sup>th</sup> Edition, Prentice-Hall, Englewood Cliffs, (2012).
2. Deresky H, *“International management: managing across borders and cultures”*, 5<sup>th</sup> Edition, Harper Collins, New York, (2006)
3. Dessler G and Huat, TC, *“Human resource management. An Asian Perspective”*, Prentice-Hall, Singapore, (2006)
4. Edwards T and Rees C, *“International Human Resource Management”*, Prentice-Hall, Harlow, 2<sup>nd</sup> Edition, (2006)
5. Hodgetts, RM and Luthans, F, *“International management: culture, strategy and behaviour”*, 4<sup>th</sup> edn, Irwin McGraw-Hill, Boston, (2003)

# MB 790 INDUSTRIAL PSYCHOLOGY

## **Prerequisites / Co-requisites**

Basic Knowledge and understanding of Social interactions at workplace. Acquaintance with human brain, mental processes and behaviour aspects

## **Course Objectives**

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

## **Course Content**

### **Unit I: Principles, practices and problems**

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

### **Unit II: The development of human resources**

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

### **Unit III: Organizational Psychology**

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

### **Unit IV: Characteristics of the Workforce**

Physical working conditions- work schedules- psychological and social issues - engineering psychology- employee safety and health- stress in the work place- causes, sources, stress management

### **Unit V: Consumer Psychology**

the scope- research methods- nature and scope of advertising- consumer behaviour and motivation.

## **References**

1. Duane P. Schultz & Sydney Ellen Schultz, "*Psychology and Work Today- An introduction to Industrial & Organizational Psychology*", McMillan Publishing Company, (2009)
2. Neil Anderson, Deniz S Ones, Handan Kepir Sinangil & Chockalingam Viswesvaran. *Handbook of Industrial, Work and Organizational Psychology*, SAGE Publications, (2003.)
3. David A. Kolb, Irwin M. Rubin, Jamer M. Mc Intyre *Organizational Psychology: An experimental approach*, , Third edition, (1979)

# MB 791 KNOWLEDGE MANAGEMENT & INNOVATION

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Knowledge, Knowledge Management & innovation**

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

### **Unit II Strategic alignment & Innovation**

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

### **Unit III KM Programme Planning**

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

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

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

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

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

## **Text Books**

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

## **References**

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



# **SPECIALISATION: BUSINESS ANALYSIS & IT CONSULTING**

## **MB 801 INTRODUCTION TO BUSINESS ANALYSIS AND IT CONSULTING**

**Prerequisites / Co-requisites:** Nil

### **Course Objectives**

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

### **Course Content**

#### **Unit I Introduction & Enterprise Analysis**

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**

1. *Business Analysis Body of Knowledge*, Ver. 3.0, International Institute of Business Analysis, (2015)
2. H. Podeswa, *The Business Analyst's Handbook*, Cengage Learning, (2015)

### **References**

1. D. Paul, D. Yeates, J. Cadle, *Business Analysis*, 3rd Edition, British Informatics Society, (2014)
2. Tony Morgan, *Business Rules and Information Systems: Aligning IT with Business Goals*, Addison Wesley, (2007)
3. Christine B. Tayntor, *Successful Packaged Software Implementation*, CRC Press,(2016)

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

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

Pre requisite: Introduction to Business Analysis & IT Consulting

## **Course Content**

### **Unit I Banking Concepts and IT**

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

### **Unit II IT in Mortgages, Consumer Lending and Wholesale Banking**

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

### **Unit III IT in Investment Management and Banking**

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

### **Unit IV IT in Clearing and Settlement**

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

### **Unit V IT in Risk Management and Corporate Services**

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

## **Text Books**

1. L. Harris, Trading and Exchanges: *Market Microstructure for Practitioners*, Oxford University Press, (2012)
2. M. Hara, *Market microstructure Theory*, John Wiley, (2008)
3. J. Keyes, *Handbook of Technology in Financial Services*, CRC Press, (1999)

## **References**

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

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

## **Pre requisite:**

Introduction to Business Analysis & IT Consulting, Retail Marketing

## **Course Objectives**

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

## **Course Content**

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

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

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

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

### **Unit III IT in Merchandizing**

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

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

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

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

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

## **Text Books**

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

## **References:**

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

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

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

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

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

### **Unit II ERP Concepts**

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

### **Unit III ERP Implementation**

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

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

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

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

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

## **Text Books**

1. Alexis Leon, '*ERP : Enterprise Resource planning*', Mc Graw Hill Education, 3rd Ed (2017)
2. V. K. Garg and N. K. Venkitakrishna, '*Enterprise Resource planning*', PHI, 2nd edition, (2003)
3. V. Gover and W. J. Kettinger, '*Business Process Change-Reengineering concepts, methods and technologies*', Idea Publications, (1995 )

## **References**

1. S. Chopra and P. Meindl, "*Supply Chain Management – Strategy, Planning & Operation*", 6th edition, Pearson, (2015)
2. '*Business Analysis Body of Knowledge*', Ver. 3.0, International Institute of Business Analysis, (2015)

# MB 805 SYSTEMS ANALYSIS & DESIGN AND CASE

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

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

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 economic feasibility – mini cases.

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

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

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

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

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

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

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

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

## **Text Books**

1. Hoffer, George & Valacich, *Modern Systems Analysis & Design*, 6th Edition Pearson Education India, (2011)
2. Dennis, B. Haley, D. Tegarde, *Systems Analysis and Design with UML*, 5th Edition, John Wiley Publishing, (2016)

## **References**

1. Whitten & Bentley, *Systems Analysis and Design methods* 7th Edition, McGraw Hill Educations, (2017 )
2. *User Manuals of Rational Enterprise Suite (CASE)*
3. Leszek Maciaszek , *Requirements Analysis and System Design*, 2<sup>nd</sup> edition, Addison Wesley; (2004)

# MB 806 SOFTWARE PROJECT MANAGEMENT

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit I SPM concepts**

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 books**

1. Royce, Walker, *Software Project Management – A unified Framework*, 9th edition, Addison-Wesley Professional, (2014)
2. Kelker, S. A, *Software Project Management: A Concise Study*, 3rd edition, PHI, (2012)
3. Richard H.Thayer (Edited), “*Software Engineering Project Management*”, IEEE, John Wiley & Sons, 2nd edition, (2006)

## **References**

1. B. Hughes, M. Cotterell, R. Mall, *Software Project Management*, 6th edition, McGraw Hill Education, (2017)
2. B. Hughes, *Software Project Management (SIE)*, 5th edition, McGraw Hill Education, (2017)
3. P. Jalote, *Software Project management In Practices*, Pearson Education India, (2015)

# MB 807 SOFTWARE QUALITY MANAGEMENT

## Prerequisites:

Systems Analysis Design, Software Project Management

## Course Objectives

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

## Course Content

### Unit I Quality Principles and Concepts

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 Books

1. P. Jalote, *CMM in Practice: Processes for Executing Software Projects at Infosys*, Addison-Wesley Longman Publishing, (2005)
2. *The Capability Maturity Model: Guidelines for Improving the Software Process*, Carnegie Mellon Univ. Software Engineering Inst., Addison-Wesley Professional, (1995)

## References

1. M. C. Paulk, C. V. Weber, B. Curtis & M. B. Chrissis, *The Capability Maturity Model: Guidelines for Improving the Software Process*, Carnegie Mellon University, Software Engineering Institute, Addison-Wesley, 2007
2. D. Galin, *Software Quality Assurance: From Theory to Implementation*, Addison Wesley, (2003)
3. M. Haug, E. W. Olsen, L. Consolini, *Software Quality Approaches: Testing, Verification, and Validation: Software Best Practice*, Springer, (2001)

# **SPECIALISATION: BUSINESS ANALYTICS**

## **MB 821 BASIC DATA ANALYTICS**

**Prerequisites / Co-requisites: Nil**

### **Course Objectives**

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

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

### **Course Content**

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

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

#### **Unit II**

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

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

Introduction, the Two Group problem – Variable contribution – The case of discrete - Variables

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

The K groups problem, Error rate estimate in multiple groups, Interpretation of multiple discriminant analysis solution- step wise selection of variables

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

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

### **Text Books**

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

### **References**

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



# MB 822 ADVANCED DATA ANALYTICS

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

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

## **Course Content**

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

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

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

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

### **Unit III Multidimensional scaling**

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

### **Unit IV Correlation analysis**

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

### **Unit V Cluster Analysis**

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

## **Text Books**

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

## **References**

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

# MB 823 DATA MINING TECHNIQUES

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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.

## **References**

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

# MB 824 INTRODUCTION TO BUSINESS ANALYTICS

## **Pre requisite:**

Basic Data Analytics

## **Course Objectives**

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

## **Course Content**

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

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

### **Unit II Data warehousing**

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

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

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

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

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

### **Unit V Analytics Delivery**

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

## **Text Books**

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

## **References**

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

# MB 825 SUPPLY CHAIN ANALYTICS

## Prerequisites:

Basic Data Analytics, Introduction to Business Analytics

## Course Objectives

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

## Course Content

### Unit I Demand Planning

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

### Unit II Supply planning

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

### Unit III Demand Fulfillment

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

### Unit IV Integrated supply chain

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

### Unit V Project Development-

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

## Text Books

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

## References

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

# MB 826 FINANCIAL RISK ANALYTICS

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

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

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

### **Unit II Risk Measurements**

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

### **Unit III Risk Management**

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

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

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

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

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

## **Text Books**

1. Dun & Bradstreet, *Financial Risk Management*, TMH, (2006)
2. John C Hull, *Risk management and Financial Institutions*, Wiley, (2015)
3. Aswath Damodharan, *Strategic Risk Taking*, Pearson (2007)

# MB 827 HUMAN RESOURCE ANALYTICS

## Prerequisites:

Basic Data Analytics, Introduction to Business Analytics

## Course Objectives

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

## Course Content

### Unit I Introduction to HR Analytics

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

### Unit II Organization-Wide Alignment Analytics

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

### Unit III HR Metrics and Audits

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

### Unit IV Descriptive Analytics

Descriptive Analytics – Exploring the people data – slice and dice of data - HR Dashboards - Segmentation - Business Insights - KPI Catalogue Creation.

### Unit V Predictive and Prescriptive Analytics

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

## References

1. Bassi, Laurie Jo, Rob Carpenter, and Dan McMurrer. *HR analytics handbook*. Reed Business. (2012)
2. Fitz-Enz, Jac. *The New HR Analytic. Predicting the Economic Value of Your Company's Human Capital Investments*. American Management Association (2010)
3. Davenport, Thomas H., Jeanne Harris, and Jeremy Shapiro. *Competing on talent analytics*. Vol. 88. No. 8 *Harvard business review* (2010)

# MB 828 DIGITAL ANALYTICS

## **Prerequisites:**

Basic Data Analytics, Introduction to Business Analytics

## **Course Objectives**

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

## **Course Content**

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

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

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

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

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

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

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

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

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

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

## **Text Books**

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

## **References**

1. 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**

**Preferable Pre requisite:** Marketing Research, Basic Data Analytics.

## **Course Objectives**

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

## **Course Content**

### **Unit I Marketing Analytics**

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

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

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

### **Unit III Positioning**

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

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

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

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

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

## **Text Books**

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

## **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 830 ANALYTICS FOR STRATEGIC MARKET IMPLEMENTATION

## **Preferable Pre requisite:**

Marketing Research, Marketing Metrics and Basic Data Analytics.

## **Course Objectives**

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

## **Course Content**

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

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

### **Unit II Advertising**

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

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

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

### **Unit V Sales Promotion**

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

## **Text Books**

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

## **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

## Prerequisites:

Basic Data Analytics

## Course Objectives

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

## Course Content

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

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

### Unit II Theories and Methods

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

### Unit III Technology and Tools

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

### Unit IV Big Data Analytics Components

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

### Unit V Applications of Big Data Analytics

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

## Text Books

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

## References

1. Rajaraman, J. Leskovec and J. D. Ullman, *Mining of Massive Data Sets*, Cambridge University Press. (2011)
2. T. Hastie, R. Tibshirani, J. H. Friedman, *The elements of statistical learning: data*

- mining, inference and prediction*,. Springer, (2009)
3. K. Roebuck, *Big Data: High-impact Strategies, Lightning Source Incorporated*, (2011)
  4. Franks, *Taming the Big Data Tidal Wave*, John Wiley & Sons, (2013)

# MB 832 MACHINE LEARNING TECHNIQUES

**Prerequisites / Co-requisites:** Nil

## **Course Objective**

Focusing on the core concepts of supervised and unsupervised learning.

Learning the algorithms which underpin many popular Machine Learning techniques.

Developing an understanding of the theoretical relationships between these algorithms.

## **Course Content**

### **Unit I Supervised Learning-I**

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

### **Unit II Supervised Learning-II**

Support Vector Machine- Margin Maximisation – Primal and Dual form – solving by using Quadratic programming – Linearly separable case – Soft margin classifier – kernel trick – kernel types – Linear, polynomial, RBF, Tan-h – Non-linear SVM

### **UNIT III Supervised Learning-III**

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

### **Unit IV Unsupervised Learning-I:**

Types of Data in Cluster Analysis, Clustering Methods- Partitioning Methods: K-Means, K-Medoids, Hierarchical Methods: Agglomerative and Divisive

### **Unit V Unsupervised Learning-II:**

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

## **Text Books**

1. T. Hastie, R. Tibshirani, J. Friedman, "*The Elements of Statistical Learning*", 2e, Springer (2008)
2. Christopher Bishop, "*Pattern Recognition and Machine Learning*". 2e, Springer(2018)

## **References**

1. Jiawei Han and Micheline Kamber, "*Data Mining Concepts and Techniques*" Morgan Kaufmann publication, (2006)

# **MB 833 ADVANCED MACHINE LEARNING TECHNIQUES**

**Prerequisites / Co-requisites:** Nil

## **Course Objective**

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

## **Course Content**

### **Unit I Random forests and Fuzzy clustering approaches**

Decision Tree Induction: C4.5, Random Forests and ID3. Rule Based Classification. Fuzzy Clustering Methods: Fuzzy set approaches. Fuzzy C-Means, Possibilistic C-Means, Fuzzy Possibilistic C-Means, Possibilistic Fuzzy C-Means

### **Unit II Hidden Markov models**

Introduction- Structure- Forward and backward algorithm- Viterbi algorithm- Identification of best path and Sequence-Applications

### **UNIT III Deep Learning Basics**

Deep Feed Forward network: Architectures – Gradient based Learning – Activation functions – regularizations and dropouts – Optimization for training deep models.

### **Unit IV Deep Learning Networks**

Convolutional Neural Network: Architectures - Convolution - Pooling, Recurrent Neural Network: LSTM, GRU, Encoder-Decoder architectures, Deep Belief Network: Architectures – RBN, Belief Nets.

### **Unit V Soft Computing Components**

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

## **Text Books**

1. Bengio, Yoshua, Ian J. Goodfellow, and Aaron Courville. "*Deep learning*", An MIT Press book in preparation. (2015).
2. Bengio, Yoshua. "*Learning deep architectures for AI*", Foundations and trends in Machine Learning 2.1 (2009): 1127.

## **References**

1. Jiawei Han and Micheline Kamber. "*Data Mining Concepts and Techniques*" Morgan Kaufmann publication, (2006)

# MB 834 DATA ANALYTICS SOFTWARE LAB

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I**

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 II**

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 III**

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

### **Unit IV**

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

### **Unit V**

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

## **Text Books**

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

## **References**

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 835 GAME THEORY & APPLICATIONS

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

### **Course Content**

#### **Unit – I Introduction:**

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

#### **Unit – II Two - Person zero – Sum Games:**

Saddle Points; Mixed Strategies – Row values and Column Value, Dominated rows and columns; Small Games –  $2 \times n$  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,I)-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, 3<sup>rd</sup> Edition, (2009)

# MB 836 GOOGLE ANALYTICS

**Prerequisites / Co-requisites:** Nil

## **Course Objective**

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

## **Unit I Introducing Google Analytics**

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

## **Unit II Basic Campaign and Conversion Tracking**

Custom Campaigns measurement - Tracking campaigns with the URL Builder- Use of Goals to measure business objectives- Google Ads campaigns measurement.

## **UNIT III Advanced Google Analytics**

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

## **Unit IV Advanced Analysis Tools and Techniques**

Segment data for insight, Analyze data by channel, audience and with Custom Reports - Best practices in doing for web analytics-case studies.

## **Unit V Attract High-Value Traffic**

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

## **Text Books**

1. Feras Alhlou, Shiraz Asif, Eric Fettman, "*Google Analytics Breakthrough, From Zero to Business Impact*", Wiley Publishing, (2016)
2. Justin Cutroni, "*Google Analytics*", O'Reilly Publishing (2010)
3. Clifton, B, "*Advanced Web Metrics with Google Analytics*", "Wiley Publishing, (2009)
4. Peterson, E, "*Web Analytics Demystified: A Marketer's Guide to Understanding How Your Web Site Affects Your Business*", Celilo Group Media & Café Press, (2005)

## **References**

### **Online Case Study references**

1. <https://marketingplatform.google.com/about/resources/american-cancer-society-donations-rise-with-analytics/>
2. <https://marketingplatform.google.com/about/resources/mumzworld-reaches-return-on-ad-spend-with-analytics/>
3. <https://marketingplatform.google.com/about/resources/adidas-brings-teams-together-around-insights-google-marketing-platform/>

4. <https://marketingplatform.google.com/about/resources/dominos-increases-monthly-revenue-google-marketing-platform/>
5. <https://marketingplatform.google.com/about/resources/rail-europe-accelerates-page-load-speed/>

**Online references**

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

# MB 837 TEXT ANALYTICS

## Prerequisites / Co-requisites

Students will be expected to have basic knowledge in Probability, Statistics, mathematical functions such as logarithms and differentiation, and linear algebra concepts such as vectors and metrics.

## Course Objectives

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

## Course Content

### Unit I

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

### Unit II

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

### Unit III

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

### Unit IV

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

### Unit V

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

## Test Books

1. Dipanjan Sarkar, "*Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from Your Data*" (2018).
2. Benjamin Bengfort, Rebecca Bilbro, and Tony Ojeda, "*Applied Text Analysis with Python: Enabling Language-Aware Data Products with Machine Learning*" (2018).
3. Thomas W. Miller, "*Data and Text Mining: A Business Applications Approach*" (English) 1st Edition Publisher: Pearson

## References

1. G. Ignatow and R. Mihalcea, "*Text Mining: A Guidebook for the Social Sciences*", Sage Publishing

# **SPECIALISATION: MARKETING MANAGEMENT**

## **MB 841 MARKETING METRICS**

**Prerequisites / Co-requisites:** Marketing Management, Marketing research

### **Course Objectives**

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

### **Course Content**

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

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

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

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

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

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

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

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

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

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

### **Text Books**

1. Farris, Paul, et al. *Key marketing metrics: the 50+ metrics every manager needs to know*. Pearson UK (2017)

### **References**

1. Davis, John A. *Measuring marketing: 110+ key metrics every marketer needs*. John Wiley & Sons (2012)
2. Kumar, V. *Profitable customer engagement: Concept, metrics and strategies*. SAGE Publications India (2013)
3. Other Reading materials of relevant articles from the international marketing journals.

# MB 842 CONSUMER BEHAVIOUR

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Introduction**

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

### **Unit II Internal Influences**

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

### **Unit III External Influences**

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

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

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

### **Unit V Consumer Welfare**

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

## **Text Books**

1. Kanuk L, Schiffman, L and Ramesh Kumar.S., *Consumer Behaviuor*, Prentice Hall, New Delhi., Eleventh edition, (2014)
2. Hawkins, Del I., Roger J. Best, and Kenneth A. Coney., *Consumer Behaviour*, Tata McGraw Hill, New Delhi, (2005)
3. Kumar, S. Ramesh. *Consumer Behaviour: The Indian Context (Concepts and Cases)*. Pearson Education India, (2017)
4. Batra, Satish K., and S. H. H. Kazmi. *Consumer Behaviour*, xcel Books India, 2<sup>nd</sup> edition, (2014)
5. Majumdar, Ramanuj. *Consumer behaviour: Insights from Indian market*. PHI Learning Pvt. Ltd., (2010)
6. Loudon, David L., and Albert J. Della Bitta. *Consumer behavior: Concepts and applications*. McGraw-Hill Companies, Fourth edition, (2017)

## **References**

1. Hoyer, Wayne D., Deborah J. Macinnis, and Rik Pieters, *Consumer behaviour*, Boston, Houghton Mifflin Company, 4 revised edition, (2006)
2. Assael, Henry. *Consumer behavior and marketing action*, Cengage learning, (2007)

# MB 843 CUSTOMER RELATIONSHIP MANAGEMENT

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

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

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. Sheth, Jagdish N. *Customer relationship management: emerging concepts, tools, and applications*. Tata McGraw-Hill Education, (2017).
2. Zikmund Jr, William G. "Raymond McLeod, Jr, Faye W. Gilbert 2003, *Customer Relationship Management, Integreting Marketing, strategy and Information Technology*, Wiley, (2010)
3. Godson, Mark. *Relationship marketing*. OUP Oxford, (2009).

## **References**

1. Brown, Stanley A., and Price Waterhouse Coopers. *Customer relationship management: A strategic imperative in the world of e-business*. John Wiley & Sons, Inc., (2000).
2. Greenberg, Paul. *CRM at the Speed of Light*, McGraw-Hill, (2017).

# MB 844 BUSINESS MARKET MANAGEMENT

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit 1: Business Market Environment:**

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**

1. Anderson, James, and James A. Narus. *Business Market Management: Understanding, Creating, and Delivering Value*, Pearson Education, New Delhi, 3rd edition, (2010)
2. Hutt, Michael D., and Thomas W. Speh. *Business marketing management: B2B*, South-Western Publication, 12<sup>th</sup> edition. (2016)

## **References**

1. Dwyer, F. Robert, and John F. Tanner, *Business marketing: Connecting strategy, relationships, and learning*. McGraw-Hill, New York, (2005)



# MB 845 INTERNATIONAL MARKETING

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

To understand the context of international marketing

## **Course Content**

### **Unit I Introduction**

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

### **Unit II Trade Groups**

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

### **Unit III Opportunities in International markets**

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

### **Unit IV Planning, development and marketing**

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

### **Unit V Regulations and Procedures**

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

## **Text Books**

1. Varshney, R. C., and B. Bhattacharya., **International Marketing-Indian Perspective**, Sultan chand publication (2012).

## **References**

1. Paul, Justin. *International marketing: text and cases*. Tata McGraw-Hill Education, (2012)

# MB 846 SERVICES MARKETING

**Prerequisites / Co-requisites : Marketing Management**

## **Course Objectives**

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

## **Unit I Services Marketing**

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

## **Unit II Customer Focus**

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 servicescape

## **Unit IV Delivering and Performing Service**

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

## **Unit V Managing Service Promises**

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

## **Text Books**

1. Wilson, A., Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. *Services marketing: Integrating customer focus across the firm*, McGraw Hill, 7<sup>th</sup> edition (2018)

## **References**

1. Lovelock, Christopher, and Jochen Wirtz., *Services marketing: people, technology, strategy*, Pearson Education, 8<sup>th</sup> edition, (2017)
2. Rust, Roland T., Anthony J. Zahorik, and Timothy L. Keiningham. *Service marketing*. HarperCollins, (1996)
3. Shanker, Ravi. *Services marketing-The Indian perspectives Text and Readings*, Excel Books, New Delhi, 1st edition, (2002)
4. Hoffman, K. Douglas, and John EG Bateson. *Services marketing: concepts, strategies, & cases*. Cengage learning, 5<sup>th</sup> edition, (2017)
5. Research Articles in services marketing from international and national reputed refereed marketing journals

# MB 847 ADVERTISING MANAGEMENT

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Introduction**

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

### **Unit II Campaign Planning**

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

### **Unit III Media Planning**

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

### **Unit IV Advertising Budget**

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

### **Unit V Advertising Agency**

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

## **Text Books**

1. S.A.Chunawalla and K.C.Sethia, *Foundations of Advertising Theory and Practice*, Himalaya Publishing, New Delhi(2004)
2. Jaishri Jethwaney and Shruti Jain, *Advertising Management*, Oxford University Press, New Delhi(2006)
3. Belch E. George and Belch A. Michael, *Advertising and Promotion*, Tata Mc Graw Hill, New Delhi(2003)
4. S.H.H.Kazmi, Satish K Batra, *Advertising and Sales Promotion*, Excel Books, New Delhi, (2001)
5. Rajeev Batra, John G. Myers and David A Aaker, *Advertising Management*, Prentice Hall, New Delhi(1995)

## **References**

1. Parameswaran, *Brand building advertising: concepts and cases*, Tata Mcgraw Hill, New Delhi.
2. Kenneth Clow and DonaldBaack, *Integrated Advertising, Promotion and Marketing Communications*, Pearson, New Delhi.

# MB 848 RETAIL MANAGEMENT

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Introduction to retailing**

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

### **Unit II Consumer Behaviour in the retail context**

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

### **Unit III Retail Operations**

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

### **Unit IV Retail marketing mix**

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

### **Unit V Non store retailing**

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

## **Text Books**

1. Michael Levy, Barton A Weitz and Ajay Pandit, “*Retailing Management*” 6th edition, McGraw Hill publishing house, (2008)
2. Swapna Pradhan, “Retail Merchandising”, McGraw Gill Publishing house, (2010)

## **References**

1. Barry Bermans and Joel Evans, “Retail Management – A Strategic Approach”, 8th edition, PHI private limited, Newdelhi, (2002)
2. A.J.Lamba, “The Art of Retailing”, 1st edition, Tata McGrawHill, New Delhi, (2003)

# MB 849 SALES MANAGEMENT

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Introduction to Sales Management**

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

### **Unit II Formulation of Sales Program**

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

### **Unit III Implementation of the Sales Program**

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

### **Unit IV Sales force Recruitment and Selection**

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

### **Unit V Evaluation and Control of the Sales Program**

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

## **Text Books**

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)

## **References**

1. Spiro, Stanton, Rich, "Management of Sales Force", Tata – McGraw Hill, 7<sup>th</sup> edition, New Delhi (2003)

# MB 850 STRATEGIC BRAND MANAGEMENT

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit I Product Management**

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

### **Unit II Brand Management Concept**

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 Books**

1. Harsh V Verma, *Brand Management*, Excel Books, New Delhi(2013)
2. Jean Noel Kapferer, "*Strategic Brand Management*", Global Business Press, New Delhi(2012)
3. Subrato Sengupta, *Brand Positioning*, Tata McGraw Hill, 2<sup>nd</sup> edition, (2005)
4. S.Ramesh Kumar, "*Managing Indian Brands*", Vikas publishing House, 2/e, New Delhi(2003)
5. Y.L.R. Murthy, "*Brand Management in Indian Context*", Vikas Publishing, New Delhi(1999)
6. Ramesh Kumar, *Consumer Behaviour and Branding*, Pearson,1/e New Delhi(2009)
7. Nirmalaya Kumar and John Benedict, *Private Label Strategy*, Harvard Business Press, Boston.

## **References**

1. Kevin Lane Keller, "*Strategic Brand Management*", Person Education, New Delhi(2012)
2. Daniel Lehman and Rusell Winer, "*Product Management*", Tata McGraw Hill

# MB 851 STRATEGIC MARKETING

**Prerequisites / Co-requisites :** Marketing Management

## **Course Objectives**

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

## **Course Content**

### **Unit I: Strategic Marketing Decisions**

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

### **Unit II: Cost Dynamics**

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

### **Unit III: Portfolio analysis**

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

### **Unit IV: Strategic Attractiveness**

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

### **Unit V: Strategic Evaluation learning’s**

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

## **Text Books**

1. Abel and Hammond, *Strategic market planning – problems and analytical approaches* , 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, 3<sup>rd</sup> Edition. New Delhi, 2001,
2. David A. Aaker, “*Strategic Market Management*” John Wiley & Sons, Inc, 5<sup>th</sup> Edition , Singapore (2000)
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, First Indian Edition. (2001)
5. Ian Chaston, “*New Marketing Strategies – Evolving Flexible Processes to Fit Market Circumstance*”, Response Books, a division of Sage Publications, New Delhi, (2000)

# MB 852 DIGITAL MARKETING

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit 1 Introduction To Digital Marketing**

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

### **Unit 2 search engine marketing, online advertising and email marketing**

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

### **Unit 3 Social Media Marketing, Blog Marketing And Multimedia Marketing**

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.

## **Text 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.

## 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.

# MB 853 NEURO MARKETING

## Prerequisites / Co-requisites

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

## Course Objectives

The course aims to explain the

Brain anatomy and functionality (neuroanatomy and neurophysiology) and techniques used to register human brain activity.

Economic behavior mediated by cognition and related neural systems.

How scientific discoveries can guide models of economics, and how to apply modern neuroscience to understand consumer behavior.

Current applications of neuroscience to consumer research through actual consumer neurosciences companies and cases.

## Course Content

### Unit I

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

### Unit II

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

### Unit III

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

### Unit IV

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

### Unit V

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

## Text Books

1. Ramsøy, Thomas Z. *“Introduction to Neuromarketing and Consumer Neuroscience”*. Copenhagen, Denmark: Neurons, Inc (2015).

## References

1. Gazzaniga, Ivry, & Mangun, *“Cognitive Neuroscience: The Biology of Mind”*, 4th edition, New York, NY: Norton & Co (2014).
2. Purves, Cabeza, Huettel, LaBar, Platt, & Woldorff, *“Principles of Cognitive Neuroscience”*, 2nd edition, Sunderland, MA: Sinauer & Associates (2013).

### **Journal of Marketing Research Special Issue on Neuroscience and Marketing**

1. Camerer, Colin and Carolyn Yoon (2015), "Introduction to the Journal of Marketing Research Special Issue on Neuroscience and Marketing," *Journal of Marketing Research*, 52 (August), 423-26.
2. Plassmann, Hilke, Vinod Venkatraman, Scott Huettel, and Carolyn Yoon (2015), "*Consumer Neuroscience: Applications, Challenges, and Possible Solutions*," *Journal of Marketing Research*, 52 (August), 427-35.
3. Venkatraman, Vinod, Angelika Dimoka, Paul A. Pavlou, Khoi Vo, William Hampton, Bryan Bollinger, et al. (2015), "*Predicting Advertising Success Beyond Traditional Measures: New Insights from Neurophysiological Methods and Market Response Modeling*," *Journal of Marketing Research*, 52 (August), 436-52.
4. Chen, Yu-Ping, Leif Nelson, and Ming Hsu (2015), "*From 'Where' to 'What': Distributed Representations of Brand Associations in the Human Brain*," *Journal of Marketing Research*, 52 (August), 453-66.
5. Karmarkar, Uma R., Baba Shiv, and Brian Knutson (2015), "*Cost Conscious? The Neural and Behavioral Impact of Price Primacy on Decision Making*," *Journal of Marketing Research*, 52 (August), 467-81.
6. Boksem, Maarten A.S. and Ale Smidts (2015), "*Brain Responses to Movie Trailers Predict Individual Preferences for Movies and Their Population-Wide Commercial Success*," *Journal of Marketing Research*, 52 (August), 482-92.
7. Plassmann, Hilke and Bernd Weber (2015), "*Individual Differences in Marketing Placebo Effects: Evidence from Brain Imaging and Behavioral Experiments*," *Journal of Marketing Research*, 52 (August), 493-510.

# **SPECIALISATION: TECHNOLOGY AND OPERATIONS** **MANAGEMENT**

## **MB 871 ADVANCED MATERIALS MANAGEMENT**

**Prerequisites / Co-requisites: Nil**

### **Course Objectives**

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

### **Course Content**

#### **Unit I**

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

#### **Unit II**

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. and Sundaresan M., '*Materials Management: An Integrated approach*', TMH., New Delhi.
2. Richard J. Tersine, '*Principles of Inventory and Materials Management*' – Prentice hall. Inters (1990).

# **MB 872 ADVANCED OPERATIONS RESEARCH**

**Prerequisites / Co-requisites: Nil**

## **Course Objectives**

To create an understanding on advanced operational techniques in operations management

## **Course Content**

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

## **Text Books**

1. Thomas M. Cook **and** Robert A.Russell, '*Introduction to Management Science*', Prentice Hall 3<sup>rd</sup> Edition (1993)
2. Hamdy A. Taha, '*Operations Research- An Introduction*', PHI, (2001).

# MB 873 INNOVATION AND R&D MANAGEMENT

**Prerequisites / Co-requisites:** Nil

## **Course Objectives**

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

## **Course Content**

### **Unit I Creativity and Innovation**

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

### **Unit II Managing Uncertainty**

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

### **Unit III Innovation-Managing the Process**

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

### **Unit IV R&D Management**

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

### **Unit V HR Management in R&D**

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

## **Text 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, '*Handbook of Technology Management*', McGraw-Hill (1996)

# MB 874 LOGISTICS MANAGEMENT

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Logistics Management**

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

### **Unit II Materials Management**

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

### **Unit III Distribution Management**

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

### **Unit IV Importance of Logistics**

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

### **Unit V Logistics in different industries**

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

## **Text Books**

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

# MB 875 PRODUCTION PLANNING AND CONTROL

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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. and Gdlagher, C.C., '*Group Technology Production methods in Manufacture*', (1996).



# MB 876 TECHNOLOGY FORECASTING

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

To create an understanding about technology management and decision forecasting

## **Course Content**

### **Unit I Introduction**

Introduction: Importance of Technology Forecasting, 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 Books**

1. Alan L. Porter, A. Thomas Roper, Thomas Wimason, Jerry Banks **and** Fredrick A. Rossini '*Forecasting and Management of Technology*' 2<sup>nd</sup> Edition, John Wiley and Sons, Inc.

# MB 877 MANUFACTURING STRATEGY

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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, and global distribution.

## **Text Books**

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

# MB 878 SERVICE OPERATIONS MANAGEMENT

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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.

## **Text Books**

1. Robert Johnston **and** Graham Clark, '*Service Operations Management*' 3rd Edition, Prentice Hall, (2008).
2. Nevan Wright **and** Peter Race, '*Management of service operations*', 2nd Edition, Cengage Lrng Business Press (2004).
3. Slack, N., Chambers, S., **and** Johnston, R., (2004), '*Operations Management*', No 4, Prentice Hall.
4. Nevan J Wright, '*The Management of Service Operations*', Cassell (1999).

# **MB 879 TECHNOLOGY MANAGEMENT**

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Introduction**

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

### **Unit II Forecasting**

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

### **Unit III Decision Making Techniques**

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

### **Unit IV Technology Transfer**

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

### **Unit V Intellectual Property Rights**

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

## **Text books**

1. Gerard H. Gaynor, '*Handbook of Technology Management*', McGraw-Hill (1996).

## **References**

1. Alan L. Porter, A. Thomas Roper, Thomas Wimason, Jerry Banks, and Fredrick A. Rossini '*Forecasting and Management of Technology*' 2<sup>nd</sup> Edition, John Wiley and Sons, Inc.

# MB 880 LEAN MANUFACTURING

**Prerequisites / Co-requisites : Nil**

## **Course Objective**

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

## **Course Content**

### **Unit I Toyota Production System**

TPS & Lean Foundation: History of Manufacturing -Introduction to The Toyota Way - Lean Thinking

### **Unit II Value Chain and Value stream mapping**

Define Value: Value vs Waste -The 3 M s -Identify Value Stream: Value Stream Mapping - Lean Diagnostic Tools

### **UNIT III Lean Concepts - I**

Create Flow: Waste elimination - Single Piece Flow – SMED - Enable Pull: Heijunka – load leveling - JIT & Kanban

### **Unit IV Lean Concepts - II**

Sustain Flow – Problem Solving: Problem solving journey – Jidoka & poka yoke, Sustain Flow – Equipment Reliability: Autonomous Maintenance - Planned Maintenance

### **Unit V Standardization and Continual Improvement**

Standardize Processes: Standards - 5S & Visual management - Building Culture of Continual Improvement: Synchronize support processes - Kaizen philosophy

## **Text Books**

1. Womack, J. P., & Jones, D. T. (1997) “*Lean thinking—banish waste and create wealth in your corporation*” Journal of the Operational Research Society, 48(11), 1148-1148.
2. Liker, J. K., & Morgan, J. M. (2006), “*The Toyota way in services: the case of lean product development. Academy of management perspectives*”, 20(2), 5-20.

## **References**

1. Rother, M., & Shook, J. (2003) ”*Learning to see: value stream mapping to add value and eliminate mud*”. Lean Enterprise Institute.
2. Masaaki, Imai, "*Kaizen: The key to Japan's competitive success*" New York, Ltd., McGraw-Hill (1986).

## **SPECIALISATION: GENERAL MANAGEMENT**

### **MB 891 INTELLECTUAL PROPERTY RIGHTS MANAGEMENT**

**Prerequisites / Co-requisites:** Nil

#### **Course Objectives**

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

#### **Course Content**

##### **Unit I Introduction**

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

##### **Unit II Patents**

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

##### **Unit III International Treaties and Conventions on IPRS**

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

##### **Unit IV Strategic Management of IPRS**

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

##### **Unit V Valuation**

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

#### **Text Books**

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

#### **References**

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

# **MB 892 ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT**

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

### **Unit I Introduction**

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

### **Unit II New Venture Creation**

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

### **Unit III Financial Management**

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

### **Unit IV Strategic Management**

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

### **Unit V Exit Strategy**

Going public and ending the venture.

## **Text Books**

1. Robert D. Hisrich, Michael P Peters, and Dean A Shepherd, “*Entrepreneurship*” 10<sup>th</sup> edition, Mc Graw Hill (2016)

# MB 893 INFORMATION AND INTERNET ECONOMICS

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

Internalize several unchanging economic principles relevant to the changing online economy.

Learn product and pricing strategies relevant to information goods.

Understand how the rules of an auction or other trading mechanism (a "visible hand") can affect market prices and allocations.

Become familiar with a variety of examples of online markets, and become an expert in at least two of them.

## **Course Content**

### **Unit I . E-Commerce Overview**

Institutions - Business Models - Infrastructure - Building a Web Site

### **Unit II Information Goods**

Pricing - Versioning - Digital Media and Bandwidth - Rights Management

### **Unit III Online Market Mechanisms**

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

### **Unit IV Standards and Policy Issues**

Standards Setting - Security and Encryption - Antitrust and Tax Policies

### **Unit V Software Economics and Economics of Information Security**

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

## **Text Books**

1. Carl Shapiro and Hal R. Varian, *Information Rules*, Harvard Business School Press, (1998)
2. Kenneth C. Laudon and Carol Guercio Traver, *E-Commerce*, Pearson Publication, 14<sup>th</sup> edition (2018)



## MB 894 International Business and Strategy

**Prerequisites / Co-requisites : Nil**

### **Course Objectives**

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

### **Course Content**

#### **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 Organization, Single and Multi-Business Global Organization, 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, Diversification Strategies, 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**

1. K, Sundaram Anant, and Black J Stewart. *The International Business Environment : Text and Cases*. PHI Learning, NewDelhi (2012)
2. Lasserre., Philippe. *Global Strategic Management 2e*. Palgrave Macmillan, NewYork: (2007)
3. Mellahi, Kamel, Jędrzej George Frynas, and Paul Finlay, *Global Strategic Management* , Oxford University Press, New Delhi (2007)
4. Peng, Mike W. *International Strategic Management*, Cengage Learning India, NewDelhi(2009)
5. Rugman, Alan M, and Simon Collinson, *International Business: A Strategic Management Approach 5e*. Pearson Education Limited, Harlow (2009)
6. Verbeker, Alian. *International Business Strategy.:* Cambridge University Press, NewDelhi (2009)

# MB 895 DESIGN THINKING AND BUSINESS INNOVATION

**Prerequisites / Co-requisites : Nil**

## **Course Objectives**

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

## **Course Content**

### **UNIT 1: An Introduction to the Innovation Process**

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

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

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

### **UNIT 3: Identifying Opportunity Areas: Problem Framing & Definition**

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

### **UNIT 4: Idea Generation & Concept Development**

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

### **UNIT 5: Implementation & Managing Innovation**

Approaches for thinking creatively (and strategically) about implementing ideas-approaches to taking innovative ideas to the marketplace. Business Creativity within strategic boundaries

## **References**

1. Nigel Cross , *Design Thinking*, BERG Publishing, (2011)
2. Thomas Lockwood , *Design Thinking- Integrating Innovation, Customer Experience and Brand Value*, , Design Management Institute, (2009)