



Department of Business Management
2 Year Full Time Master of Business Administration (2019 – 20)
(Approved by AICTE, New Delhi)
Programme Structure

M. B. A. Programme (2 Years, Full-time Program)

Department of Business Management. Tripura University offers 2-year full time Masters in Business Administration (M.B.A.) program under different areas of specialization. The present intake capacity is of 60 seats. The pedagogical approach is mixed mode teaching including classroom teaching, case based teaching with hands-on exposure to modern computer based solutions. The students are required to undertake research work, practical and field work guided by the faculty mentors. The proposed curriculum is evolved through an intense and thoughtful analysis of contemporary curricula and a positive estimate of student's learning requirements. A combination of technical skills, value orientation and in depth understanding of the concepts under a contextual framework have been considered so that the students can select from a wide range of electives besides core papers which in turn will enhance employment opportunities at the completion of the program. Further, the programme begins with a two weeks' orientation programme which will facilitate in developing a contextual orientation in the young minds.

The MBA course curriculum combines a sound conceptual grounding in Basic Economics, Quantitative Techniques, Management Principles, Basic Accounting and Operations Management with specialization in Marketing, Finance, Human Resource Management and Systems Management. The first two semesters of the programme consist of compulsory courses aimed to provide a solid foundation in basic concepts and analytical tools. Optional papers are placed in the third and fourth semester allowing students to specialize in the area of their choices. Further the students are required to opt for three courses under CBCS where one compulsory subject will be computer fundamentals.

Students are required to go through compulsory eight to ten weeks summer training at the end of second semester. At the end of the third semester students are required to submit dissertation on their minor project in their areas of specialization. Medium of instruction is English and the classes are held generally from Monday to Friday every week starting from 10 a.m. to 5 p.m. Students failing to maintain a minimum attendance of overall 75% will be debarred from appearing in the examination.

Overall Structure

Duration	Min. : 2 Years	Max. : 3 Years	Credit Distribution
Total Credits	94		Semester I, II, III, IV @ 26credits each including one Summer Internship Programme is of 4 credits.
CBCS Courses:	10		
Grand Total	104		

Orientation Programme

Duration	2 weeks
Subject	No. of lectures
PRINCIPLES OF MANAGEMENT	10
BUSINESS MATHEMATICS	10
MS OFFICE BASICS	10
ENGLISH PROFICENCY	10
BASICS OF ACCOUNTING	10
BASICS OF ECONOMICS	10

All students will have to attend the orientation programme and appear in a comprehensive examination. Qualifying in the examination based on orientation programme is a mandatory requirement to attend regular classes. A separate certificate of passing the examination would be issued to the qualified students by the department.

Modules

1. Core Module:	17 modules of 3 credits each 3 module of 2 credits each
2. CBCS courses	2 modules with 4 credits each and 2 module with 2 credits each
3. Elective Module	Specialization streams - Dual Specializations: Elective Specialization I - 4 modules (12 credits)

	Elective Specialization II – 4 modules (12 credits)
4. Research Module	Industry Analysis (Semester I) - 2 credits and Dissertation on Structural Analysis of Industry (Semester IV) – 2 credits. Evaluated through Project report/ Dissertation with viva voce by an internal examiner.
5. Industrial Training	Summer Training (Semester II) for 8-10 weeks that carries 4 credits and Out Station Industry Visit & Project of 2 weeks that carries 3 credits.(Evaluated by a panel of internal and at least one external experts)

List of Courses

General Courses Semester I

COURSE CODE	Course Name	CREDIT	L-T-P
BMG 701 C	MANAGERIAL ECONOMICS	3	3-0-0
BMG 702 C	STATISTICS AND QUANATITATIVE TECHNIQUES	3	3-0-0
BMG 703 C	FINANCIAL REPORTING, STATEMENTS & ANALYSIS	3	3-0-0
BMG 704 C	VALUES ETHICS & CSR	3	3-0-0
BMG 705 C	MARKETING MANAGEMENT	3	3-0-0
BMG 706 C	ORGANIZATIONAL BEHAVIOUR	3	3-0-0
BMG 707 C	BUSINESS COMMUNICATION	3	3-0-0
BMG 708 C	BUSINESS DECISION MAKING USING EXCEL	3	3-0-0
BMG 709 C	PROJECT: INDUSTRY ANALYSIS	2	0-0-0

General Courses Semester II

COURSE CODE	Course Name	CREDIT	L-T-P
BMG 801 C	BUSUNESS RESEARCH METHODS	3	3-0-0
BMG 802 C	COST AND MANAGEMENT ACCOUNTING	3	3-0-0
BMG 803 C	PRODUCTION AND OPERATION MANAGEMENT	3	3-0-0
BMG 804 C	MANAGEMENT INFORMATION SYSTEM	3	3-0-0
BMG 805 C	E-BUSINESS STRATEGY	3	3-0-0
BMG 806 C	BUSINESS LAW	3	3-0-0
BMG 807 C	HUMAN RESOURCE MANAGEMENT	3	3-0-0
	COMPUTER SKILL II	4	4-0-0

Summer Internship Programme

COURSE CODE	Course Name	CREDIT	LTP
BMG 807 C	Summer Internship Project (Industry)(6 – 8 weeks)	4	0-0-0

General Courses Semester III

COURSE CODE	Course Name	CREDIT	LTP
BMG 901 C	FINANCIAL MANAGEMENT	3	3-0-0
BMG 902 C	BUSINESS ENVIRONMENT	3	3-0-0
BMG 903 C	OUTSTATION INDUSTRY VISIT & PROJECT (MAJOR)	3	0-0-0

Core Specialization Modules Semester - III

COURSE CODE	Course Name	CREDIT	LTP
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MARKETING SPECIALIZATION

BMG 904 C	CONSUMER BEHAVIOUR	3	3-0-0
BMG 905 C	SALES AND DISTRIBUTION MANAGEMENT	3	3-0-0

AND

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

BMG 906 C	HUMAN RESOURCE PLANNING & DEVELOPMENT	3	3-0-0
BMG 907 C	COMPENSATION & REWARD MANAGEMENT	3	3-0-0

OR

FINANCE SPECIALIZATION

BMG 908 C	FINANCIAL MARKETS AND SERVICES	3	3-0-0
BMG 909 C	MANAGING BANKS & FINANCIAL INSTITUTIONS	3	3-0-0

OR

SYSTEMS SPECIALIZATION

BMG910 C	BUSINESS INTELLIGENCE	3	3-0-0
BMG911 C	ENTERPRISE DIGITAL INFRASTRUCTURE	3	3-0-0

Choice Based Credit System (CBCS) Course - II**List of subjects**

COURSE CODE	Course Name	CREDIT	LTP
BMG 912 E	SERVICES MARKETING	2	2-0-0
BMG 913 E	RETAIL MARKETING	2	2-0-0
BMG 914 E	LEADERSHIP AND TEAM BUILDING	2	2-0-0
BMG 915 E	PROJECT MANAGEMENT	2	2-0-0
BMG 916 E	CORPORATE TAXATION	2	2-0-0
BMG 917 E	STRATEGIC HUMAN RESOURCE MANAGEMENT	2	2-0-0

General Courses Semester IV

COURSE CODE	Course Name	CREDIT	LTP
BMG 1001 C	STRATEGIC MANAGEMENT	3	3-0-0
BMG 1002 C	INNOVATION & ENTERPRENUERSHIP DEVELOPMENT	3	3-0-0
BMG 1003 C	DISSERTATION: STRUCTURAL ANALYSIS OF INDUSTRY	2	0-0-0

Core Specialization Modules Semester - IV

COURSE CODE	Course Name	CREDIT	LTP
<i>MARKETING SPECIALIZATION</i>			
BMG 1004 C	INTEGRATED MARKETING COMMUNICATIONS	3	3-0-0
BMG 1005 C	PRODUCT & BRAND MANAGEMENT	3	3-0-0

AND

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

BMG 1006 C	INDUSTRIAL RELATIONS & LABOUR LAW	3	3-0-0
BMG 1007 C	ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT	3	3-0-0

OR

FINANCE SPELIALIZATION

BMG 1008 C	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	3	3-0-0
BMG 1009 C	INTERNATIONAL FINANCIAL MANAGEMENT	3	3-0-0

OR

SYSTEMS SPELIALIZATION

BMG1010 C	WEB ANALYTICS	3	3-0-0
BMG1011 C	MODELLING & ANALYSIS WITH SPREADSHEETS	3	0-0-3

Choice Based Credit System (CBCS) Course - IV

List of subjects

COURSE CODE	SUBJECT	CREDIT	LTP
BMG 1012 E	INTERNATIONAL MARKETING	2	2-0-0
BMG 1013 E	DIGITAL MARKETING	2	2-0-0
BMG 1014 E	B2B MARKETING	2	2-0-0
BMG 1015 E	NEGOTIATIONS AND COUNCELING	2	2-0-0
BMG 1016 E	COMPETENCY MAPPING AND PERFORMANCE MANAGEMENT	2	2-0-0
BMG 1017 E	INDIAN FINANCIAL SYSTEM	2	2-0-0
BMG 1018 E	ADVANCE FINANCIAL MANAGEMENT	2	2-0-0
BMG 1019 E	FINANCIAL DERIVATIVES & RISK MANAGEMENT	2	2-0-0
BMG 1020 E	CROSS CULTURAL AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT	2	2-0-0

Note: All course mentioned in the syllabus could be offered subject to availability of faculty members within the Department and fulfillment of minimum number of students for a specialization course to be offered.

Programme Outcome (PO)

On successfully completing MBA, the student will be able to:

- PO1.** Demonstrate the knowledge of management science to solve complex corporate problems using limited resources
- PO2.** Research literature and identify and analyze management research problems.
- PO3.** Identify business opportunities, design and implement innovations in work space.
- PO4.** Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
- PO5.** Apply ethical principles for making judicious managerial decisions.
- PO6.** Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
- PO7.** Communicate effectively with various stakeholders
- PO8.** Engage in independent and life-long learning

Programme Specific Outcome (PSO)

Specialization: Marketing Management

- PSO1.** Sensitize with the inspirational value of marketing in engaging customers
- PSO2.** Apply marketing skills to convert a commodity into brand with snob appeal
- PSO3.** Apply marketing communication skills to generate aspirations around a product/brand
- PSO4.** Apply persuasion techniques responsibly.
- PSO5.** Become an entrepreneur by exploring emerging marketing opportunities.
- PSO6.** Apply data exploration and analysis skills to discover unknown facets of consumption
- PSO7.** Apply marketing tools and techniques in a focused and customized manner.

Specialization: Human Resource Management

- PSO1:** Analyze the human resource related problems and provide solutions of the case studies.
- PSO2:** Acquaint with important legal provisions governing the industrial employees like statutory provisions and wage legislature in India.
- PSO3:** Demonstrate and apply the legal aspects of human resource function of a company.
- PSO4:** Comprehend the human resource management related functions and practices like recruitment and selection, training and development, promotion, appraisal, wages administration etc.
- PSO5:** Acquaint and apply the basic and advanced functions of human resource management like career planning, performance appraisal system, employee motivation and retention techniques, leadership and team building, and human resource audits.
- PSO6:** Develop and implement human resource processes that are concerned with planning, motivating, and developing employees for the overall benefit of the organization.

Specialization: Financial Management

- PSO1:** Comprehend the role of financial management in business firms by applying various concepts and mechanics like the time value of money, capital budgeting, theory of capital structure, a firm's leverage and the cost of capital.
- PSO2:** Comprehend the operation of security markets and the roles of business and individual investors by applying valuation models, measuring risk and assessing risk-return tradeoff.
- PSO3:** Comprehend financial markets and institutions' role in business.
- PSO4:** Analyze international financial management and risks involved in global business by applying different instruments of exchange risk and market imperfections measurement.
- PSO5:** Apply analytic abilities of assessing accounting data, financial data, and other information to

solve complex and unstructured business problems by taking rational decisions.

PSO6: Become an entrepreneur by exploring emerging opportunities like fin-tech service provider, wealth management consultant, and tax consultant.

Specialization: Systems Management

PSO1. Analyze the organizational ICT problems and solve it with case studies

PSO2. Comprehend ICT functions & practices like project management, project cost estimation, structured software development life cycle etc.

PSO3. Apply the practical aspects of business analytics in data management for organizational growth

PSO4. Develop basics and essential skills related to data management and recent trends in technology development.

PSO5. Develop insights into the information processing of the functional areas of business through enterprise applications.

Semester Wise Course Structure

1st Semester Courses

BMGT 701 C	Managerial Economics	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Basic knowledge of Business & Mathematics				
Co-requisites					

Course Background and Learning Objectives:

The objective of this course is to make students explain the following,

- How markets work; supply, demand and market equilibrium
- Elasticity of supply and demand, taxes and subsidies
- Production of goods and services, measures of productivity
- Making investment decisions
- Opportunity costs, different cost concepts, planning for the future
- Pricing and selling decisions with different types of competitive pressures
- Problems with markets and what we can do about it

At the end of the course students will be able to

CO1: Explore the relevance of various trade theories/models among the students

CO2: Use economic tools to analyze diversity of issues in the economy.

CO3: Analyze the demand and supply conditions and assess the position of a company

CO4: Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets

CO5: Analyze real-world business problems with a systematic theoretical framework

Text Books:

1. Christopher R. Thomas & S. Charles Maurice: Managerial Economics: Concepts and Applications, 8e, Tata McGraw-Hill

Reference Books:

1. Branson, William H, "Macroeconomic Theory and Policy", 3rd Edition, Harper and Row.
2. Dominick Salvator: Managerial Economics in Global Economy, 4e, Thomson.
3. Dominick Salvatore: Managerial Economics: Principles and Worldwide Applications, 6th Edition, Adapted Version, Oxford University Press.
4. H. Craig Petersen, W. Chris Lewis & Sudhir K. Jain: Managerial Economics, 4e, Pearson Education.
5. Koutsoyiannis: Modern Microeconomics, ELBS
6. Mankiw, N Gregory, "Macroeconomics", 6th Edition, Worth Publishers.
7. Mark Hirschey: Managerial Economics, 10e, Thomson.

8. Michael R. Baye: Managerial Economics and Business Strategy, McGraw-Hill
9. N. Gregory Mankiw: Principles of Microeconomics, 4e, Thomson: South-Western.
10. W. Bruce Allen, Keith Weigelt, Neil Doherty and Edwin Mansfield: Managerial Economics: Theory, Applications and Cases, 7th Edition, W.W. Norton & Company.

Course Content

Unit I: Theory of Consumer Behaviour and Demand **6 lectures**

Theory of consumer behaviour - Introduction, ICC, Engel curve, Elasticity of demand and supply, PCC, Substitution and Income effects, Classification of goods.

Unit II – Theory of Production and Cost **6 lectures**

Theory of production – Concepts of production and Optimal input proportions, Theory of Cost – concepts of cost and shapes of cost curves.

Unit III – Theory of the Firm and Market organization **6 lectures**

Market structure including demand and cost analysis under Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Role of Innovations in markets.

Unit IV – Investment Decisions **6 lectures**

Business Fixed Investment: the neoclassical approach, the rental price of capital, the cost of capital, the determinants of investment, taxes and investment, the stock market and Tobin's q. Inventory Investment: reasons for holding inventories, the accelerator model of inventories, inventories and the real interest rate.

Unit V - Managerial Applications/Case Studies **6 lectures**

Specific case studies relating to Indian markets (Industry as well as Product wise).

Evaluation	Practical Examination	
Component	Internal	Semester End Examination
Marks	30	70
Total Marks	100	

BMGT 702 C	Business Statistics and Quantitative Techniques	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Basic knowledge of Central Tendency				
Co-requisites					

Course Background and Learning Objectives:

H.G. Wells' statement that "statistical thinking will one day be as necessary as the ability to read and write" is valid in the context of today's competitive business environment where many organizations find themselves data-rich but information-poor. Thus, for decision-makers, it is important to develop the ability to extract meaningful information from raw data to make better decisions. It is possible only through the careful analysis of data guided by statistical thinking. To a manager of a power station, statistics are the amounts of pollution being released into the atmosphere. To a Food and Drug Administrator statistics is the likely percentage of undesirable effects in the general population using the new prostrate drug. To the student taking this course, statistics are the grades on your quizzes and final exam in the course. Each of these people is using the word correctly, yet each person uses it in a different way. All of them are using statistics to help them make decisions. Helping you learn why statistics is important and how to use it in your personal and professional life is the main purpose of this course.

At the end of the course students will be able to:

CO1: Bridge the gap between theory and practical applications.

CO2: Enable the students to be confident in handling numerical data.

CO3: Provide the students the role of Statistics as a business decision making tool

CO4: Provide students with the knowledge to use statistical software's to solve a range of statistical problems.

CO5: Build an intuitive understanding of the most modern tools and techniques of business data analysis.

Text Books:

1. Richard I. Levin & David S. Rubin “Statistics for Management”, 7th Edition, Pearson (ISBN 81-7758-584-3)
2. Bernard W. Taylor III “Introduction to Management Science”, 9th Edition, Person (ISBN 978-81-317-2071-4)

Reference Books:

1. J. K. Sharma “Quantitative Methods: Theory and Applications” 2nd Edition, Macmillan (ISBN 978-0230-32871-6)
2. J. K. Sharma, “Business Statistics”, 2nd Edition Pearson (ISBN 81-7758-654-8)

Course Content:**Unit I: Probability and Probability Distribution 6 lectures hours**

Basic Terminology in Probability, Three Types of Probability, Probability Rules, Probabilities under conditions of Statistical Independence and Dependence, Bayes’ Theorem, Discrete Probability distributions, Binomial & Poisson distributions, Continuous Probability Distribution: Normal Distribution

Unit II: Regression and Correlation 6 lectures hours

Estimation using Regression Line, Correlation Analysis, Multiple Regression and Correlation analysis, Modeling Techniques, Non parametric Methods

Unit III: Time Series and Forecasting 6 lectures hours

Variations in Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Time Series Analysis in Forecasting

Unit IV: Index Numbers 6 lectures hours

Unweighted Aggregates Index, Weighted Aggregates Index, Average of Relatives Methods, Quantity and Value Indices, Issues in Constructing and Using Index Numbers

Unit V: Linear Programming and Decision Trees 6 lectures hours

Graphical and Simplex Method, Game Theory, Transportation Problem, Assignment Problem, PERT, CPM, Decision Trees, Queuing Analysis.

Evaluation	Practical Examination	
Component	Internal	Semester End Examination
Marks	30	70
Total Marks	100	

BMGT 703 C	Financial Reporting, Statement & Analysis	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

The objective of this course is to provide the conceptual background and develop understanding of financial accounting by helping the learners read, understand, analyze and interpret financial statements so as to assess the financial performance of a company from the information contained in financial reports.

Upon successful completion of this course, the student would be able to:

- CO1: Understand the basic concepts of financial accounting and will learn about accounting standards
- CO2: Make use of various tools of accounting for analyze business situation and help in decision making process
- CO3: Understand the accounting processes that underlie various financial statements and accounts
- CO4: Understand the financial status of various business and help in determining its profitability
- CO5: Determine the financial techniques and tools which will be useful in various stages of business like auditing

Text Book

1. Maheshwari S.N & Maheshwari S K – A textbook of Accounting for Management (Vikas, 10th Edition)

Suggested Readings

1. Narayanswamy, R: Financial Accounting: A Managerial Perspective. 3e, Phi India.
2. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
3. B. Banerjee-Financial Accounting (Excel Books)

Course content

Unit 1: Introduction

6 Lecture Hours

Accounting concepts, conventions and principles; Accounting Equation, Accounting principles and standards; Objectives of Accounting, Understand the conceptual framework of Financial Accounting, understand role of financial Accounting in financial analysis, comprehend information structure of company's annual report, Understand role of Indian AS, IFRS and US GAAP.

Unit 2: Mechanics of Accounting

6 Lecture Hours

Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

Unit 3: Analysis of Financial statement**6 Lecture Hours**

Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit 4: Fund Flow Statement Analysis**6 Lecture Hours**

Meaning, important of fund flow statements, Advantages and disadvantages of Fund flow statements, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis.

Unit 5: Cash Flow Statement Analysis**6 Lecture Hours**

Meaning of Cash Flow, importance of Cash Flow, Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow Advantage and Disadvantages, preparation of Cash Flow Statement and its analysis.

Evaluation	Theory	
Component	Internal	SEE (Session Ending Examination)
Marks	30	70
Total Marks	100	

BMGT 704C	Values, Ethics & Corporate Social Responsibility(CSR)	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Knowledge of Principles and Practices of Management				
Co-requisites					

Course Background and Learning Objectives:

Values, Ethics and Corporate Social responsibility (CSR) seek to familiarize students with basic understanding of values, skills, ethical principles for taking the human journey upward. Students will learn about the ethical theories and their applications in the various streams of management. Furthermore, this course also imparts the knowledge of corporate governance and importance of corporate social responsibility.

At the end of the course, learners will be able to

CO1: Explore the relationship between ethics and business and the subsequent theories of justice and economics across different cultural traditions

CO2: Explain the relationship between ethics, morals and values in the workplace

CO3: Formulate ethical philosophy to explain how it contributes to current practice

CO4: Appraise some of the competing demands on business when scrutinizing the ethics of business activity

CO5: Critically apply understanding of ethics of real-world contexts and gather and analyse information by way of undertaking a research project on a topic relevant to business ethics

Text Book:

1. Business Ethics, Richard T. De George, Pearson Education.
2. Management by Values, S. K. Chakroborty, Oxford University Press.
3. Corporate Responsibility - A critical introduction, Michael Blowfield & Alan Murray, Oxford University Press.

Reference Books:

1. Corporate Governance, Christine A. Mallin, Oxford University Press.
2. Business Ethics - An Indian Perspective, P. S. Bajaj & Raj Agrawal, Biztantra Publication.

Course Content:

Unit I: Human Values for Management 7 hours

Management: A function for skills and values, the role of skills, the roll of values, Human journey from disvalues to human values, Human values and other values. Management thinking from the wisdom literature of India, Some Indian ethos for wisdom Management: The Guna Dynamics, The Art and Science of work, The moral law of cause and effect, The giving model of inspiration, The lower self and the higher self.

Unit II: Introduction to Ethics 5 hours

Ethics, Wisdom, Sequential and Holistic Ethical inquiry, Ethical approach to business. Business ethics and ethics in business, Triple bottom line agenda, Institutionalizing Ethics.

Unit III: Major Ethical Theories 6 hours

Action based theories -Egoism, Utilitarianism, Deontology, Care Ethics, Virtue based theories

Unit IV: Application areas of Values and Ethics 5 hours

Ethical issues in Marketing Management, Financial Management, Human Resource Management, Operations Management and IT/Systems.

Unit V: Corporate Governance and CSR 7 hours

Aspects of Corporate Governance, Owners and Stakeholders, Directors and Board Structure, Corporate Governance in India.

Introduction of corporate social responsibility, Managing and implementing corporate social responsibility, corporate social responsibility and Corporate Governance, Future of Corporate social responsibility.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 705C	Marketing Management	L	T	P	C
Version 1.01	Date of Approval:	1	1	1	3
Prerequisite	Basic understanding of principles of management				
Total Credits	3				

Course Background and Learning Objectives:

This Course introduces the subject of marketing management to the MBA First Year students. This is a basic course and will cover the understanding of marketing management as a social process, as an organizational function and as a strategic tool for organization. Concepts such as environment analysis, consumer analysis, segmentation, targeting and positioning, marketing mix, market structure and competition analysis are included to make students aware of the broad framework of marketing which will be the prerequisite for the second part of the course that will be confined on understanding and analysing marketing as a strategic tool.

At the end of the course learners will be able to:

CO1: Learn and understand the basic concepts of marketing and apply in marketing issues.

CO2: Develop an understanding of marketing management as a social process, as an organizational function and as a strategic tool for organization

CO3: Understand the relationship of marketing management with other parts of the organization

CO4: Develop an understanding of the expectations of customers and know how to apply this knowledge into genuine value for customers.

CO5: Develop expertise in using the marketing information and research to identify marketing opportunities and/or solve marketing problems.

Text Book:

1. Kotler and Keller, Marketing Management, 15th Edition, Pearson Education.

Reference Books:

1. Ramaswamy and Namakumari, Marketing Management
2. Baines, Fill and page, Marketing Management
3. Tapan K. Panda, Marketing Management

Course Content:

Unit I: Introduction to Marketing and Marketing Environment 6 lectures hours

Introduction to Marketing: Meaning, relevance and core concepts: needs, wants, demand, market, customer, market etc., Scope of marketing and new age marketing challenges, Evolution of Marketing: Production, product, selling, marketing, societal, relationship and holistic marketing concept, Introduction to marketing mix elements: Product, price, place, and promotion, In-class exercise based on marketing mix elements, Marketing Ethics and Social Responsibilities of Marketing, Analysing Marketing Environment: Task environment, Macro Environment- political, social, economic, technological, legal and other factors, Scanning Marketing Environment: SWOT and PESTLE analysis, Marketing Planning Process.

Unit II: Consumer Markets and Consumer Buyer Behaviour 4 lectures hours

Characteristics affecting consumer behaviour: Cultural, social, personal and psychological factors, Models of Consumer Behaviour, Buyer decision process and stages in the adoption process, consumer research, Business Markets: Market structure and demand, nature of buying centre/unit and types of decisions, Business buyer behaviour, types of buying situations, participants in buying process, factors influencing buyer and decision making process, Case Discussion (To be announced in the class as the syllabus progresses).

Unit III: Identifying Market Segments and Targets 4 lectures hours

Market Segmentation: Segment Marketing, Niche Marketing, Local Marketing, Individual Marketing, Consumer Market Segmentation Bases, Business Market Segmentation Bases, Market Targeting, Market Fragmentation and Consolidation, Market Targeting and Positioning. Case Discussion, Quiz 2

Unit IV: Analysing Competition and Creating Competitive Advantage 4 lectures hours

Analyzing Market Structure and Competition, Competitor Analysis: Identifying competitors, assessing competitors and selecting competitors to attack and avoid, Competitive Strategies: Market Leader, challenger, market follower and niche marketer strategies, Case discussion (To be announced in the class as the syllabus progresses).

Unit V: Marketing Tools and their Applications 12 lectures hours

Product as a marketing tool:

Product Classification and Levels, Product Life Cycle and associated marketing strategies, New Product Development Process, Product Co-creation, New Product Adoption Process, Product Mix

and related marketing strategies, Understanding Brand, Branding Strategies, Brand Equity, Packaging and Labelling, Brand Positioning. Case Studies (Cases to be notified in the Class).

Pricing as a marketing tool:

Product Cost and Pricing, Factors Affecting Pricing Decisions, Setting Price of an Offering, Various Pricing Methods, Case Studies (Cases to be notified in the Class).

Channel as a marketing tool:

Understanding Marketing Channel, Marketing Channel Types and Functions, Channel Levels, Channel Design Decisions, B2B, B2C and Service Channel Design, Channel Management: issues and challenges, Logistics, Case studies (Cases to be notified in the Class).

Communication as a marketing tool:

Understanding Integrated Marketing Communications, Communication Process Models, Developing Effective Marketing Communication, Marketing Communication Mix, Implementation of Communication Tools: Advertising, Sales Promotion, Personal Selling, Direct Marketing, Event management, ATL and BTL Promotion, Co-Creation of Communications, Case Studies (Cases to be Notified in the Class).

Evaluation	Theory	
	Internal	End Semester Examination
Component		
Marks	30	70
Total Marks	100	

BMGT 706 C	Organizational Behaviour	L	T	P	C
Version 1.0	Date of Approval	3	0	0	3
Prerequisite	Principles of Management				
Co-requisites					

Course background and learning objectives:

An organization is a consciously coordinated social unit, composed of a group of people that functions on a relatively continuous basis to achieve a common goal or set of goals. In order to be able to implement the principles behind any organizational behaviour, one needs to understand how it will help the organization, and what are the goals that the organization hopes to achieve by doing this. Organizational behaviour studies help us understand why employees behave the way they do, and also thereby predict how they are going to behave in the future.

At the end of the course students will be able to

CO1: Relate the different aspects of the human behavior to the individual, group & organizational perspectives of the workplace

CO2: Apply the frameworks & tools effectively to analyze & approach various Organizational situations

CO3: Modify their own beliefs, assumptions, and behaviors with respect to how individuals, groups and organizations act in order to expand the options of approaches and increase the own effectiveness

CO4: Learn organizational behaviour will help the managers in developing a good team

CO5: Learn the organizational behaviour patterns help in predicting who among the employees have the potential to become leaders.

CO6: Learn the expertise of achieving highest productivity in realizing the visions and goals of any organization.

Text book:

1. S. P. Robbins: Organizational Behaviour, Pearson education,

Reference books:

1. Udai Pareek: Understanding Organizational Behaviour, Oxford.
2. Archana Tyagi : Organizational Behaviour, Excel Books.

3. MadhukarShukla : Understanding Organizations – Organizational Theory &Practice in India, Prentice Hall

Unit 1

6 hours

Definition and history of organizational behavior, nature or organizational behavior, Importance of OB, Field of OB, Contributing Disciplines, Applications in Industry. Challenges of OB, Management and Organizational Behavior- , management functions, skills needed by good managers, Foundations of individual behavior: Personality– Meaning of Personality, Determinants of Personality,

Unit II

6 hours

Theories of Personality, Measurement of Personality and types of personality (the Myers-Briggs Type Indicator), The Process of Perception – Process and Principles, Nature and Importance, Factors Influencing Perception, managing perception, Learning – Concepts and Principles, Theories of Learning, Types-Reinforcement, Punishment, Learning about Self, Emotions and Moods in the Workplace-Differences between mood and emotion, the role of emotion in the workplace, emotional intelligence. Definition of values, types, attitude and cognitive dissonance and how they influence workplace behavior, major job attitudes, job satisfaction. Ethics in work place

Unit III

6 hours

Motivation-Work Motivation – Approaches to Work Motivation, Theories of Motivation – content theories and process theories; Maslow’s Hierarchy of Need Theory, Alderfer’s ERG Theory, Herzberg’s Motivation-Hygiene Theory, McClelland’s Achievement – Motivation Theory, Vroom’s Expectancy Theory, Porter and Lawler Expectancy Model, employee empowerment.

Unit IV

6 hours

Group and Interpersonal behavior - group dynamics - why groups form, types, Stages of Development , decision making / styles, strategies for improving decision making teams - types of teams, Power - sources of power, effective use of power. Politics- forces creating political behaviour. Conflict – Sources, process, types and strategies to resolve conflict. Leadership - styles, Skills and Influence Processes, Leadership and Power, Examples of Effective Organizational Leadership in India

Unit V

6 hours

Organizational Culture: Culture and its Characteristics, Types of Cultures, Western and Oriental Organization Cultures, Indian Organization Culture, Culture Change, Organizational Change and Development: Organizational Change Process, OD Models, OD Interventions, Resistance to Change

Evaluation	Practical Examination	
Component	Internal	Semester End Examination
Marks	30	70
Total Marks	100	

BMGT 707C	Business Communication	L	T	P	C
		2	1	0	3

Course Background and Learning Objectives:

This 3 credit program of Business Communication is designed to prepare the students to fill the business-related communications role in a virtual or traditional environment. The course offers the student an integrated education, combining studies of both business and communication in a global context. It prepares students for the communication and management challenges of businesses by emphasizing leadership, innovation, entrepreneurship, and effective communication. This program provides a solid foundation in the various aspects of business communication and all the four LSRW skills which will help the students to perform and excel in their professional field. Apart from these the course will enable the students to develop their competency to communicate with confidence in the modern workplace and improve their range and accuracy in communication. Daily lives are increasingly influenced by advancements in technology, and the demand for skilled communicators in these fields continues to grow. One of the fundamentals of today's successful businesses is effective communication both internally and externally, face-to-face, across the country, or around the globe. Mastering both fundamental and virtual communication skills will provide a competitive edge in the Information Age. The need for good business communication skills in an increasingly competitive global business environment will peak demand for these workers in organizations of all types and sizes.

At the end of the course, learners will able to:

CO1: Understand fundamentals of communication and able to use concept in day to day world

CO2: Demonstrate necessary skills to handle day-to-day managerial responsibilities, such as -

making speeches, controlling one-to-one communication, enriching group activities and

processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public

CO3: Build confidence and to enhance competitiveness by projecting a positive image of

themselves and of their future

CO4: Develop and enhance skills for drafting clear, concise, audience centric business documents

CO5: Develop their competency to communicate with confidence in the modern workplace and

improve their range and accuracy in communication.

Text Book:

1. Business Correspondence & Report Writing: Sharma & Mohan: Tata Mcgraw Hill.
2. Developing Communication Skills: Krishna Mohan & Meera Banerjee: Mcmillan.

Reference Books:

1. Williams, Krizan, Logan, Merrier: Communicating in Business. 8e, Cengage Learning, New Delhi.
2. Boove, C.L., Thill, J.V., and Chaturvedi, M., (2010) Business Communication Today, Pearson Education.
3. Ober, Scott: Contemporary Business Communication (2009), Biztantra Publications, New Delhi.
4. Business Communication Today: Bovee & Hill: Pearson Education.

Course Content:

Unit I: Importance and Benefits of Business Communication **7 lecture hours**

Elements and process of Communication; non-verbal communication; barriers to communication; ways to overcome barriers; Importance of the course for Managers, Role of Communication; defining communication; classification of communication; the purpose of communication: to inform; to persuade, The process of Communication: The linear concept of communication; the Shanon-Weaver Model; the two-way communication process. The elements of communication, The seven C's of communication.

Unit II: Effective Presentation **5 lecture hours**

Meaning and Importance of Presentation; Why Presentation is a difficult Job ? Steps towards Mastering the Art of Oral Presentation.

Unit III: Effective Business Writing **5 lecture hours**

Planning and Organizing Business Messages; & Composing the message, Business Letters; Memorandums; E-mails, Good news & Neutral messages; Bad news messages; Persuasive written messages, Crafting Resume/Biodata

Unit IV: Listening and Feedback **5 lecture hours**

Effective Listening, Importance of Listening in Organizations, Listening Process, Types of Listening, Listening Barriers, how to overcome the Barriers

Unit V: Business Reports & Proposals **5 lecture hours**

Memorandum and Letter reports: informational & analytical, Structure and style of business reports, Kinds of Proposals; structure of Proposals, Sample Business Proposals, Submission of a brief report/proposal.

Unit VI: Business Communication & the Ethical Context 3 lecture hours

Background to Ethical Context; Influences on Personal Ethics Communication and Ethical Issues.

BMGT 708 C	Business Decision Making using Excel	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Basic knowledge of MS Excel				
Co-requisites					

Course Background and Learning Objectives:

Spreadsheet programs allow users to develop a number of documents that can be used for both professional and personal use. Users can store data, perform calculations, and display values or figures graphically. A spreadsheet may be used to calculate the earnings of business products for the year, or it simply may be used to keep track of monthly bills. This course is aimed at beginners and is intended to provide the basics skills to operate Ms Excel. Any small and medium organization irrespective of their size and volume of transaction require summarizing, reporting and analyzing data. For more advanced needs like decision making, building analytical models for understanding the effect on profit of various inputs, reduction of cost and management operation everything becomes easy and efficient by incorporating spreadsheet applications. Use of spreadsheets in businesses has evolved from mere bookkeeping to a functionally rich platform for quantitative business modeling and decision support systems.

At the end of the course, learners will able to:

CO1: Get familiarize with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications

CO2: Hands on experience on MS Excel Utilities

CO3: Create solutions for Data Management and Reporting

CO4: Learn to create decision models primarily using Spreadsheet Solutions and and equip themselves with hands on tools to achieve their goals

CO5: Shed their fear of numbers and become power users of spreadsheet applications

CO6: Logically model and analyze diverse decision making scenarios with spreadsheet based solution procedures.

Text Book:

1. BalakrishnanNagraj, Render Barry and M.Stain Jr. Ralph, "Managerial Decision Modelling With Spreadsheets", Second Edition, Pearson (ISBN 978-81-317-1485-0)

Reference Books:

1. Winston L. Wayne, "Excel 2010, Data Analysis and Business Modelling", PHI Learning (ISBN 978-81-203-4359-0)

2. Walkenbach John, "Microsoft Excel 2007-Bible", Wiley Publishing Inc. (ISBN 978-0-470-04403-2)

Course Content:

Unit I: Significance of Spreadsheets in decision making 6 lectures hours

Overview of following functions: SUM, SUMIF, AVERAGE, AVERAGEIF, LEFT, RIGHT, MID, TRIM, LEN, FIND, SEARCH, REPT, CONCATENATE, REPLACE, VALUE, UPPER, LOWER, CHAR, Handling Dates in Excel, DATEVALUE, TODAY, WORKDAYNETWORKDAYSYEAR, MONTH, DATE, DATEIF functions. Handling Date and Time simultaneously, NOW, TIME, TIMEVALUE.

Unit II: Using Built - in Functions 6 lectures hours

Significance of Spreadsheets in decision making, Creating Range Names, Name Manager, Vlookup, Hlookup, Lookup, Syntax of Index Function table, Syntax of Match Function,

Unit III:Using financial and other functions 6 lecture hours

Excel NPV function, NPV with irregular intervals, IRR of cash flows, Unique IRR, MIRR, FV, PV, CUMPRINC, CUMIPMT, Resolving Circular References,

Unit IV: Using formulas and other functions 6 lecture hours

Handling Multidimensional Formulas, problem solving using IF statements

Unit V: Data Summarizing using Histograms & Using Pivot Tables and Slicers 6 lecture hours

Making charts and graphs, Types of histograms: symmetric, positively skewed, negatively skewed, multiple peaks, and its interpretation.

Evaluation	Practical Examination	
Component	Internal	Semester End Examination
Marks	30	70
Total Marks	100	

BMGT 709 C	Project: Industry Analysis	L	T	P	C
Version 1.01	Date of Approval		0	2	2

Objective(s) and Course Outcome:

Students would be guided by faculty members to visit any local industry/ organization for one day to provide them an exposure of how industry/organization functions. After the end of the visit students need to prepare a report highlighting the important points they have observed during the visit in the respective industry/organization. Students need to submit the report for evaluation and subsequent presentation.

At the end of the course, learners will able to

CO1: Understand on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity

CO2: Learn actual supervised professional experiences

CO3: Get insight in working of the real organizations

CO4: Understand the specific functional areas of an organisation

CO5: Understand perspective about business organizations in their totality

MBA 2nd SEMESTER

BMGT 801C	Business Research Methods	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Basic knowledge of Statistics				
Co-requisites					

Course Background and Learning Objectives:

The objective of this course is to familiarize students with basic research techniques, which are expected to be implemented during on the job training (OJT). The course is designed to provide an intensive use of Statistical Package for the Social Science (SPSS). The course focuses on the analysis of business problems, understanding of appropriate research designs, learning statistical techniques, report writing and presentation.

At the end of the course, students will able to:

CO1: Relate the concept and process of business research in business environment

CO2: Use the tools and techniques for exploratory, conclusive and causal research

CO3: Apply concept of measurement in empirical systems

CO4: Interpret the result of statistical techniques for analysis of research data

CO5: Apply a broad understanding of issues specific to undertaking business research and use SPSS.

Text Books:

1. Zikmund, Babin, Adhikari and Griffin, "Business Research Methods", Eighth Edition, CENGAGE Learning

Reference Books:

1. Paul E. Green, Donald Tull, and Gerald Albaum "Research for Marketing Decision"
2. Naresh Malhotra, Satya Bushan Dash, "Marketing Research- An Applied Orientation", Pearson, 6th Edition

Course Content:

Unit I: Understanding and Overview of Research 6 lectures hours

Applied and Basic Business Research, A Summary of Scientific Method of Research, Scope and Limitations of Research, determining when to Conduct Research, Benefits versus Costs, Different Stages of Resear

Unit II: Types of Research and Research Design Formulation 6 lectures hours

Exploratory, Descriptive and Causal Research. Qualitative and Quantitative Research, Defining the Research Objectives, Research Questions and Hypotheses, Research Design Formulation, Description of Research Proposal, Qualitative and Quantitative Research, Experimental design.

Unit III: Types of Data, Types of Variables and Measurement Scales 6 lectures hours

Advantages and disadvantages of Primary and Secondary data, Classifying Survey Research Methods, Errors in Survey Research, Different kinds of scale, Structured and Unstructured questionnaires.

Unit IV: Instrument Design, Reliability & Validity 6 lectures hours

Internal Validity, External Validity, Content Validity, Construct Validity, Criterion Validity, Convergent Validity, Discriminant Validity.

Unit V: Sampling and Hypotheses 6 lectures hours

Probability sampling techniques, Non-Probability sampling techniques, Point Estimates, Interval Estimates, Confidence Intervals, One- Sample Tests, Two Sample Tests, Chi- Square as a Test for Independence, Analysis of Variance, Solving Case Studies and use of SPSS

Evaluation	Practical Examination	
Component	Internal	Semester End Examination
Marks	30	70
Total Marks	100	

BMGT 802C	Cost and Management Accounting	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Financing and accounting have assumed much importance in today's competitive world of business wherein corporate organizations have to show the true and fair view of their financial position. Thus, the application of accounting in the business sector has become an indispensable factor. Company secretary has to provide complete and accurate information about the financial operations of the company to management for decision making. This emphasizes that the books of accounts are to be maintained accurately, up-to-date and as per the norms.

The subject of Cost and Management Accounting is very important and useful for optimum utilization of existing resources. These are branches of accounting and had been developed due to limitations of financial accounting. It is an indispensable discipline for corporate management, as the information collected and presented to management based on cost and management Accounting Techniques helps management to solve not only specific problems but also guides them in decision making. Keeping in view the importance of the subjects, various topics on cost and management accounting have been prescribed in the syllabus of MBA within the objective of acquainting the students with the basic concepts used in cost accounting and management Accounting having a bearing on managerial decision-making.

Learning Objectives

At the end of the course, learners will able to

CO1: Understand the basic concepts of cost accounting and management accounting

CO2: Make use of various tools of accounting for analyze business situation and take decision

CO3: Analyze the business financial position

CO4: Apply various management accounting techniques to all types of organizations for planning, decision making and control purposes in practical situations

CO5: Understand the contemporary Issues in Management Accounting

TEXT READINGS:

1. Pandey I M - Management Accounting (Vikas Publicating House)

REFERENCE READINGS:

1. Jawaharlal-Cost Accounting (McGraw Hill)
2. Noreen- Managerial Accounting for Managers (McGraw Hill)
3. Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000)

Course Content:

Unit I: Introduction 6 lecture hours

Evolution, meaning, objectives and scope; concepts of cost, classification and elements of cost, cost sheet; method and techniques of costing; role of cost accountant in decision making; Relationship of cost accounting, financial accounting, management accounting and financial management.

Unit II: Marginal Costing 6 lecture hours

Evolution, meaning, objectives and scope; tools and techniques of management accounting; role of management accountant in decision making.

Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio

Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

Unit III: Differential costing and Incremental Costing: 6 lecture hours

Materials Control- Concept and Techniques; Methods of pricing of Material: FIFO, LIFO, Simple Average, Weighted Average; Inventory Management: Techniques of fixing of minimum, maximum and reorder level, EOQ, Labor Cost: Meaning and Calculation of Labor cost, Halsey Premium plan, Rowan Plan

Unit IV: Standard Costing and Decision Making 6 lecture hours

Meaning, Advantages, Limitations and Applications, Break even analysis, Cost- Volume Profit Analysis, P/V Ratios and its Significant, Margin of safety, Absorption Costing, Concept of standard costs, establishing various cost standards, Concepts Decision Making: Activity Based Costing, Cost Management, Target Costing & Life Cycle cost: concept, strategies and applications.

Unit V: Budgeting 6 lecture hours

Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 803 C	Production & Operations Management	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Knowledge of Statistics & Quantitative techniques				
Co-requisites					

Course Background and Learning Objectives:

The intent of the production and operations management course is to provide students with an understanding of the analysis, decision making and implementation issues of managing the operational aspects of any organization. There must be a strategy for managing and executing the operational aspects of an organization. Decisions such as process, location, layout, capacity, inventory, distribution and quality assurance must be in place. We must effectively address the management of technologies and human resources. The course will have a comprehensive and systematic coverage of manufacturing operations.

The intent of the course is to provide students with the concepts and tools necessary to effectively manage manufacturing operations of an organization. Furthermore, this course also provides basic knowledge of Total quality management (TQM) six-sigma, Lean and Maintenance Management for mainly controlling the operations. TQM consists of organization-wide efforts to install and make permanent a climate in which an organization continuously improves its ability to deliver high-quality products and services to customers. While there is no widely agreed-upon approach, TQM efforts typically draw heavily on the previously-developed tools and techniques of quality control. TQM enjoyed widespread attention during the late 1980s and early 1990s before being overshadowed by ISO 9000, Lean manufacturing, and Sigma. This paper also includes the conceptual details of process Improvement through Six Sigma. TQM is a discipline for stating how to control and manage the quality parameters in a project within a certain timeframe, usually with defined stages, and with designated resources.

At the end of the course, learners will able to

CO1: Analyze the importance of Operations & Production management and how it can provide a competitive advantage in the marketplace

CO2: Classify the relationship between production and Operations & Supply Chain Management and other business functions, such as Marketing, Finance, Accounting, and Human Resource

CO3: Experiment with the knowledge of the issues related to designing and managing Production and Operations and the techniques to do so

CO4: Develop basic understanding for Total Quality Management (TQM), Six Sigma, Lean and Maintenance Management

CO5: Learn Forecasting, Managing Capacity: Matching Supply & demand

Text Book:

1. Operations Management: Theory & Practice, B. Mahadevan, Pearson Education.
2. Introduction to Materials Management, J. R. Tony Arnold, Stephen N. Chapman, R.V. Ramakrishnan, Pearson Education.
3. Statistics for Management, Levin, R.I. & Rubin, D.S., PHI, Pearson.
4. Supply Chain Management: Strategy, Planning, and Operation (5th Edition), Peter Meindl and Sunil Chopra.

Reference Books:

1. Operations Management for Competitive Advantage, Chase-Jacobs-Aquilano, TMH.
2. Production & Operations Management (2nd Edn), Kanishka Bedi, Oxford University Press.
3. Production Operations Management (2nd Edn), K. Aswathappa, Himalaya Publishing House.

Unit I: Operations Management: Trends and Issues 4 lecture hours

Introduction to Operations management, Manufacturing trends in India, Operations management: A System perspective, Operations management functions, Challenges in operations management. Supply chain fundamentals

Unit II: Design of Manufacturing Processes and Service Systems 7 lecture hours

Determinants of Process Characteristics in Operations, Types of Processes and operations Systems, The Process-product matrix, Layout Planning, Types of layouts, Design of Layouts, Design of Service System.

Unit-III: Production Planning 10 lecture hours

Forecasting as a Planning tool, Methods for Forecasting, Aggregate Production Planning (APP), MRP (Material Requirement Planning), Capacity Requirement Planning (CRP).

The Need for Scheduling, The Loading of Machines, Scheduling of Flow shops, Scheduling of Job shops.

Globalization of operations, Factors Affecting Location Decisions, Location Planning Methods.

Unit-IV: Inventory Planning and Control 5 lecture hours

Inventory Planning for Independent Demand Items, Types of Inventory Costs, Inventory Control for Deterministic Demand Items, Handling uncertainty in Demand, Inventory control systems, Inventory Planning.

Unit V: TOM, Six-Sigma, Lean and Maintenance Management 4 lecture hours

Total Quality Management, Quality management tools, Design of quality assurance systems, The Six-Sigma approach to Quality Control Management, Process Control Fundamentals, Setting up a process Control System, Six sigma and the process capability. Lean management, Just in Time (JIT). Maintenance management, Equipment Life cycles.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 804C	Human Resource Management	L	T	P	C
		2	1	0	3

Course Outcome

At the end of the course, learners will able to

CO1: Demonstrate the role of HRM in an organization

CO2: Utilize the knowledge to gain competitive advantage through people

CO3: Develop and Design HRM system

CO4: Provide understanding and importance of training and development methods, performance appraisal methods.

CO5: Develop understanding of job evaluation, wage and salary fixation, incentives and bonus.

Text Book:

1. Human Resource Management (Text and Cases): K. Aswathappa : Tata Mcgraw Hill.
2. Human Resource Management: P.Subba Rao : Himalaya Publications.

Reference Books:

1. Human Resource Management: Dessler and Varkkey: Pearson.
2. Human Resource Management: Snell and Bohlander: Cengage Learning.
3. Human Resource Management: N. K. Singh: Excel Books.
4. Human Resource Management: Saiyadain: Tata Mcgraw Hill.

Course Content:

Unit I: Introduction to Human Resource Management 5 lecture hours

Evolution of Human Resource Management; Modern Human Resource Management; Motivation and Human Resource Management; Objectives and Importance of Human Resource Management; Human resource Management and Personnel Management; Line and Staff Responsibility.

Unit II: Human Resource Planning 5 lecture hours

Objectives and Importance of Human Resource Planning; Steps under Human Resource Planning Process; Factors affecting Human Resource Planning; Human Resource Forecasting Methods; Challenges in Human Resource Planning.

Unit III: Job Analysis and Job Design 5 lecture hours

Uses of Job Analysis; Steps under Job Analysis Process; Meaning of Job Design; Different Job Design Techniques.

Unit IV: Recruitment and Selection 5 lecture hours

Factors affecting Recruitment; Sources of Recruitment; Stages of Recruitment; Recruitment Evaluation; Selection Process Steps.

Unit V: Training, Development and Appraisal 4 lecture hours

Objectives and Importance of Training and Development; Different Training and Development Methods, Objectives and Methods of Performance appraisal; Succession Planning.

Unit VI: Job Evaluation 4 lecture hours

Job Evaluation; Job Evaluation Systems and Methods; Wage/Salary Fixation; Incentives; Bonus; ESOPS; Fringe Benefits; Employee Separation.

Unit VIII: Contemporary Issues in Human Resource Management 2 Lecture hours

Managerial Skills for Effectiveness; Organizational Culture Building; Networking Skills; Leadership; Negotiation; Ethics in HRM; Future directions of HRM.

BMGT 805C	Management Information System	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Management Information Systems (MIS) not only include software systems, but the entire set of business processes and resources that are used to pull together information from functional or tactical systems. Data is then presented in a user-friendly and timely manner so that mid and upper-level managers can use it to take the right actions. The entire system is designed so that the company will meet its strategic and tactical goals. Organizations have multiple functional systems. These usually include sales systems, call center systems, financial systems, inventory systems, logistic systems and more. MIS combines information from multiple systems. This helps management staffers better understand their own departments' contributions. In many cases, the combination of data, such as sales figures combined with available inventory, help the manager take the appropriate action in order to meet the customer's needs. The primary function of MIS is to help a manager take an action, answer a question or ask the right question. The questions or actions should directly relate to tactical or strategic goals. A sales manager who uses projections from the financial systems to compare with actual sales from the sales system can better gauge whether goals will be met. If the target is not going to be met, then the manager and his group can review their past actions and make necessary changes in order to increase sales and meet goals. This course is intended to develop understanding of use of technology tools in business decision making and reporting techniques to increase data visualization.

At the end of the course, learners will able to

CO1: To acquaint students with the understanding of role played by information system in organization

CO2: To highlight the use of technology for achieving critical edge to survive in global era

CO3: To acquaint students with use of technology with respect to different functional areas.

CO4: To make students familiar with the effective decision making by the use of information technology.

CO5: To develop understanding of the general data management concepts and terms, highlighting the advantages and disadvantages of the database approach to data management.

Text Book:

1. James A. O'Brian, George M Marakas, Ramesh Behl, Management Information Systems: 9th Ed. McGraw- Hill.

Reference Books:

2. Laudon & Laudon, Management Information System: Managing the Digital Firm, 8th Ed., Pearson Education.
3. Davis & Olson, MIS: Conceptual Foundations, Structure and Development TMH.

Course Content:

Unit I: Foundation of Information 6 lectures hours

Real world information system, Components of Information System, Competing with Information Technology, Fundamentals of strategic advantage.

Unit II: Information Technology Infrastructure 6 lectures hours

IT Infrastructure, Emerging Technology, Foundation of Business Intelligence, Databases and Information management, Data Mining and data warehousing, Telecommunications, the Internet, and Wireless Technology, Securing Information Systems.

Unit III: Key System Applications for the Digital Age 6 lectures hours

Achieving Operational Excellence, Achieving Customer Intimacy (IT based CRM), E-Commerce, Digital Markets & Digital Goods, E-SCM and E-Retailing, Enhancing Decision Making(DSS).

Unit IV: Building and Managing Systems 6 lectures hours

Building and managing information Systems, Project management, Sales force management using sales cloud platform, Security & ethical challenges. Case Study discussion (To be announced in the class as the syllabus progresses).

Unit V: Data visualization using Excel 6 lectures hours

Importance of data visualization, Utilizing MS Excel features for data preparation , Reporting techniques and MS Excel lab. Application simple arithmetic operations, Control structures, Scenario building, Pivot Tables during Case Study discussion (To be announced in the class as the syllabus progresses)

Evaluation	Practical Examination	
Component	Internal	Semester End Examination
Marks	30	70
Total Marks	100	

BMGT 806C	E-Business Strategies	L	T	P	C
Version 1.0	Date of Approval	3	0	0	3
Prerequisite	Knowledge of MIS and fundamentals of information technology and elementary exposure to internet browsing.				
Co-requisites					

Course Background and Learning Objectives:

Given the competitive business forces operating in the global arena, e-business operations attract a paradigm shift from traditional brick and mortar to brick & click business domain. The richness in standard transactional and operating procedures has contributed significantly in enhancing the scope of e-business both in product and service sector. The growing importance of electronic business to a company's growth, development and survival cannot be ignored in light of the current dynamism in the technological environment.

At the end of the course, learners will able to:

CO1: To develop understanding of the need of the transition from traditional business to electronic business.

CO2: To develop understanding of how electronic business is conducted and managed, its major opportunities, limitations, issues and risks.

CO3: To develop understanding of the opportunities of electronic business and its limitations.

CO4: To develop understanding of issues and risks pertaining to electronic business.

CO5: To understand the growing importance of electronic business required for a company's growth, development and survival cannot be ignored in light of the current dynamism in the technological environment.

Text Book:

1. Kalakota Ravi & Robinson Marcia, E-Business 2.0, Roadmap for Success, 2nd Ed, Pearson Education.

Reference Books:

2. Reynolds Jonathan, E-Business: A Management Perspective, Oxford.
3. Chaffey Davey, E-Business and E-Commerce Management, 3rd Ed, Pearson.
4. BhaskarBharat, Electronic Commerce Framework, Technologies and Applications, 3rd edition, TMH.
5. Bajaj Kamlesh, E-Commerce – The cutting edge of business, TMH

Course Content:

Unit I: Introduction to e-business 8 lecture hours

Module I: Introduction to E-Business and Spotting E-Business Trends

The purpose of this module is to acquaint students with basic concepts of the E-Business and different e-business models and to analyse the present trends of e-business from perspectives of

consumers, marketers and other stakeholders.

Defining need of e-commerce and brief history, shifting to e-business from e-commerce framework, Types of business model, Case: Pepperfry (Class Discussion), Case: Aramshop (Class discussion), Trends Driving e-business, Customer oriented trends, Organizational trends, Employee Megatrends, Case: Facebook (Class Discussion), Case: Amazon (Class discussion).

Unit II: Digitizing the E-Business Design 8 lecture hours

This module discusses standard pricing rules under different assumptions about the structure of the market in which the firm operates. It also examines certain pricing practices such as mark-up pricing, multiple product pricing, etc.

Unit III: Structural foundation of e-business 8 lecture hours

E-business patterns: the structural foundation (click and brick pattern, portal pattern, e-market maker pattern), Case: Intuit.com (Class Discussion), Case: IRCTC (Class discussion), Interlocking layers of e-business. Self-diagnosis, Operational, Service and continuous innovation excellence models

Unit IV: Strategy formulation for e-business design 8lecture hours

This module focuses on e-business strategies and their potential impact of profitability. Besides theory this module undertakes hands on training of one CRM application i.e., Salesforce sales cloud and a lab demonstration of Google analytics which showcase the application of e-business strategies in business simulated in a lab environment

Unit V: New Era of cross functional applications 8 lecture hours

The new era of cross functional integrated applications, Problems caused by lack of integration Case: Yebhi.com (Class Discussion), Case: Flipkart (Class discussion), Roadmap to move a company into e-business, E- Supply chain architecture, E - CRM architecture, Tactical e-Project management, Tactical e-Development process, Adoption management, E-government initiatives, Measuring effectiveness of e-governance.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 807 C	Business Laws	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

This course is designed to enhance the legal literacy of MBA students by developing a body of legal knowledge and honing legal instincts that will help business leaders attain a competitive edge and promote long-term success. Building on the basic legal concepts, the course will refine students' understanding of how law affects all aspects of business, and develops a deeper appreciation of how legal systems operate and how to operate within the boundaries of legal systems. In this course, students will gain a sense of when and how the legal system may affect them in a business setting, particularly in the areas of Contract law, Sales of goods act, Company act and government regulation of business. Students will also discuss situations involving choices that may reach beyond the requirements of the law. When the students study they will explore how such situations arise and how they might be solved or even prevented.

At the end of the course, learners will able to:

CO1: Understand the India Legal System

CO2: Legal knowledge and legal instincts that will help business leaders attain a competitive edge and promote long-term success

CO3: Understand the provisions of the important business laws, the knowledge of which is essential for modern Business.

CO4: Understand how law affects all aspects of business, and develops a deeper appreciation of how legal systems operate

CO5: Understand the Impact of law on different business decision

Course Content

Unit-I: LAW & INDIAN CONTRACT ACT, 1872: (8 Lectures)

Definitions, Sources, Scope, Need, Objectives of Business Law, Introduction, essentials of a valid contract, classification of contract according to their enforceability, formation and performance, offer and acceptances, legality of object and, consideration, capacity to contract, Free consent- coercion, undue influence, void, voidable, unenforceable and illegal Agreements, discharge of contract termination of contract, Remedies for Breach of Contract- Remedies, Damages, Indemnity, Guarantee.

Unit-II: SALE OF GOODS ACT, 1930: (8 Lectures)

Formation of contracts of sale, goods and their classification, Price, Conditions and Warranties, Doctrine of Caveat Emptor, Transfer of Property in goods, Performance of the contract of sale, Unpaid seller and his rights, Sale by auction, hire purchase agreement, Sales and agreement to sale, Earnest money, Rules Regarding Delivery, The Right of Re- sale.

Unit-III: NEGOTIABLE INSTRUMENT ACT, 1881: (8 Lectures)

Definitions and features of different types of negotiable instruments (Promissory note, Bill of Exchange & Cheque), Parties to a negotiable instrument and their capacity, holder and holder in Due course, crossing of a cheque, types of crossing, Banker and Customer, negotiation, Dishonor and discharge of negotiable instrument.

Unit-IV: COMPANIES ACT, 1956: (8 Lectures)

Definition, Nature and kind of companies, formation & essential features of company. Contents, Procedures for allegation, prospectus, Memorandum of Association and Article of Association, Share Capital, Debentures, borrowing powers, minimum subscription, Company meeting, Rights of Shareholders, Company Management, winding up of company.

Unit-V: THE LAW OF INSURANCES & LAWS RELATING TO PATENTS, TRADEMARKS AND COPYRIGHTS (8Lectures)

Principles of Insurance, Life Insurance, Martine Insurances, Fire and other insurances, a general idea.

SUGGESTED BOOKS:

- | | | |
|--------------------------------|----------------------------------|--------------------------|
| 1. Commercial & Industrial Law | Dr. N. D. Kapoor. | S.chand and sons. |
| 2. Company Law | | Taxman. |
| 3. Business Law | P.S.H Pillai, Bagavathi. | S.chand and co. ltd. |
| 4. Business Law | Bulchandani. | Himalaya Publishing Ltd. |
| 5. Business Law | S. N. Maheshwari. | Himalaya Publishing Ltd. |
| 6. Commercial Laws | Sen & Mitra. | The World Press, |
| | Kolkata. Along with Business Law | |

Evaluation	Theor	
	y	
Component	Internal	END semester examination
Marks	30	70
Total Marks	100	

**BMGT 808 (Summer
Training) (Credit - 4)**

SIP Guidelines for Faculty

Mentors Dear Faculty mentor,

Your mentees are going to pursue Summer Internship Programme from to(Date). During this training period of six to eight weeks they would undertake projects as provided to them. Guidelines for the students have already been sent to them and all faculty mentors.

In order to guide them uniformly you are requested to kindly go through the guidelines thoroughly and advise the students accordingly.

- Students must take the SIP very seriously as it is of 100 marks and stick to the deadlines and marks will be awarded only if submissions are done under stipulated time.
- Students are encouraged to use statistical tools in their project report. Students must abstain from any kind of plagiarism.
- Students must submit a weekly report without fail.
- There would be zero tolerance in case of violations of report formats.
- The students must share their local contact coordinates with their respective faculty mentor for smooth communication. Students in turn should have the contact coordinates of respective faculty mentors.
- The students must share the contact coordinates of their industry mentor/guide assigned for the project.
- The faculty mentors should communicate with the industry mentors of respective mentees and seek feedback.
- A feedback form will be shared with the students in which they must get the opinions from their industry mentor and submit the same to the college upon their return.
- No project report will be submitted without a training completion certificate from the company. All reports will be submitted on 16th August 2017 till 4:00 p.m. at PG Program office, in case of any deviation, the mentor should be appraised before submission with valid explanation for the delay.
- Further, upon receipt of the project report faculty mentors are requested to kindly go through the same and write down your observations.

Course outcome

At the end of the course, learners are expected to

CO1: Understand how a pressing issue in an industry/sector can be solved by applying scientific rigor

CO2: Understand how problem specific data can be collected, analysed, and interpret to come up with a meaningful recommendation

CO3: Understand how various statistical tools and techniques be applied in data analysis

CO4: Understand what are various scientific methods (e.g., qualitative, empirical, experimental) through which a problem can be solved

CO5: Understand how to present the overall report of an enquired problem

CO6: Understand What ethical issues must be followed while dealing with sensitive information collected from various sources.

Computer Skill II

Credit 4

**Compulsory course need to be taken by the MBA students from
IT/Computer Science department**

3rd SEMESTER COURSE STRUCTURE

BMGT901 C	Financial Management	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Getting a business idea, making a product or designing a service, marketing the same and managing people are some of the important functions activities of a business undertaking. A business may be successful in all these, yet could fail on account of improper financial management. Knowing how to fund the business enterprise, how to employee the funds mobilize effectively and productively, how to allocate resources among various opportunities, managing the day today need of business etc. must not be experimented with. This course aims at equipping a potential manager the tools and techniques which helps in making financial decisions of the business and there by lead to achieving the goal of business- 'Wealth Maximisation'.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: Understand various concepts related to financial management.

CO2: Use various tools and techniques in the area of finance.

CO3: Develop analytical skills which facilitate the decision making in Business situations.

CO4: Understand the concepts and foundation of managing finance in business enterprises.

CO5: Identify and evaluate key success factors in the management of the finance function and its relationship with other parts of the organisation and, where necessary, with external parties

Text Book:

1. I M Pandey, 'Financial Management'-Vikas Publications.
2. M.Y. Khan, and P.K Jain, 'Financial Management'- Tata McGraw-Hill Publishing Company Limited.

Reference Books:

1. Prasanna Chandra, Financial Management-Theory and Practice, Tata McGraw-Hill Publishing Company Limited.
2. Ravi Srivastava, Anil Misra- Financial Management- Theory And Practice, Kalyani Publication

Course Content:

Unit I: INTRODUCTION 6 lecture hours

Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Finance decisions by the firm, Sources of Finance.

Unit II: VALUATION CONCEPTS 6 lecture hours

Time value of money, Risk and Return, Valuation and management of Bonds, shares and their valuations, Capital Asset pricing models.

Unit III: INVESTMENT DECISIONS 6 lecture hours

Capital Budgeting: Introduction, Features of Capital Budgeting Decision, types of projects, Techniques of Evaluation of Capital Budgeting Decisions, Accounting Rate of Return, Payback Period Method, Internal Rate of Return, NPV & IRR- A Comparison and conflict. Decision Tree analysis.

Unit IV: LEVERAGE & DIVIDEND DECISIONS 6 lecture hours

Introduction, types of leverage, Capital Structure- Theory, Designing capital Structure, Cost of capital, dividend decisions.

Unit V: WORKING CAPITAL MANAGEMENT 6 lecture hours

Introduction, Meaning of Working Capital, Scope of Working Capital, Working Capital needs, Types of Business, Operating cycle & its relevance for Working Capital Management, Estimation of Working Capital Requirements.

Evaluation	Theory	
	Internal	SEE
Component		
Marks	30	70
Total Marks	100	

BMGT 902 C	Business Environment	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Managerial Economics				
Co-requisites					

Course Background and Learning Objectives:

Business is not done in isolation. Business decisions are affected by the environment under which it is carried out. Many factors are responsible for the success or failure of any business. It is necessary to understand what those factors are and how they can affect the profit, revenue or cost of any business organization. This course is designed to provide a broad framework about the factors which can potentially create opportunities or pose threat to any business organization. The business organizations can't afford to simply overlook those factors. Some of these factors are within the control of the organization and some are outside its control. Government policies like monetary policy, fiscal policy, industrial policy, foreign trade policy etc. are really important in today's world. It is required to understand all this in a systematic and logical manner.

This course focuses on the external and internal environments in which companies operate. The main objective of this course is to enable the students to have a clear understanding of the theories and models that provide a fundamental building block of business as well as blending theory with practical scenarios. The course will further help students to identify the nature and complexity of the competitive environment, the technological environment, the dynamic and multifaceted social environment, the legal environment and the political issues that may have a potential impact on business organizations.

The ***learning goals and objectives*** of this course for students to pursue management education are:

- CO1: To understand the factors which can affect the business decision making and to identify the stakeholders and analyze their behavior.
- CO2: To critically analyse situations for forward thinking through innovation.
- CO3: To identify the nature and complexity of the competitive environment, the technological environment, the dynamic and multifaceted social environment, the legal environment and the political issues that may have a potential impact on business organizations.
- CO4: To understand the theories and models that provides a fundamental building block of business as well as blending theory with practical scenarios.
- CO5: To develop their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities,

analyzing alternatives properly, and making the best choices in a given condition.

Text Book:

1. Francis Cherunilam - Business Environment: Text and Cases, Himalaya Publishing House

Reference Books:

1. Shaikh Saleem: Business Environment, Second edition, Pearson
2. A.C. Fernando: Business Environment, Pearson
3. Justin Paul: Business Environment - text and cases, Third edition, TMH
4. Andrew Harrison: Business Environment in global context, Second edition, Oxford University Press
5. Veena K. Pailwar: Business Environment, PHI

Course Content:

Unit I: Introduction to Business Environment and National Income 6hours

Meaning of Business and Characteristics of Business; Internal environment, External environment; Micro environment, Macro environment; Economic environment, Non-economic environment; Different type of economic system, Global environment; Political environment, Legal environment; Natural environment and Technological environment; National income- Different aggregates and its measurements

Unit II: Structure of Indian Economy 6hours

Characteristics and Problems of Indian economy; Inflation- Meaning, Measurement, Causes and its impact on the business; Role of agriculture in the Indian economy; Economic growth and economic development, Human development index; Nationalization, Privatization, Disinvestment; Economic Planning- Meaning and Objectives; Five year plans in India, Twelfth Five-year plan

Unit III: Indian Financial Market and Government Policies 6 hours

Money market, Capital market; Stock exchanges In India; Terms related to the stock market; Functions of SEBI; Monetary policy- Meaning and objectives; Instruments of monetary policy; Fiscal policy- Meaning and objectives; Different types of deficits and expenditures; Industrial Policy- Meaning and objectives; Different industrial policies in India, Economic reform of 1991

Unit IV: External Sector 6hours

Significance and pattern of India's foreign trade; Tariff and non-tariff barriers to trade; Case Study- South East Asian economic crisis; Export promotion policies; Trade policy (2009-14); WTO- Objectives and agreements Case study- Whose Basmati is it? MNCs- meaning and impact; FDI and Outsourcing- meaning and importance; Balance of payment- Meaning and components

Unit V: Regulatory Business Laws 6hours

FERA and FEMA, MRTP and Competition Act; Consumer Protection Act; Environment Protection Act; IT Act; Case Study- McKinsey's Agenda for India's Economic Reform

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 903C	Outstation Industry Visit and Project major	L	T	P	C
Version 1.01	Date of Approval	0	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

To make students acquainted with the business environment and to gather some practical knowledge about how industry functions.

At the end of the course students will be able to;

- CO1: Understand on job skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
- CO2: Learn actual supervised professional experiences.
- CO3: Get insight in working of the real organizations
- CO4: Understand the specific functional areas
- CO5: Understand perspective about business organizations in their totality.

BMGT 904C	Consumer Behaviour	L	T	P	C
Version 1.01	Date of Approval:	1	1	1	3
Prerequisite	Basic understanding of Marketing				
Total Credits	3				

Course Background and Learning Objectives:

This Course introduces the subject of International Marketing to the MBA Second Year students as an elective paper. This is an elective course and will cover the understanding of some prerequisites a marketing manager requires when planning to enter into markets outside their national boundary. Concepts such as international marketing complexities, challenges and opportunities, international marketing environment, entry methods, international pricing, EPRG orientation, documentation for international marketing, standardization and adaptation, international communications are included to make students aware of the broad framework of international marketing.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: Define the conception of consumer behaviour and reveal its importance in the context of marketing.

CO2: Identify factors that influence consumer behaviour .

CO3: Examine the consumer decision-making process.

CO4: Describe the target market and determine the positioning strategy according to consumer characteristics and behavior.

CO5: Role of various psychological factors in shaping consumers purchase behavior.

Text Book:

1. International Marketing: Cateora and Graham John, Tata McGraw Hill Education.

Reference Books:

1. Consumer Behaviour by Leon G. Schiffman, Leslie Lazar Kanuk, and Havard Hansen, Second Edition, Pearson.

Course Content:

Unit I: Introduction to Consumer Behaviour 5 lectures hours

Definition, Consumer and Marketing Strategy, Marketing and Consumer Behaviour, interdisciplinary approach to consume behaviour, understanding Indian consumers, Consumer Decision Making (Cognitive, habitual and affective), decision making in the context of B2B (Cases to be given later on in the lectures).

Unit II: Psychological Influences on Consumer Behaviour 8 lectures hours

Motivation, Perception, Learning, Memory, The Self and personality, Attitudes and Persuasion and their influence on Consumer Behaviour (Practical and case studies: to be notified during lectures).

Unit III: Sociological Influences on Consumer Behaviour 7 lectures

hours Groups and situational effects, Cultural Influence, gender subcultures, ethnic and racial subcultures, religious subcultures, age subcultures, Income and social class, status and life styles and their role in Consumer Behaviour (Practical and case studies: to be notified during lectures).

Unit IV: Networked Consumer Behaviour 5 lectures hours

Word of Mouth Communication, Opinion leadership, Social Media and Consumer Behaviour, Diffusion of Innovations (Practical and case studies: to be notified during lectures).

Unit V: Ethical Issues in Consumer Behaviour 5 lectures hours

Business Ethics and Consumer Rights, Consumers' Rights and Product Satisfaction, Policy issues related to consumer behaviour, Consumer Terrorism, Addictive Consumption, Consumed Consumers, Consumer Protection Act in India, Green Consumer Behaviour. (Practical and case studies: to be notified during lectures).

Evaluation	Theory	
	Internal	End Semester Examination
Component		
Marks	30	70
Total Marks	100	

BMGT 905 C	Sales & Distribution Management	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Marketing Management				
Co-requisites					

Course Background and Learning Objectives:

Sales perspective examines selling in its historic role and then views its place within marketing and marketing organization. Sales & distribution management focuses on the development of effective sales and distribution strategy, management of marketing channels, and sales force management. Sales management is undergoing rapid changes due to changing orientation of companies from product delivery to service based delivery models. Sales management covers sales budget and explains how it is the starting point for business planning.

The *learning goals and objectives* of this course for students pursuing management education are:

CO1: To develop understanding of selling skills and responsibility of any sales persons.

CO2: To impart knowledge of the delivery and managing intermediaries, planning territory will also be covered.

CO3: To develop understanding of the controlling and evaluating a sales force.

CO4: To develop understanding effective sales and distribution strategy, management of marketing channels, and sales force management

CO5: To impart knowledge of developing the sales budget and explains how it is the starting point for business planning.

Text Book:

Sales and Distribution Management. Tapan. K. Panda,

Sunil Sahadev, 2nd Edition, Oxford Publications.

Reference Books:

Selling & Sales Management. David Jobber & Geoffrey Lancaster, Pearson Education

Sales & Distribution Management: Text & Cases. S. L. Gupta, Excel Books

Course Content:

Unit I: Introduction to Sales Management 6 hours

An introduction to sales management; functions of sales management, evolution, Importance of sales management; types of personal selling; difference between sales & marketing; sales management process, emerging trends in sales management; Selling skills – Communication skills, listening skills, conflict skills, negotiation skills, problem solving skills. Sales recruitment and selection; motivation and training; compensation of sales force.

Unit II**6 hours**

The Selling Process, sales force automation, management of sales territory, sales forecasting and budgeting, sales quotas- sales volume quota, sales budget quota, sales activity quota, combined quota; sales force compensation, sales force control, performance appraisal of sales force. Mock selling activities.

Unit III:**6 hours**

Functions and flows of marketing intermediaries, Jobs of marketing intermediaries, Types of channel members; Need for distribution channels: Value addition; Channel strategy

Unit IV: Distribution Management- Managing Channel Partners 6 hours

Designing channel& planning process; Selecting Channel Partners; Issues in Channel Management, Pricing Issues in Channel Management, Promoting Through Marketing Channel, Evaluating Channel Performance.

Unit V:**6 hours**

Logistics and supply chain management; Electronic Marketing Channels; Transportation decisions, Warehousing decisions, Order processing, inventory decisions. Ethical Issues in Selling, Legal & Ethical Issues in Channel Management.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 906 C	HUMAN RESOURCE PLANNING &DEVELOPMENT	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

“Manpower” or “human resource” may be thought of as “the total knowledge, skills, creative abilities, talents and aptitudes of an organization's work, force, as well as the values, attitudes and benefits of an individual involved it is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons;” of all the “MS” in management (i.e., the management of materials, machines, money, motive power), the most important is “M” for men or human resources. Human resource planning aims at fulfilling the objectives of manpower requirements. It helps to mobilize the recruited resources for productive activities. Human resource planning is an important process aiming to link business strategy and its operation. Further it ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses. Many employees come into an organization with only a basic level of skills and experience and must receive training in order to do their jobs effectively. Others may already have the necessary skills to do the job, but don't have knowledge related to that particular organization. HR development is designed to give employees the information they need to adapt to that organization's culture and to do their jobs effectively. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.

CO2: To enable the students to acquire the knowledge necessary for preparing the manpowerPlan of a business enterprise and subsequent plans of actions.

CO3: This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

CO4: The objective of the course is to make student aware of the concepts, techniques and practices of human resource development.

CO5: To acquaint managers with the skills for designing strategy for employees so that they can adapt to that organization's culture and to do their jobs effectively.

Text Book:

Aswathappa, K., Human Resource Management-Text and Cases, Tata McGraw Hill

Reference Books:

1. D'Ceazo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, New Delhi.
2. Flippo, Edwin B., Principles of Personnel Management, McGraw Hill, New York.
3. P. Subba Rao, Human Resource Management, Himalaya Publishing House
4. Werner J. M., DeSimone, R.L., Human resource development, South Western.

Course Content:

Unit I: Human Resources Planning& Development 6 lectures hours

Introduction to HRP System, HRP Process& function- Manpower Estimation- Methods and Techniques, Job Analysis-Job Description-Job Specification. Job Evaluation, Concept of HRD, HRD Process, Barriers of HRD Programmes, Competency Mapping.

Unit II:Key HR Practices 6 lectures hours

Recruitment, Selection, Induction &Orientation, Dislocation and Relocation of Employees. Career Planning, Succession Planning. Individual & Organisational Career Development Steps, Performance and Potential Appraisal, Appraisal System, Changing Nature of Roles, Online recruitment, Employer branding

Unit III: Training and Executive Development 6 lectures hours

Concept, Definition, Features, Principles, Need & Importance, Methods, Evolution, steps to Training & Development, Executive Development Programmes, Evaluation of Training and Management Development, Employee Motivation, Morale, Employee Retention.

Unit IV: Intellectual Capital Accounting 6 lectures hours

Human Resource Information System, Human Resource Audit, Human Resource Accounting.

Unit V: Current trends of HRD 6 lectures hours

Changing nature of work, innovative organization structure, cross- cultural HRM issues.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 907 C	Compensation and Reward Management	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

In today's world organizations try more to assess the worth of an individual in terms of his performance and contribution to the organizations. With the growing demand of workforce and constant challenges in the business environment, organizations have to evolve and accurate system for evaluating jobs and assessing their worth. Compensation management helps to determine the relative worth of a job in an organization in a systematic, consistent and accurate manner. The purpose of this subject is to give the student hands-on experience on how the whole compensation system works in an organization, how an organization decides to give pay and how to design a pay structure from scratch.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: Recognize how pay decisions help the organization achieve a competitive advantage.

CO2: Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.

CO3: Demonstrate comprehension by constructing a compensation system encompassing;

CO4: Develop the skills and personality of employees by which they can earn better and attractive compensation;

CO5: Pay fair and justify remuneration on the basis of their efforts, skills, and competencies.

Text Book:

1. Milkovich, G.T. Newman, J, and Verkatratnam, C.S.: Compensation, 9th Edition, McGraw Hill.

Reference Books:

1. Bhattacharya, D.; Compensation Management, Oxford Publications.
2. Henderson, R.: Compensation management in a knowledge based World, Pearson Education
3. Armstrong, M., and Murlis, H.: Reward Management-A Handbook of Remuneration Strategy and Practice, Kogan Page.
4. Bhatia, S.K., Constructive Industrial Relation and Labour Laws, Deep and Deep Publications

Course Content:

Unit I: Introduction to Compensation and Reward Management 6 lecture hours

Concept of compensation, Objectives and Definition, Guiding Principles of Compensation Formulation, Role of Compensation and Reward in Organization: Wage concepts and definition of wages under various labour legislation, Methods of wage payments, Factors influencing wage policies, Differences in Strategies for compensation determination, Essentials of a good system of wage payment, Executive compensation, Factors influencing executive compensation,

Unit II: Theoretical dimensions of Compensation 6 lecture hours

Theories of wages: Wages fund theory, Subsistence Theory, the surplus value theory, Residual Claimant theory, Marginal productivity theory, Bargaining theory, Behavioural theories of wages.

Unit III: Statutory provisions/Wage legislature in India 6 lecture hours

Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, Employees Provident Fund Act, 1952, Payment of Gratuity Act, 1972. Function of Tribunal Wage Board, Labour Courts & Industrial Tribunals

Unit IV: Internal Alignment & employee benefits 6 lecture hours

Compensation Strategy and Internal Alignment; Factors shaping Internal Structure; Job Analysis and Compensation; Job Evaluation and Compensation, Collective Bargaining, Employee Benefits-Meaning and Concept; Process to Benefit Development; Types of Employee Benefits Components of Employee Benefits; Alternatives to employee Benefits, Statutory Employee Benefits in India. Downsizing and Voluntary Retirement Scheme.

Unit V: Evaluating Incentive & Reward Management 6 lecture hours

Introduction, Pay for performance-meaning and concept; Benefits of a sound incentive system, Types of incentive plans for blue-collar and white-collar workers; Individual incentive plans, group incentive plans; Problems arising out of incentives, Bonus, Profit Sharing, Fringe benefits and ESOP, Types of rewards, impact of innovations in reward. Trends in Reward Management: Skill-based pay; Competency related pay; Relating rewards to organizational performance.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 908 C	Financial Markets And Services	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Financial Markets and Services provide an insight to financial services for its clients or members. One of the most important financial services provided by these institutions is acting as financial intermediaries. They are responsible for transferring funds from investors to companies in need of those funds. Financial institutions facilitate the flow of money through the economy. With globalization of economies across the world, the role of financial Services institutions has become increasingly complex and the risks undertaken by these firms on behalf of clients has become less transparent and more difficult to comprehend. It is no surprise that most recent talk has been around the extent to which government regulations are necessary. To do so, savings are brought to provide funds for loans. This course provides students a basic understanding of the markets and services.

This course provides a deep understanding of various financial institutions and markets in India. While there is significant focus on the functioning of the Indian financial system, students will also develop a sound understanding of various concepts, tools and techniques that apply to financial institutions and markets anywhere in the world. A discussion of structure, working and organisation of the Indian financial institutions as well as latest trends and happenings in the context of not only India but globalised financial markets will be a part of the course.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: Understand the role and function of the financial system in reference to the macro economy.

CO2: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

CO3: Evaluate and create strategies to promote financial products and services.

CO4: Identify and evaluate the role symmetric versus asymmetric information plays in the structure and operation of the financial system information.

Evaluate empirical evidence of market performance, and contrast it with theories of market performance.

Text Readings:

1) Fabozzi - Foundations of Financial Markets and Institutions (Prentice hall, 3rd Ed.)

SUGGESTED READINGS:

- 1) Parameswaran- Fundamentals of Financial Instruments (Wiley India)
- 2) Khan M Y - Financial Services (Tata McGraw Hill, 1998)
- 3) Machiraju H R - Indian Financial System (Vikas, 2004)
- 4) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
- 5) Srivastava, R.M& Nigam Divya - Management of Financial Institutions (Himalaya, 2003)

Course Content:

Unit I: Financial Markets and Services-An overview 6 lecture hours

Financial System and Financial Markets, Participants in financial markets, Financial Services: An Introduction-nature scope and importance; Management of Risk in Financial Services, Regulatory Framework for Financial Services. Types of financial markets and intermediation, Stock Exchange: Functions and Organizations; Broking and Trading in Equity ; Broking and Trading in Debt;

Unit II: Constituents and Functioning 6 lecture hours

RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India,

Unit III: Securitisation 6 lecture hours

Securitisation: Concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitizations in India. Development Finance Institutions (DFIs) in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions; NBFCs -Their status, types, working and strategies for commercial viability; Insurance organizations- Their status, types, working and strategies for commercial viability.

Unit IV: Leasing and Hire Purchase 6lecture hours

Leasing and Hire Purchase: Industry, Size and scope. Parties involved Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other Financial services: Factoring, Forfaiting, Discounting and Re-Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

Unit V: Mutual Funds 6lecture hours

Concept, Types, Significance of Mutual Funds, NAV, Evolution & Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 909C	Managing Banks and Financial Institutions	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Objectives:

CO1: To create awareness among the students of the Indian banking system.

CO2: Understand the Indian banking system.

CO3: Understand the Reforms & other developments in Indian banking.

CO4: Understand the functions & Role of Reserve Bank of India.

CO5: Understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise

CO6: Understand the various institutions, markets, regulations and laws, practices, money manager, analysts, transactions and claims and liabilities

Suggested Readings:

1. Agarwal, O.P., Banking and Insurance, Himalaya Publishing House
2. Satyadevi, C., Financial Services Banking and Insurance, S. Chand.
3. Suneja, H.R., Practical and Law of Banking, Himalaya Publishing House
4. Arthur, C and C. William Jr., Risk Management and Insurance, McGraw Hill
5. Rose P. and Hudgins, S., Bank Management and Financial Services, 7th Edition, McGraw-Hill

Course Content:

Unit I: Introduction

5 lecture hours

Banking Systems- Definition, Functions, types, banking sector Rationale & Objectives of reforms, challenges of nationalized banks, Role of Government & Reserve Bank of India as Regulators of Banks - Role & Functions of Banks – Regulatory Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System.

Unit II: Overview of Banking System

5 lecture hours

Indian banking Structure, Importance and functions; The Reserve Bank of India: Functions; Monetary and Credit control, Monetary policy, features of Monetary Policy; Structure of Commercial banking system in India; Credit Creation Process of Commercial banks; Distinction between Commercial and Regional Rural Banks;

Unit III: Merchant Banking

5 lecture hours

Merchant banking Introduction; Merchant Banking in India – An overview – Recent developments and challenges ahead – Institutional Structure – Functions of Merchant Banking.

Unit IV: Risk Management**5 lecture hours**

Understanding Risk: Types of risk – Risk management - Objectives - Risk identification and measurement, Analytical tools used in corporate risk management; Investment Banking and wealth management.

Unit V: Financial Institutions**5 lecture hours**

Development Financial institutions (DFIs) – An overview and role in Indian economy; Life and non-life insurance companies in India; Mutual Funds- Introduction and their role in capital market development; Non-banking financial companies (NBFCs); Micro-finance institutions.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 910 C	Business Intelligence	L	T	P	C
Version 1.0	Date of Approval	3	0	0	3
Prerequisite	BMGT 206C Management Information System				
Co-requisites					

Course Background and Learning Objectives:

The volume of data collected by organizations has increased exponentially over the last decade. Having collected data from a variety of sources – internal and external, decision makers are looking to leverage this valuable asset to gain a deeper understanding of several key questions relating to their consumers, trends in the marketplace, effectiveness of their promotional campaigns, agility of their supply chain, and much more.

This course introduces students to enterprise data and the process and technologies to integrate data from a variety of sources. Specifically, the course provides students a basic understanding of data warehousing technologies and various reporting and visualization techniques.

The *learning goals and objectives* of this course for students to pursue IT as an Elective in their management education are:

CO1: Describe the concepts and components of Business Intelligence (BI).

CO2: Critically evaluate the use of BI for supporting decision-making in an organization.

CO3: Understand and use the technologies and tools that makeup BI (e.g. Data warehousing, Data reporting, and the use of Online analytical processing (OLAP)).

CO4: To understand and design the technical architecture that underpins BI systems.

CO5: To plan the implementation of a BI system.

Text Book:

1. R N Prasad and Seema Acharya: Fundamentals of Business Analytics, Wiley India

Reference Books:

1. David Loshin: Business Intelligence, Morgan Kaufmann Publishers.
2. Hoffer Jeffrey , Prescott Mary: Modern Database Management, Pearson

Course Content:

Unit I: Business View of IT Applications & Digital Data types 6hours

Key purpose of using IT in Business, Characteristics of Internet Ready IT applications, Enterprise Applications, Information Users and their Requirements, Introduction to Good Life HealthCare Group (An ongoing Case).

Types of Digital Data: Structured data, Unstructured Data, Managing and storing unstructured data, Storage Challenges of Unstructured Data, Extraction of information from unstructured data, UIM Architecture for unstructured data, Semi-Structured Data, Sources of Semi structured Data, Managing, Storing and extracting information from semi-structured data, XML as a solution for Semi-structured data.

Unit II: Introduction to Business Intelligence 6lecture hours

OLTP, Advantages, challenges, Shortcomings of OLTP, OLAP, One Dimensional Data, Two Dimensional Data, Three Dimensional Data, Beyond Third Dimension, Advantages and Features of OLAP, OLAP Architectures, MOLAP, ROLAP, HOLAP, OLAP versus OLTP, Data Models for OLAP and OLTP, OLAP Operations on multi-dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through.

[HBS case Canadian Tire: Business Intelligence in 2006]

Analytical Information for Decision Support, Information Sources before BI, Definition of BI, Evolution of BI, Role of DSS, EIS, MIS and dashboards, Data Warehouse and BI, BI Applications to Business, Business Analytics versus BI, BI component Framework, Business Layer, Administrative and Operational Layer, Implementation Layer.

Unit III: Basics of Data Integration 6hours

Need for Warehouse, Data Mart, ODS, Kimball's approach versus Inmon's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, ETL, Data mapping, data staging, Approaches to Data integration, needs and advantages, Data Integration Technologies, Data Quality, maintaining data quality, Data Profiling, Case Study on Data Integration: HealthyYou, Text book pp 171-180

Unit IV: Multidimensional Data Modelling 6hours

Data Modelling Basics: Entity, Attribute, Cardinality, Types of Data Models: Conceptual data model, Logical data model, Physical model, Normalization modelling, Dimensional modelling,

Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake Schema, Designing a dimensional model. MS Excel 2010 Based Activity

Unit V: Measures, Metrics, KPIs and Performance Management and Enterprise Reporting

6 hours

Measurement system Terminology, Role of Metrics, KPI and their usage, Sources of data for KPI and Metrics, Reporting Perspectives common to all levels, Common report layout types, Dashboards, Types of Dashboards, How to create dashboards?, Class Activity on Dashboard Creation, BI and mobility, BI and Cloud, BI and ERP, BI and CRM, [HBS Case Study: Business Intelligence Strategy at Canadian Tire] Nicole R.D. Haggerty, Darren Meister

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 911C	Enterprise Digital Infrastructure	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	BMGT 206C Management Information System				
Co-requisites					

Course Background and Learning Objectives:

Enterprise systems include Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Customer Relationship Management (CRM) and other enterprise level systems that are critical to all dynamic, globally aware companies. With a diversified global market, technology is being utilized to overcome distance, language and culture. Today's information systems have permeated well beyond the traditional functional applications, and even more technologically current client-server applications, to mission focused enterprise systems. The course thus focuses on the components of an ERP system and provides an introduction in to the process of implementing a successful system in today's organizations.

The *learning goals and objectives* of this course for students to pursue IT as an Elective in their management education are:

CO1: To provide a contemporary and forward-looking view on the theory and practice of Enterprise Resource Planning Technology.

CO2: Focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.

CO3: To develop a basic understanding of how ERP enriches business organizations in achieving multidimensional growth.

CO4: To prepare themselves for a technological competitive environment and make them ready to self-upgrade with higher technical skills.

CO5: Create reengineered business processes for successful ERP implementation.

Text Book:

1. Luvai Motiwalla, Jeffrey Thompson: Enterprise Systems for Management, Pearson.

Reference Books:

1. Alexis Leon: ERP Demystified, TMH, 2007
2. Jagannathan Vamanan, ERP in Practice: ERP Strategies for Steering Competence & Competitive Advantage, TMH, 2007

Course Content:

Unit I: Introduction to Enterprise Systems 5lecture hours

ISs in organizations (Role of IS, Information silos and Systems Integration), ERP Systems (What is ERP, Evolution of ERP, Role of ERP in Business, System components, ERP architecture, Benefits and limitations of ERP), ERP Implementation (ERP lifecycle, Implementation strategies, Software and vendor selection), Operations and post-Implementation People and Organization (Project Management, Role of Consultants, Change Management, BPR), ERP Vendors (Key Vendors, Software Extensions and Trends), Implications for Management, [HBS Case An ERP Story: Background (A) Carmen Bernier, Vital Roy, Eric Brunelle

Unit II: ERP Systems Architecture 6 hours

Systems Integration (Functional Silos, Horizontal and Vertical silos, Business Processes and Silos), Logical versus Physical SI, Integration steps, Benefits and limitations, ERP and its role in Logical Integration and Physical Integration), ERP Layered Architecture, Two-tier architecture, benefits and limitations, Web based architectures, Service oriented, architectures), ERP Modules, Production Module, Purchasing Module, Inventory Management Module, Sales and Marketing module, Finance Module, HR Module, Miscellaneous modules, Benefits of key modules

Unit III: ERP Implementation 6 hours

SDLC (Traditional versus Rapid SDLC), ERP implementation lifecycle(Implementation Plan, Implementation methodology, Traditional ERP life cycle, Rapid ERP Lifecycles, Implications for management), Implementation strategies (Hardware, software and people resources), Third Party Products, Database requirements, ERP Approaches (Governance, Implementation Methodology, Vanilla Implementation), Software and Vendor Selection (Vendor research, Matching User Requirements to features), Requests for bids, Vendor analysis and Elimination, Contract management and license agreements, Operations and post implementation (Go-Live Readiness, ERP Training, Stabilization, Post production support, Knowledge Transfer

Unit IV: People and Organization 6 hours

Program and Project Management -Project Team, Module and subject matter experts, Project leadership, Critical success factors, Project scope, Change Management, Managing Scope Creep, Organizational Change and BPR, Organizational commitment, Business process change, Business process Reengineering, BPR methodology, Project organization, Roles and Responsibilities, Outsourcing (What is outsourcing, drawbacks, Offshore outsourcing, SaaS), Legal Issues - software licensing, Implementation partners and consultants, Audit, SOX

compliance and EU regulations, [HBS case: Capital Holding Corp.: Reengineering the Direct Response Group Donna B. Stoddard, Caroline J. Meadows]

Unit V: ERP Extensions **7 hours**

Supply chain management -SCM drivers, SCM flows, E-SCM components, E-procurement, ERP systems and supply chain, Supply chain integration with ERP, Customer Relationship Management - CRM evolution, Types, CRM delivery processes, CRM Support processes, CRM analysis processes, CRM components, Packages and vendors, CRM Architecture, On-demand CRM, CRM lifecycle)

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 912 E	Services Marketing	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite	Marketing Management				
Co-requisites					

Course Background and Learning Objectives:

One of the outcomes of the growing importance of services in the global economy has been the realization among marketers that managing a service requires a fundamentally different way of operating the business when compared to producing and selling goods. This uniqueness comes from the very intangible nature of services, which impacts their conception, design, communication, delivery, purchase and consumption. Other characteristics of services like heterogeneity, perishability and simultaneity also increase the complexities of management and require greater integration of the traditionally distinct organizational functions of marketing, human resources and operations.

As statistics go, services account for 70%+ of the GNP in most developed economies. In a typical year, a majority of the business graduates go to work for service organizations. In the OECD countries, four out of every five members of the workforce hold a service sector job. Yet, the business curriculum generally focuses on the manufacturing sector of the economy and management theories relate largely to manufacturing firms.

Further, this course examines the important and growing role services marketing plays in consumer and organizational target markets. Discussing current issues in services marketing and customer service strategies, this course focuses on effective customer relationship management; key service delivery elements; and service recovery strategies that lead to the successful implementation of a customer focus in service-based businesses.

The **learning goals and objectives** of this course for students to pursue management education are:

CO1: To understand special management issues and unique challenges involved in marketing and managing services.

CO2: Interpret service behaviour and service consumption in the light of service-dominant marketing logic and apply this knowledge to designing and developing services.

CO3: Understand the expectations of customers and know how to apply this knowledge into genuine value for customers.

CO4: To analyze practical problems which come in delivery of services, and to apply

the understanding of the strategies in overcoming these problems.

CO5: Understand current research trends in services marketing and management.

Text Book:

Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit: Services Marketing. 5th Edition, TMH

Reference Books:

1. Dr. Harsh V. Verma: Service Marketing. 2nd Edition, Pearson
2. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing: People, Technology, Strategy. 5th edition (LWC), Pearson
3. Ravi Shankar: Services Marketing: The Indian Perspective. Excel Books

Course Content:

Unit I: **4 hours**

Introduction to Services Marketing, reasons for growth of service sector in India; Difference between product and services, Characteristics of services, Introduction to service marketing mix elements: Product, price, place, promotion, people, physical evidence and process, Understanding of Service Quality gap model, Introduction to service satisfaction measurement techniques- SERVQUAL

Unit II: **4 hours**

Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life cycle. Pricing – methods, Factors involved in pricing a service product.

Unit III: **4 hours**

Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Service. Promotion objective for Services; Personal Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services.

Unit IV: **4 hours**

The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees. Service as a process & as a system – Different process aspects and managerial challenges. Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence; Service scapes.

Unit V:**4 hours**

Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee – Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF–Gronroos model

BMGT 913E	Retail Marketing Management	L	T	P	C
Version 1.01	Date of Approval:	2	0	0	2
Prerequisite	Basic understanding of Principles of Marketing and Consumer Behaviour.				
Total Credits	2				

Course Background and Learning Objectives:

This Course introduces the subject of retail marketing management to the MBA Second year students as an elective course. This is a basic course and will cover the understanding of retail marketing management as an organizational function apart from retail as unorganized activity. Concepts such as Retail environment analysis, consumer analysis, retail marketing mix, retail merchandise planning and analysis, visual merchandising, store layout, floor and display management, retail marketing communication, are included to make students aware of the broad framework of retail marketing which will expose the students in basic retailing aspects (both organized and unorganized) and also will help them to [pursue retail as their career..

The *learning goals and objectives* of this course for students are:

CO1: To understand the basic concepts of retail marketing and understanding the challenges associated with both organized and unorganized retail marketing.

CO2: To understand the possible formats of retailing in both organized and unorganized sectors along with their advantages and disadvantages.

CO3: To understand the issues and challenges associated with category management in a retail store.

CO4: To understand and describe a range of common strategies for use with each of the various retail marketing mix tools: product, pricing, promotion, and distribution.

CO5: To understand various issues related to retail promotional design, display management, retail inventory management etc.

Text Book:

1. Retail Management: A Strategic Approach, Berman, Evans and Mathur, Pearson Education.

Reference Books:

1. Retailing Management, Michael Levy, Barton A Weitz and Ajay Pandit, McGraw Hill
2. Retailing Management: Text and Cases, Swapna Pradhan, Tata Mcgraw-Hill.

Course Content:

Unit I: Introduction to Retailing and Retail Formats 4 lectures hours An overview of Indian Retail Industry, Global Concepts, Functions performed by the Retailers, Changing Retail Landscapes, Growth of Retail in India, Opportunities & Challenges ahead, Retail Format & Theories: Evolution of Retail Formats, Theories of Retail Development, Retail Life Cycle, Classification of Retail Stores, Franchising – A Dynamic Retail opportunity, Automated vending machine, Kiosk as retailing options.

Unit II: Understanding the Retail Consumer: 3 lectures hours Factors influencing the Retail Shopper, Consumer Decision Making Process, Retail Market Research, the changing Indian Consumer, shift from physical to digital form of retailing.

Unit III: Retail store location and layout issues 4 lectures hours Retail Store Location: Importance of Store Locations, Types of Locations, steps in choosing a Retail Location, Legal considerations in Location Decisions, Trade Area Analysis, Store Layout, Design and Visual Merchandising, Space Management, Visual Merchandising, Atmospherics, and Website Design Considerations.

Unit IV: Retail Merchandising: 5 lectures hours

Meaning, Evolution, Factors affecting Merchandising function, Functions of Merchandise Manager, Functions of a Buyer, Merchandise Planning, Merchandise Buying process, Branding strategies, Category Management.

Unit V: Retail Pricing, Merchandize Performance and Promotion: 4 lectures hours

Retail Pricing & Merchandise Performance: Considerations in setting Retail Price, Developing a Pricing Strategy, Price Adjustments, Pricing to increase sales, Analysing Merchandise Performance, Gross Margin Return on Investment (GMROI), Retail Communication design, Preparing promotional offerings, BTL communication.

Evaluation	Theory	
Component	Internal	End Semester Examination
Marks	15	35
Total Marks	50	

BMGT 914E	Leadership and Team Building	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

The success of an organization depends on the competent leadership at all organizational levels. Leadership competence helps a person undertake challenging assignments, encourages and energizes the people, builds effective networks, and ultimately takes the organization to greater heights. Further, effectiveness in organizations also depends on teamwork. This course explores the various facets of leadership and teamwork and helps the students in acquiring an understanding of the skills needed for the development of effective teams in organizations.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To develop critical thinking skills to identify a team's strengths and weaknesses.

CO2: To develop an understanding of change processes and be able to think critically about obstacles to change.

CO3: To understand and be able to use a process for decision-making.

CO4: To improve morale and leadership skills.

CO5: To define goals and objectives clearly to enhance organizational productivity.

Text Book:

1. Haldar, Kumar, Uday(2010). "Leadership and Team Building", First Edition, Oxford Publications.

Reference Books:

1. DuBrin J. Andrew (2009). "Leadership: Research Findings, Practice & Skills.2nd Edition, Biztantra,
2. Rajeesh Viswanathan, Principles of Management, Himalaya publishing house
3. Mullins, Clare Graham Constable (2007), Leadership and Teambuilding in Primary care, Radcliff Publication, UK

Course Content:

Unit I: Introduction to Leadership 4lecture hours

Understanding Leaders and Leadership; Leaders and Managers; Need for leadership; Leadership: The Changing Paradigm; Leadership Effectiveness; Leadership styles, Theories on Leadership, Leadership in Different Cultures.

Unit II: Attributes of leaders 4lecture hours

Concepts of power and authority; Theories on the sources of authority, Leadership Skills; Leadership Traits; Intelligence and Leadership; Developing leadership Skills, Delegation of authority, process of delegation, effective delegation, Decentralisation.

Unit III: Developing Leadership for Tomorrow 4lecture hours

Leader Development; Need for Leadership; Finding & creating leaders, Leadership Developmental Mechanisms; Paradigm shift in Leadership; Profile of Tomorrow's Leaders; Process of Leadership Development: Models of Leadership Development (Infosys, Wipro, BPO Industry)

Unit IV: Creativity, Innovation and Leadership 4lecture hours

Steps in creative process; Characteristics of creative leaders; Overcoming traditional thinking as a creativity strategy; Organizational methods to enhance creativity; Establishing a climate for creative thinking

Unit V: Essentials of Building and Managing Teams 4lecture hours

Individual Vs Group Vs Team; Group Development Stages; Understanding Team; Differentiating Groups and Teams; Making Teams Effective; Fostering Team Creativity, Skills for Team leaders; Building High Performance Teams. Determinants of group processes; determinants of team performance; facilitating team building; interpersonal competence and team effectiveness

Evaluation	Theory	
Component	Internal	SEE
Marks	15	35
Total Marks	50	

BMGT 915 E	Project Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Project Management deals with seeking new methods of planning, organizing, and controlling non-routine tasks. The management of a project differs in several ways from management of a typical enterprise. The goal of a project team is to accomplish its prescribed mission and then disband; though this is easier said than done. Project Management has been around for some time, though it has recently become more important because of the shifting emphasis on teams in accomplishing tasks.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To understand the concepts of project planning and organization, budgeting and control, and project life cycles.

CO2: To understand the concepts related to organizational workflow including the staffing process, project planning elements, and the project plan contents and project communications.

CO3: To understand how to achieve successful project completion with the resources available.

CO4: To understand how to evaluate the Project feasibility.

CO5: To understand how to Integrated Project Management Control System.

Text Readings:

1. Prasanna Chandra, Project Preparation, Appraisal and Implementation, Tata McGraw Hill.

Reference Readings:

1. S. Choudhury, Project Management, Tata McGraw Hill.
2. Gopalakrishnan & Ramamoorthy, Project Management Handbook, Macmillan.
3. Prasanna Chandra, Project Planning Analysis: selection, implementation & Review, Tata McGraw Hill.
4. Planning Commission, Manual for Preparation of Feasibility Report.

Course Content:

Unit I: 4 lecture hours

Project – Classification – Importance of Project Management – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management Structure: Organizational considerations and project considerations – steps in defining the project – project External causes of delay and internal constraints.

Unit II: 4 lecture hours

Project feasibility studies - Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: pre investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

Unit III: 4 lecture hours

Project Evaluation under certainty - Net Present Value (Problems - Case Study), Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty –Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.

Unit IV: 4 lecture hours

Project Evaluation under uncertainty –Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.

Unit V: 4 lecture hours

Qualities of an effective project manager – managing project teams– Five Stage Team Development Model – Situational factors affecting team development – project team Pitfalls. Integrated Project Management Control System; Managing Transition from Project to Operations; Project Review.

Evaluation	Theory	
Component	Internal	SEE
Marks	15	35
Total Marks	50	

BMGT 916 E	Corporate Taxation	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Taxation has always played an important role in the formulation of the government's industrial policy. One of the objectives of the recent economic reforms is the rationalisation of the tax structure in the country. In developing countries, the government has to play an active role in promoting economic growth & development because private initiative & capital are limited.

Taxation enables the government to mobilise a substantial amount of revenue. The tax revenue is generated by imposing: Direct Taxes such as personal income tax, corporate tax, etc., Indirect Taxes such as customs duty, excise duty, etc. In 2006-07, it is estimated that the tax revenue of the central government (India) was 81% of the total revenue receipts, whereas, non-tax revenue was only 19%. Taxation follows the principle of equity. The direct taxes are progressive in nature. Also certain indirect taxes, such as taxes on luxury goods are also progressive in nature. This means the rich class has to bear the higher incidence of taxes, whereas, the lower income group is either exempted from tax (direct taxes) or has to pay lower rate of duty (indirect taxes) on goods consumed by the masses. Thus, taxation helps to reduce inequalities of income and wealth.

Both direct and indirect taxes are essential to bring adequate revenue to the state for meeting the increasing public expenditure. Both taxes are essential to promote economic growth, fill employment and economic stability. Direct and indirect taxes should side by side & balance each other. However, in developing countries, direct taxation has limited scope and hence indirect taxation plays a more significant role. A well oriented system of taxation requires a combination of direct & indirect taxes in different proportions.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To understand the basic principles underlying the provisions of direct and indirect tax laws.

CO2: To understand the real life situations involving taxation and to equip them with techniques for taking tax-sensitive decisions.

CO3: To understand the topics or debatable issues involving direct and indirect taxation.

CO4: To understand the practical aspects of tax planning as an important managerial decision-making process.

CO5: To understand how to develop a broad understanding of the tax laws and accepted tax practices.

Text Book:

1. Corporate Taxation, Garish Ahuja, Bharat Publication.

Reference Books:

1. Taxation, Ahuja, Malhotra Publication.
2. Corporate Taxation, Vinod Singhanian, Taxman.

Course Content:**Unit I: Tax Planning Concepts 4 lecture hours**

Basic Rules of Income Tax, Rule of Corporate Tax, Residential Status of a Company. Tax Planning, Tax Avoidance and management, difference between tax planning and tax Management, Need for tax Planning.

Unit II: Computation of The Income 4 lecture hours

Salaries, perquisites, gratuity and retirement benefits, Income from house property, Capital gains, Income from other sources, Income from business and profession,

Unit III: Deductions & Exemptions 4 lecture hours

Deduction and Exemption in Additional Tax on Undistributed Profit, Companies Profit, Surtax Act, Computation of Tax Liability,

Unit IV: Tax Planning 4 lecture hours

Meaning and Scope, Planning and Location of Undertaking, Type of Activities, Ownership Pattern, Issue of Bonus Shares, Inter Corporate Dividend and Transfers, Tax Planning Relating to Amalgamation and Merger.

Unit V: Decision Making for Tax Payment 4 lecture hours

Tax Consideration - Make or Buy, Tax Consideration - Own or Lease, Tax Consideration - Close or Continue, Tax Consideration - Sale in Domestic Market and Exports, Replacement and Capital Budgeting Decisions,

Evaluation	Theory	
Component	Internal	SEE
Marks	15	35
Total Marks	50	

BMGT 917E	Strategic Human Resource Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Strategic HRM defines the organization's intentions and plans on how its business goals should be achieved through people. It is based on three propositions: first, that human capital is a major source of competitive advantage; second, that it is people who implement the strategic plan; and, third, that a systematic approach should be adopted to defining where the organization wants to go and how it should get there. It is largely about integration & adaptation. It concerns ensuring HRM is fully integrated with the strategy & strategic needs of the organisation.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To develop the understanding of the concept of human resource management and to understand its relevance in organizations.

CO2: To develop the necessary skill set for the application of various HR issues.

CO3: To analyze the strategic issues and strategies required to select and develop manpower resources.

CO4: To integrate the knowledge of HR concepts to make correct business decisions.

CO5: To appreciate the issues and strategies required to select and develop manpower resources.

Text Book:

Strategic HRM – Jeffery Mello, Thompson publication, New Delhi.

Reference Books:

1. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
2. Strategic HRM - Michael Armstrong, Kogan page, London
3. Strategic HRM – Agarwal, Oxford university press, New Delhi
4. Human resource management – Garry Dessler, PHI, New Delhi

Course Content:

Unit I: Introduction to Strategic HRM 4lecture hours

Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies

Unit II: RECRUITMENT AND RETENTION STRATEGIES 4lecture hours

Internal and external recruitment, Online recruitment; Employee referrals; Recruitment process outsourcing, Head hunting; Executive education; Flexi timing; Telecommuting
Quality of work life; Work - life balance; Employee empowerment, Employee involvement.

Unit III: TRAINING AND DEVELOPMENT STRATEGIES 4lecture hours

Creating a learning organization; methods of training, Brain storming, sensitivity training, Competency mapping; Multi-Skilling, Succession planning; Cross cultural training, essentials of a good training programme.

Unit IV: PERFORMANCE AND COMPENSATION STRATEGIES 4lecture hours

Defining key result areas (KRA); Result based performance
Linking performance to pay; Merit based promotions, Performance based pay; Skill based pay; Team based pay, Broad banding; Profit sharing; Executive Compensation; Variable pay

Unit V: RETRENCHMENT STRATEGIES 4lecture hours

Downsizing; Voluntary retirement schemes (VRS)
HR outsourcing; Early retirement plans; Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business ethics.

Evaluation	Theory	
Component	Internal	SEE
Marks	15	35
Total Marks	50	

MBA 4th SEMESTER COURSE STRUCTURE

BMGT 1001 C	Strategic Management	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

This is an integrative course for the MBA program which aims to enable the student to develop and implement strategic cross-functional decisions leading to the attainment of the organization's vision, mission and objectives by using the principles of strategic management and integration of the knowledge and skills acquired from other functional courses being pursued in MBA program.

The student will learn skills and concepts of strategy formulation, implementation and evaluation, and the use of various analytical frameworks and tools that can aid in decision making. Through this course, the student's strategic thinking capability is expected to be strengthened especially in critical analyses and information management about the company's external and internal environment in the local and global context. The student is expected to use the knowledge gained in this course for formulating and implementing innovative strategies which will build a sustainable competitive advantage. The students will be made to understand the different strategy choices and how to evaluate strategic management issues and concepts that are important. This course aims to promote ethical business decision making, based on the practice of corporate social responsibility and nation building.

The learning goals and objectives of this course are:

CO1: Develop skills for applying these concepts to the solution of business problems.

CO2: Create mastery in analytical tools of strategic management.

CO3: The student will learn skills and concepts of strategy formulation, implementation and evaluation, and the use of various analytical frameworks and tools that can aid in decision making.

CO4: Through this course, the student's strategic thinking capability is expected to be strengthened especially in critical analyses and information management about the company's external and internal environment in the local and global context.

CO5: Explore participants to various perspectives and concepts in the field of Strategic

Management.

Text Book:

Hitt Michael A, Ireland R. Duane, Hoskisson Robert E., Manikutty S., “Strategic Management: A South Asian perspective, ”9th Edition, Cengage Learning, New Delhi.

Reference Books:

1. Dess, Lumpkin and Eisner, Strategic Management: text and Cases, 3rd Edition, Tata McGraw Hill publications, New Delhi.
2. Johnson, Scholes and Whittington, Exploring Corporate Strategy, 7th Edition, Pearson publications, New Delhi.
3. Thompson, Strickland, Gamble, and Jain, Crafting and Executing Strategy, Tata McGraw Hill Publications, New Delhi

Course Content:

Unit I: Strategic Inputs- Strategic Direction and Environmental Analysis 8 hours

Definition, nature, scope, and importance of strategy; and strategic management (Business policy), Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists, defining strategic intent: Vision, Mission, Business definition, Goals and Objectives, Internal Appraisal, the internal environment, organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organisational appraisal (Value chain analysis, Financial and non-financial analysis, historical analysis, Industry standards and benchmarking, balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF)

Unit II: Strategy Formulation 8hours

The focus of this module is on understanding different strategic options available with the firms. These options may be for Business level strategy, Competitive strategy, Cooperative Strategies, Corporate Strategy, Global Strategy etc., Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological), Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS). Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Business level strategies—Porter’s framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.

Unit III: Strategy Implementation 8 hours

The focus of this module is on understanding how to ensure successful implementation of firm strategies? Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer’s product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters’s five forces model. Qualitative factors in strategic choice. Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation.

Unit IV: Corporate Governance**6 hours**

Introduction, Agency theory, Separation and ownership of control, Shareholders & Shareholders activism, Takeover bids, Hedge funds activism, Direct and Institutional Investors, Board of Directors, Family owned firms & governance.

	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMG 1002 C	Innovation and Entrepreneurship Development	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Entrepreneurship Majors will apply a working knowledge of the principles of entrepreneurship to analysis and problem solving among students. It will act as an option for the students apart from getting into corporate jobs.

Entrepreneurship will help students start, create, manage a venture or Business.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To sell themselves and their ideas, master oral and visual presentation skills and establish a foundation of confidence in the skills necessary to cause others to act.

CO2: To find problems worth solving, advance their skills in customer development, customer validation, competitive analysis, and iteration while utilizing design thinking and process tools to evaluate real-world problems and projects.

CO3: To mobilize people and resources, identify and secure customers, stakeholders, and team members through networks, primary customer research, and competitive and industry analyses in order to prioritize and pursue an initial target market in real-world projects.

CO4: To create value, create presentations and business plans that articulate and apply financial, operational, organizational, market, and sales knowledge to identify paths to value creation through 1) company formation (for-profit); 2) social innovation (nonprofit); or 3) intellectual property licensing.

CO5: To develop and cultivate endurance, increase their awareness and deliberately practice the skills and disciplines necessary to increase confidence and agency; foster self-efficacy and self-advocacy; improve communication and problem-solving skills, manage strong impulses and feelings; and identify personal purpose.

Text Book:

Roy, R. Entrepreneurship, Oxford University Press: New Delhi, 2010.

Khanka S. S. Entrepreneurial Development, S. Chand & Company Pvt. Ltd.: New Delhi, 2009

Reference Books:

Course Content:

Unit I: 6 Hours

Concept, characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship; entrepreneurship development programmes.

Unit II: 6 hours

Generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/ operational feasibility, financial feasibility; business plan; preparing project report

Unit III: 6 hours

Organizational hierarchy of the Ministry of Industry at central and state levels. Source of Finance - commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – patents, trademarks, copy rights, licensing; franchising.

Unit IV: 6 hours

Concept of women entrepreneurs, functions, growth, problem and development of women entrepreneurship Recent Trends, Role of small enterprises in economic development; problems of small scale industries; growth strategies in small business; sickness in small business.

Unit V: 6 hours

Look east policy and the advantages for the North East Regional (NER) states. Viable small business in the NER.

BMG 1003 C	Structural Analysis of Industry	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Industry Analysis

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To plan, and engage in, an independent and sustained critical investigation and evaluation of a chosen research topic relevant to the environment and society.

CO2: To systematically identify relevant theory and concepts, relate these to appropriate methodologies and evidence, apply appropriate techniques and draw appropriate conclusions.

CO3: To engage in systematic discovery and critical review of appropriate and relevant information sources.

CO4: To appropriately apply qualitative and/or quantitative evaluation processes to original data

CO5: To understand and apply ethical standards of conduct in the collection and evaluation of data and other resources.

BMG 1004C	Integrated Marketing Communication	L	T	P	C
Version 1.01	Date of Approval:	1	1	1	3
Prerequisite	Basic understanding of Principles of Marketing and Consumer Behaviour				
Total Credits	3				

Course Background and Learning Objectives:

This Course introduces the subject of integrated marketing communication to the MBA Second Year students. This is a basic course and will cover the understanding of marketing communication in an integrated way to achieve the objectives of communication. Concepts such as advertising, sales promotion, personal selling, direct marketing, event management, public relation and publicity, communication agencies; print, broadcast and outdoor media are included to make students aware of the broad framework of marketing communication.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To relate the role of marketing strategy in achieving a firm's goals.

CO2: To understand the concept and sources of competitive advantage.

CO3: To define and apply commonly used Promotion and IMC terms, concepts and tools

CO4: To explain the role, scope, and importance of an integrated marketing communications (IMC) strategy for organizational and business success.

CO5: To understand a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.

Text Book:

1. Advertising & Promotion: An IMC Perspective, Belch & Belch, Tata McGraw Hill

Reference Books:

1. Advertising Management, Jaishari Jethwaney & Shruti Jain, Oxford Higher Education
2. Advertising & Sales Promotion, Kazmi & Batra, Excel Books
3. Advertising, Promotion & New Media, Edited by Stafford & Faber, Prentice Hall India
4. Hagerty on Advertising: Turning Intelligence into Magic, Thames & Hudson.

Course Content:

Unit I: Marketing Communication Basics 8 lectures hours

Understanding the Marketing Communication, Objectives and importance of marketing communication, Analysing the Communication Process, Understanding various communication tools and techniques, integrated application of marketing Communication tools, Co-creation of communication. Enhancement of Brand Equity through IMC, Consumer Behaviour and IMC

Unit II: Introduction to Advertising 6 lectures hours

Introduction to Advertising, Idea and creativity and advertisement, Advertising Planning & Development, Advertising Budget, Advertising Implementation & Evaluation, Media Planning & Strategy, Role of Advertising and Promotion in STP, Advertising effectiveness (Practical and case studies: to be notified during lectures).

Unit III: Sales Promotion as a communication tool 6 lectures hours

Introduction to sales promotion, Difference with advertisement, sales promotion types, Sales Promotion Objectives & Budget Allocation, Sales Promotion Design & Evaluation, Sales Promotion Tools & Techniques(Practical and case studies: to be notified during lectures).

Unit IV: other communication platforms 4 lectures hours

Public Relation, Publicity & Corporate Advertising, Personal Selling, Direct Marketing, and Event Management (Practical and case studies: to be notified during lectures).

Unit V: New media and communication 6 lectures hours

Advertising, Promotion & Role of New Media (Practical and case studies: to be notified during lectures), Mobile media, Social media, POP, Signage, other emerging communication tools.

Evaluation	Theory	
	Internal	End Semester Examination
Component		
Marks	30	70
Total Marks	100	

BMG 1005 C	Product and Brand Management	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Knowledge of basic concepts of Marketing communication and brands				
Co-requisites					

Course Background and Learning Objectives:

Product and Brand Management seeks to familiarize students with the phenomenon of product and Brands, in the context of Marketing. Understanding the role of product in the marketing process will help the students in designing and products. Brand Management will introduce students to the concept of developing long term loyalty in this era of hyper competition & change, and the resources & investments required to create and sustain brands.

The *learning goals and objectives* of this course are:

CO1: To apply the fundamental concepts of product and brand development and management

CO2: To use the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.

CO3: To use tools and metrics to analyze competitors and develop positioning strategies

CO4: To recognize the importance of using teams and organizations to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.

CO5: To use portfolio analysis and the product life cycle to understand how a firm manages its product mix.

Text Book:

1. Strategic Brand Management, K. L Keller, A. Parmeswaran, 2011, I. Jacob, Pearson Education.
- 3.Sengupta, Subrata. Brand Positioning, Strategies for Competitive Advantages. New Delhi, Tata McGraw Hill, 19

Reference Books:

1. Positioning: The Battle for your mind, A. Ries and J. Trout, 2003, TATA McGraw Hill, 2003
4. Managing Brand Equity, D. Aaker, 2010, Free Press, 2010

Course Content:

Unit I: Introduction to Product Management 10 lecture hours

Product management decision, New product development, Consumer brand knowledge, Product use testing, Packaging decision, Test Marketing, Pre and Post launch management, Product recall.

Unit IV: Introduction to Brands 15 lecture hours

Understanding Brands – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Value addition from Branding – Brand-Customer Relationships. Brand Loyalty and Customer Loyalty; Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationship, Brand Portfolio; Brand Assessment through Research – Brand Identity, Position, Image, Personality Assessment and Change.

Unit V: Brand Revitalization & Financial Aspects of Brands 5 lecture hours

Brand Revitalization, Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMG-1006 C	INDUSTRIAL RELATIONS AND LABOUR LAWS	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					
Total Credits	3				

The *learning goals and objectives* of this course are:

- CO1: To understand organizational efficiency and performance.
- CO2: To appreciate the conceptual and practical aspects of industrial relation to students.
- CO3: To understand the rationale behind labour laws.
- CO4: To utilize provisions of various labour laws in their corporate life.
- CO5: To develop to utilize labour laws in their corporate life.

A) Industrial Relations:

Objectives: Organizational efficiency and performance are highly linked with good industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relation to students

Unit-I

3 Lectures.

1. Industrial Relations-concept, Characteristics, Importance.
2. Labour Welfare: Concept, Objective, importance, Constituents, Reasons for labour welfare activities in India, principles of labour welfare, constitutional provision for the labour welfare in India, Evolution of Labour welfare, Theories of Labour welfare (Philanthropic theory, Public relations theory, the functional theory, The Policing theory etc.), Causes of slow progress of labour welfare activities in India.

Unit-II

3 Lectures.

3. Social Security: concept, Essential, Aims, Coverage of social security measures, social insurance, ILO and social security.
4. Trade Union: Concept, Nature and characteristics, Objectives, function and roles, Advantage, Weaknesses, Causes of slow progress of trade union in India, Different theories of trade unions.

Unit-III

3 Lectures.

5. Wage and salary Administration: Concept, objective, functions, procedure, wages vs. salary, systems of compensation, Time wage system, Piece wage system and their relative merits and demerits different theories of wage payment.

Unit-IV

3 Lectures.

6. Grievance & Discipline:

Grievance: Concept, Nature and characteristics, causes, Procedure, Principles of grievance handling procedure, Factors affecting grievance handling procedure, Benefits of well-defined grievance system.

Discipline: Concept, Nature, Characteristics, Features, Aims and Objective, Disciplinary Action, Types of Discipline-Positive or self-imposed discipline, Negative discipline, Causes of discipline and mis-conduct, Disciplinary action, Layoff and suspension, Dismissal and discharge.

Unit-V**3 Lectures.**

Worker's participation in Management:

Concept, Aims, Objectives, Purposes, Benefits, Limitation, Levels of participation in management. Participation and motivation, Labour Management co-operation, Democratic supervision, Employee director, Consultative supervision.

B) Labour Laws:

Objectives: To familiarize the students with the understanding and provision of industrial and labour related laws with case studies for practical problems and solutions in different industries.

Unit-I**3 Lectures.**

The Factories Act, 1948:

Object, Application of the Act, Definition of Factory, Manufacturing process, Worker, Power, Prime mover, Transmission machinery, Machinery, Adult, Adolescent, Child, Young person, Calendar Year, Day, Week, Shift and Relay, Occupier.

Approval, Licensing and Registration of factories, Inspection staff, certifying surgeons, provision regarding the health of workers, safety of workers, welfare of worker, The working hours of Adults, Young persons, Child labour, Unfair labour practices, obligations of workers, other provisions of the factory act, Penalties and procedure of the case laws.

Unit-II**3 Lectures.**

Employees state Insurance Act, 1948:

Objective and applicability of the scheme, definition, personal injury, Manufacturing process, wages, partial and permanent disablement. ESI corporation standing committee and medical benefit council, contribution, adjudication of dispute and claims, benefits, case laws.

Unit-III**3 Lectures.**

Payment of Wages Act, 1936:

Object and scope, scope of payment, Definition under payments of wages Act, Rules of Payment of wages, Authorized Deductions, Enforcement of the Act.

Unit-IV**3 Lectures.**

Employee Provident Fund & Miscellaneous Provisions Act, 1952 and Payment of Gratuity Act, 1972:

Employee provident fund and miscellaneous provision Act, 1952:

Definition Schemes under the act- Employees Provident fund scheme, Employee's pension scheme 1995, and Employee's deposit linked insurance scheme, case laws.

Payments of Gratuity Act, 1972:

Applicability and non- applicability of the Act, Definitions, employee, employers, continuous, service, Payment of gratuity, Forfeiture of gratuity, Employer's duty to determine and pay gratuity, recovery of gratuity, case laws.

Unit-V**3 Lectures.**

Industrial Dispute Act, 1947:

Introduction, Objects, Important aspects, Authorities under the Act.

Strikes and Lockouts- Concept, Law relating to strikes and Lockouts, penalties for illegal strikes and lockouts, lay-off concept, legal provision, rights of workmen laid off for compensation. Retrenchment concept, procedure etc.

Suggested Readings:

1. Malik, K.L., Industrial Laws and Labour Laws, Eastern Book Company, Lucknow.
2. Kumar, H.L., Digest of Labour Cases, Universal Law Publishing co. p Ltd, New Delhi.
3. Srivastava, S.C., Industrial Relations and Labour Laws, Vikas Publishing House (P) Ltd.
4. Bhagoliwal T N, Personnel Management and Industrial Relations, Agra Publications.
5. Arun Monappa, Industrial Relations, Tata McGraw Hill.
6. Michael V.P, HRM and Human Relations, Himalaya.

Evaluation	Theory	
	Internal	END semester examination
Component	30	70
Marks		
Total Marks	100	

BMG 1007 C	Organizational Development & Change Management	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					
Total credits	3				

The *learning goals and objectives* of this course are:

CO1: To prepare the student as organizational change facilitators using the knowledge and techniques of behavioral sciences, including resistance to change (individual & organization).

CO2: To develop an approach to managing organizational change and as well as organizational effectiveness.

CO3: To inculcate various skills among students to manage various organisational responsibilities.

CO4: Understand meaning of change and need for organizational Change.

CO5: To appraise with the change management process.

Objectives: To prepare the student as organizational change facilitators using the knowledge and techniques of behavioral sciences, including resistance to change (individual & organization), approach to managing organizational change and as well as organizational effectiveness

Unit-I (6Hours)

Introduction: Organizational development –Concept and process, Assumptions and values underlying organization development (OD), Foundations of Organization development, emergence of OD as an applied behavioral science, Role of top Management and organization development practitioners.

Unit-II (6Hours)

Techniques of organizational diagnosis, interviews, Questionnaires, Workshops takes, seminar, task force and other method; Collecting and analysing diagnostic, data and information feeling back.

Unit-III (6Hours)

Organizational change, Renewal and Development: Planned changed, Organizational growth and change, Power and politics, Organizational culture- Concept, Characteristics, Feature, learning of culture, Creating and sustaining culture, Impact of culture on performance and satisfaction.

Unit-IV (6Hours)

OD Interventions: Change agents, Role, Skills and styles of change agents; Designing interventions, Evaluating and institutionalizing interventions, Action research, Work redesign, work modules, Quality of work life(OWL), Quality circles (QC), Management by objectives (MBO), Sensitivity training, Career Planning, Employee involvement.

Unit-V (6Hours)

Organizational change, Pressures for organizational change- Internal and external factors, Resistance to change- Individual resistance, Organizational resistance, overcoming resistance to change, Approaches to Managing Organizational change- Lewin's three step model, Action research model, Kind of Reactions to change- Acceptances, Resistance, Tolerance, Rejection, Management of change, Change Agent and its role, Organizational effectiveness.

Suggested Readings:

French, W.L. and Bell, C.H., Organisation development, Prentice-Hall, New Delhi.

Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural Science approach to Organisational Change, Goodyear, California.

Harvey, D.F. and Brown, D.R., An experimental approach to organization development, Prentice- Hall, Englewood Cliffs, N.J.

Hersey P., and Blanchard, H.B., Management of Organising behavior: Utilising human resources, Prentice Hall, New Delhi.

Evaluation	Theory	
Component	Internal	END semester examination
Marks	30	70
Total Marks	100	

BMG 1008 C	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

This course is about investing in securities. Investment is the current commitment of money or other resources in the expectation of reaping future benefits. Investment decisions are made in an environment where higher return is obtained only at the price of greater risk and in which it is rare to find assets that are so mispriced as to be obvious bargains. Different investors have different investment objectives and different risk-return preferences. There is, therefore, a need to have proper understanding of various securities and their features. One must understand the concept of diversification and investment portfolio, and be familiar with the relevant tools, techniques, and models so that he can analyse securities and manage investment portfolios.

Hence, Security Analysis and Portfolio Management course is of great importance to business students for their professional career as well as managing their own investments. This course is designed to introduce and discuss various concepts, tools and techniques related with security analysis and portfolio management and equip the students with a coherent framework of analysis that will enable them to create and manage investment portfolios. It focuses on both the aspects of investment i.e. ‘where to’ as well as ‘how to’.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To understand the concept of Wealth Management.

CO2: To understand the concept of Portfolio Management.

CO3: To understand various tools and methods of evaluating the portfolio.

CO4: To understand the concept of diversification and investment portfolio.

CO5: To be familiar with the relevant tools, techniques, and models so that students can analyse securities and manage investment portfolios.

TEXT READINGS:

1. Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)

REFERENCE READINGS:

- 1) Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 2008)
- 2) Bhatt - Security Analysis and Portfolio Management (Excel Books)
- 3) Bhatt- Security Analysis and Portfolio Management (Wiley Dreamtech)

Course Content:**Unit I: INTRODUCTION TO INVESTMENT 6lecture hours**

Concept of Investment, Investment Objectives; Investment Vs. Speculation; Type of Investors; Investment Process; Investment Alternatives: Government Securities, Debt Securities, Equity Shares, Mutual Funds, Money Market Securities, and Other Alternatives; Derivatives: Concept, Forwards, Futures and Options; Concept of Return and Risk; Components of Return; Components of Risk: Market Risk, Interest Rate Risk, Purchasing Power Risk, Business Risk and Financial Risk; Measurement of Return and Risk.

Unit II : OVERVIEW OF CAPITAL MARKET 6lecture hours

Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Types of investors.

Unit III: NATURE OF STOCK MARKETS 6 lecture hours

Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation:
Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates,
Duration. Valuation of Derivatives (Options and futures): concept, trading, valuation.

Unit IV: PORTFOLIO ANALYSIS AND SELECTION 6 lecture hours

Portfolio concept, Portfolio risk and return, Beta as a measure of risk, Calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit V: PORTFOLIO MANAGEMENT AND PERFORMANCE EVALUATION 6lecture hours

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMG 1009 C	International Financial Management	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

International financial management also known as international finance is a popular concept which means management of finance in an international business environment, it implies, doing of trade and making money through the exchange of currency. The international financial activities help the organizations to connect with international dealings with overseas business partners- customers, suppliers, lenders etc. It is also used by government organization and non- profit institutions. International financial management deals with the financial decisions taken in the area of international business. The growth in international business is, first of all, evident in the form of highly inflated size of international trade. In the immediate post-war years, the general agreement on the Trade and Tariffs was set up in order to boost trade. It axed the trade barriers significantly over the years, as a result of which international trade grew manifold. Naturally, the financial involvement of the trader's exporters and importers and the quantum of the cross country transactions surged significantly. All this required proper management of international flow of funds for which the study of International Financial Management came to be indispensable.

Not unexpectedly, the second half of the twentieth century witnessed the emergence, and fast expansion, of multinational corporations. Normally, with the growth of international trade, the products of the exporter become mature in the importing countries. When the product becomes mature in the importing countries, the exporter starts manufacturing the product there so as to evade tariffs and to supply it at the least cost. Thus it would not be wrong to say that the emergence of the multinational companies was the by-product of the expansion in world trade. There were some countries in the developing world too which were liberal in hosting the multinational companies. They imported technology on a big scale and built up their own manufacturing base. Thus multinational companies emerged not only in developed countries but also in the developing world and because of their operation the cross country flow of funds increased substantially. The two-way flow of funds, outward in the form of investment and inward in the form of repatriation divided, royalty, technical service fees, etc., required proper management and so the study of International Finance Management became a real necessity.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To help the students to understand how organizations connect with international dealings with overseas business partners- customers, suppliers, lenders etc.

CO2: To develop among students to analyse the importance of financial decisions taken in the area of international business.

CO3: To acquaint students with basic concepts and techniques of international finance and their applications to managerial decision-making to sustain the business in the long-run.

CO4: To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices to maximize profit, market share, managerial interests, national interests, social and environmental benefits.

CO5: To provide an overview of global financial markets and the Finance function in a multinational setting. We will also examine the nature of exposure and risks associated with international finance and, in passing, touch upon the accounting aspects of foreign currency transactions.

Text Book:

1. P.G. Apte, International Financial Management, McGraw Hill, New Delhi.

Reference Books:

1. Levi, Maurice, International Finance, McGraw Hill Inc, New York
2. Eiteman, David K, Arthur Stonehill and Michael H. Moffett, Multinational Business Finance , Reading mass, – Wesley Publishing company, Addison
3. Shapiro, Allen C., Multinational Financial Management, Prentice Hall, New Delhi

Course Content:

Unit I: International Financial Environment 6lecture hours

International Financial Environment: Finance function in global business scenario, International Financial Markets & Instruments, Balance of Payments & recent developments, Foreign Trade, Meaning. International Financial Environment: Balance of Trade & Balance of Payments, Less Developed countries & the third world Debt.

Unit II: Foreign Exchange Markets: In India 6lecture hours

Overseas, Role of RBI, Exchange rates. Foreign Exchange Markets: Exchange positions, trading in foreign exchange, Offshore banking operations, Lending & borrowing, Euro currencies. Foreign Exchange Rates Determination: Exchange rate mechanism, Direct rates & Indirect rates,

Bid & offered rates, Spot & forward rates, Inter-bank rates. Foreign Exchange Rate Exposures and Measurement: Trade Finance, Export credits, FCNR & EEFC a/Cs, International leasing, Forfeiting, Counter-trade, External Finance, ODA, Multilateral agencies, Equity as a source, Offshore market.

Unit III: Exchange control regulations: **6 lecture hours**

FERA & FEMA, Exchange control regulations in India. Foreign Exchange Risk Management: Risk Management & Interest rates, Types of exposures & risks, Objectives of Risk Management, Corporate philosophy of exposure management

Unit IV: INTRODUCTION TO DERIVATIVES **6lecture hours**

Derivatives: Meaning & Concept, Nature, Uses in managing risk, Structure of Derivatives Markets. Types of Derivative Contracts: Forward, Futures, and Options.

Currency Forwards: Features, Arbitrage, Pay off profile.

Currency Futures: Features, Futures Vs. Forward, Hedging, Speculation, Pay off profile.

Currency Options: Features, Terminologies, Gains and Losses, Pricing, Pay off profile.

Unit V: INTERNATIONAL INVESTMENT DECISIONS **6 lecture hours**

International Capital Budgeting: Evaluation criteria, Cash Flow, Cost of Capital, Adjusted Present Value Approach, Sensitivity Analysis, Project Appraisal, Non-financial factors.

Evaluation	Theory	
	Internal	SEE
Component		
Marks	30	70
Total Marks	100	

BMG 1010 C	Web Analytics	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Basic Knowledge of Internet and search engines				
Co-requisites					

Course Background and Learning Objectives:

The course introduces students to concepts and techniques for designing and implementing a web analytics program for organizations. With a significant focus on application of knowledge, this course provides students hands-on experience in using tools and technologies to successfully deploy a web analytics program. Also included in the discussion are ways to measure the effectiveness of digital channels and campaigns.

The *learning goals and objectives* of this course for students to pursue it as an Elective in their management education are:

CO1: To provide students hands-on experience in using tools and technologies to successfully deploy a web analytics program.

CO2: Students gain a practical understanding of common monitoring or analysis tasks and techniques used in web analytics and how to effectively use the resulting insights to support website design decisions, campaign optimisation, search analytics, etc.

CO3: Students understand to recognise the role of web analytics within the digital marketing landscape.

CO4: Students learn to understand and discuss clickstream data collection techniques, their impact on metrics, and their inherent limitations.

CO5: Students learn to identify, define and interpret commonly used web metrics and KPIs.

Text Book:

1. Avinash Kaushik: Web Analytics-An Hour a day, Wiley Publishing Inc.

Reference Book:

1. Brian Clifton: Advanced Web Metrics with Google Analytics, Wiley Publishing Inc.
2. Avinash Kaushik: Web Analytics 2.0-The Art of online Accountability and Science of Customer Centricity, Wiley Publishing, Inc.
3. Jacqui Carrel: Search Engine Optimization, Ventus Publishing

Course Content:

Unit I: Introduction and Fundamentals of Web Analytics 4 lecture hours

Evolution of Web Analytics, collecting online data, Web analytics driven decision making, capturing data, Selection of optimal Web Analytics tool, Understanding the quality of data, Foundational metrics and standard reports.

Unit II: Web data analysis and Search analytics 5 lecture hours

Designing and implementing foundational reports - Top Referring URLs and Top Key Phrases, Site Content Popularity and Home Page Visits, Click Density, Site Overlay, Site Bounce Rate, performing internal site search analytics, Search Engine Optimization, Measuring SEO efforts, Analyzing Pay Per Click (PPC) and click through effectiveness, Learning PPC reporting best practices, SEO activity (Off page), SEO activity (On Page).

Unit III: Website Experimentation and Testing 3 lecture hours

Rationale for website testing, what to test? Designing and executing a good experimentation and testing program, Implementing the key ingredients for every testing program.

Unit IV: Web Intelligence and Web 2.0 Analytics 8 lecture hours

Competitive traffic Reports - Share of visits by industry segment, Upstream and downstream traffic against competition, Competitor traffic by media mix, Search engine reports- Share of search and search keywords, share of brand and category keywords, Search keyword funnels and keyword forecasts, Keyword expansion tool, Demographic and Psychographic reports, Web 2.0 Analytics, Measuring the success of Rich Interactive Applications (RIAs), Measuring the success of RSS.

Unit V: Myths of Web Intelligence 5 lecture hours

Path Analysis – Challenges and alternative Reporting Mechanism, Conversion Rate, Real Time Data, Standard KPIs.

Unit VI: Advanced Web Analytics concepts 5 lecture hours

Using the power of segmentation, Best practices for conversion rates, Advanced search engine marketing techniques through PPC analysis, Measuring the site abandonment rate metric, Measurement of impact of campaigns, making your analysis and reports connectable,

Evaluation	Theory	
Component	Internal	SEE
Marks	30	50
Total Marks	100	

BMG 1011 C	Modeling and Analysis with Spreadsheets	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	BMGT 708 C Excel for Decision Making				
Co-requisites					

Course Background and Learning Objectives:

Spreadsheet programs allow users to develop a number of documents that can be used for both professional and personal use. Users can store data, perform calculations, and display values or figures graphically. A spreadsheet may be used to calculate the earnings of business products for the year, or it simply may be used to keep track of monthly bills. This class is targeted at beginning users and is intended to provide the basics for using a spreadsheet program. Whether it is Fortune 500 Corporation or any small and medium organization, all of them require summarizing, reporting and analyzing data. For more advanced needs like decision making building analytical models for understanding the effect on profit of various inputs, reduction of cost and management operation everything becomes easy and efficient by incorporating spreadsheet applications. Use of spreadsheets in businesses has evolved from mere book keeping to a functionally rich platform for quantitative business modeling and decision support systems.

The learning goals and objectives of this course for students to pursue management education are:

CO1: Students learn two of the core values of the School of Business i.e. Analytics and Entrepreneurial Thinking.

CO2: Students learn about blending techniques from various fields to create decision models primarily using Spreadsheet Solutions and equip future decision makers with hands-on tools to achieve their goals.

CO3: Develop in students to shed their fear of numbers and become power users of spreadsheet applications.

CO4: Develop among students to logically model and analyze diverse decision making scenarios with spreadsheet based solution procedures.

CO5: To learn the use of spreadsheets in businesses and apply it methodically.

Text Book:

1. Balakrishnan Nagraj, Render Barry and M. Stain Jr. Ralph, "Managerial Decision Modelling with Spreadsheets", Second Edition, Pearson (ISBN 978-81-317-1485-0)

Reference Books:

1. Winston L. Wayne, “Excel 2010, Data Analysis and Business Modelling”, PHI Learning (ISBN 978-81-203-4359-0)
2. Walkenbach John, “Microsoft Excel 2007-Bible”, Wiley Publishing Inc. (ISBN 978-0-470-04403-2)

Course Content:**Unit I: Significance of Spreadsheets in decision making 6 hours**

Significance of Spreadsheets in decision making, Creating Range Names, Name Manager, Vlookup, Hlookup, Lookup, Syntax of Index Function table, Syntax of Match Function.

Unit II: Using financial and other functions 6 hours

Excel NPV function, NPV with irregular intervals, IRR of cash flows, Unique IRR, MIRR, FV, PV, CUMPRINC, CUMIPMT, Resolving Circular References,

Unit III: Data Summarizing using Histograms & Using Pivot Tables and Slicers 6 hours

Types of histograms: symmetric, positively skewed, negatively skewed, multiple peaks, and its interpretation. Using Pivots, Row Labels, Column Labels, Values, Report Filter, Slicing and Dicing.

Unit IV: Decision Making using control structures 6 hours

Business decision making using IF statements, nested IF, conditional operators, Handling Multidimensional Formulas, Sensitivity Analysis with Data Tables, Goal Seek application

Unit V: Problem solving using Business Cases 6 hours

Four business cases to be discussed followed by lab sessions.

Evaluation	Lab	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMG 1012E	International Marketing	L	T	P	C
Version 1.01	Date of Approval:	2	0	0	2
Prerequisite	Basic understanding of Marketing				
Total Credits	2				

Course Background and Learning Objectives:

This Course introduces the subject of International Marketing to the MBA Second Year students as an elective paper. This is an elective course and will cover the understanding of some prerequisites a marketing manager requires when planning to enter into markets outside their national boundary. Concepts such as international marketing complexities, challenges and opportunities, international marketing environment, entry methods, international pricing, EPRG orientation, documentation for international marketing, standardization and adaptation, international communications are included to make students aware of the broad framework of international marketing.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To demonstrate an understanding of why to approach the international market.

CO2: To understand various mechanisms to enter into the international market.

CO3: To understand various issues related to marketing mix application in the context of international market

CO4: To understand various documents required and legal aspects associated with the international market.

Text Book:

International Marketing (17th Edition): Philip Cateora and John Graham and Mary Gilly, Tata McGraw Hill Education.

Reference Books:

1. Global Marketing (7th Edition), Svend Hollensen, Pearson Education
2. International Marketing and Export Management (8th Edition) , GeraldAlbaum, EdwinDuerr and Alexander Josiassen, Pearson Education.
3. International Marketing (Second Edition):Rakesh Mohan Joshi , Oxford University Press India.

Course Content:

Unit I:Introduction to International Marketing and International Institutions: 4 lectures hours

Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Competitive or differential advantage, MNCs and TNCs, Benefits of international marketing. International Institutions: IMF, World Bank – IBRD, International Finance Corporation, Organisation for Economic Cooperation and Development (OECD) (Cases to be given later on in the lectures).

Unit II: International marketing environment and market entry 4 lectures hours

Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing, classical modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising. (Cases to be distributed during lectures).

Unit III: International product and pricing policy 4 lectures hours

Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Marketing of Services, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade. (Practical and case studies: to be notified during lectures).

Unit IV: International distribution and promotion 4 lectures hours

Introduction, International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging, export documentation, declaration forms, disposal of export documentation form, major documents, International Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing (Practical and case studies: to be notified during lectures).

Unit V: Marketing Research, Legal and Ethical Issues 4 lectures hours

Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications. (Case studies: to be notified during lectures).

Evaluation	Theory	
Component	Internal	End Semester Examination
Marks	30	70
Total Marks	100	

BMG 1013 E	Digital Marketing	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

This program aims to create understanding into the relationship application of Technology in Marketing especially the digital technologies. Consumers buying behavior is becoming digital technology based devices, and social media has become a powerful media for interacting with and influencing consumers.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: Students will learn the role and importance of digital marketing in a rapidly changing business landscape.

CO2: To develop students about the various elements of digital marketing strategy.

CO3: To prepare students to learn the effectiveness of a digital marketing campaign.

CO4: Develop among students the advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

CO5: Students can examine and explore the role and importance of digital marketing in today's rapidly changing business environment.

Text Book:

Internet Marketing: Strategy, Implementation and Practice by Dave Chaffey, Kevin Johnston, Richard Mayer, Fiona Ellis-Chadwick, 3rd Edition, Pearson Education.

Reference Books:

Internet Marketing: Start to Finish by Catherine Juon, Dunrie Greling & Catherine Buerkle, Pearson Education.

Social Media Marketing – A strategic approach by Melissa Barker, Donald Barker, Nicholas Bormann, Krista Neher, Cengage Publicatio

Internet Marketing & e-commerce Ward Hanson, KirthiKalyanam, Cengage Publication.

Course Content:

Unit I: Internet Marketing Fundamentals 5hours

An introduction to Digital Marketing, what is internet mktg., How internet works, how ‘cookies’ & ‘IP address’ can be useful to marketers, The internet and the marketing mix – Product, Price, Place, Promotion, People, Process & Physical Evidence

Unit II: Internet Marketing Applications 5hours

Relationship marketing using the internet, eCRM, Customer lifecycle management, Approaches to implementing e-CRM, Making websites that work : Improving user experience & conversion rates, The basics of website : What to fix before testing, Beyond best practices : user research, Website planning and maintenance, Beyond best practices : user research, Website planning and maintenance, Updating content, Using websites to enter new niches, Creating Links with Facebook & Google Plus, Creating Awareness : listen to and watch your audience, Developing website personas, adapt your website accordingly

Unit III: The importance of social media in Digital Marketing 5 hours

Social media, its importance to marketers, Rules of engagement, Permission vs. Interruption mktg., Principles of success, Facebook, Twitter, LinkedIn, You Tube, Mobile Marketing

Unit III: Working with the Search Engines 5 hours

Search Engine Optimization: Creating visibility, What SE spiders see and what SE visitors see, On-Site optimization, Page level SEO best practices, Page level SEO guide, Blogging best practices, blogging for SEO benefit, Increase your find ability via link building, Advance visibility strategies, Extending your reach with paid search advertising, PPC, Display advertising, Google AdWords and Google Analytics (Lab based exercises).

Evaluation	Theory	
Component	Internal	SEE
Marks	15	35
Total Marks	50	

BMG 1014 E	B2B Marketing	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

B2B marketing portrays special challenges and opportunities for serving markets other than for personal consumption. The course intends to help students develop a greater understanding of the institutional markets, and how they operate, and to be able to formulate strategies to tap these markets and serve them. The course also attempts to explore the finer nuances and intricacies linked to the service dimensions of B2B marketing.

Students will develop knowledge of business marketing strategies and its implications for managers, employees and other interest groups. This course will help to recognise the dynamic and complex nature of the business marketplace in a competitive framework. It will further help to analyse the stakeholders, issues and business marketing problems, recognising the role of the business marketer. Students will learn to explain and apply the concepts and the specific practices in the field of business marketing. They will be able to critically evaluate which competitive strategies and tactics work well in business marketing

The learning goals and objectives of this course for students pursuing management education are:

CO1: To understand the opportunities and challenges for serving business organizations.

CO2: To understand and apply the main theoretical concepts used for managing business relationships in different company/product/market situations.

CO3: To gain advanced knowledge and skills to compete effectively in a B2B context.

CO4: Increased skill-set in the domain of strategic planning, decision-making, problem-solving, and general management.

Text Book:

Business Marketing Management: B2B, Hutt and Speh, 2012, Cengage learning, 9e, Indian edition.

Reference Books:

1. Business Marketing, Krishna K Havaldar, 2011, Tata McGraw-Hill Publishing Co. Ltd., 3rd Edition, New Delhi Johnson.
2. Business to Business Marketing, Robert P Vitale, Joseph J Giglierano, Thomson, 2009, South Western, New Delhi.
3. Industrial Marketing, Robert R Reeder; Edward G Briety & Betty H Reeder, 2009, Prentice Hall India, 4th Edition, New Delhi.

Course Content:

Unit I: Overview of B2B marketing, Market Environment and Buyer Behaviour 5 Lecture hours

After studying this module, the students will be able to understand business marketing, know differences in the characteristics between B2B and B2C marketing. This module highlights the types of business customers, classification of industrial goods and services. Students will learn marketing implications of different types of customers and products. This module will help students to understand organizational buying objectives, buying process, identify the members of decision making units and choose suppliers.

Unit III: Formulating the Marketing Strategy 3 Lecture hours

This module helps students to know process followed for industrial market, they will be able to identify the bases used for segmenting the industrial market, evaluate potential segments, targeting and positioning

Unit IV: Implementing the Marketing Strategy 7 Lecture hours

This module will help students to understand the nature of industrial products, know factors influencing changes in product strategy, Communication, Channel and pricing and understand the frameworks and steps involved in developing product, Communication, Channel and Pricing strategies.

Unit IV: Evaluating and Extending the Marketing Strategy 5 Lecture hours

After studying this module, students will be able to understand characteristics of market oriented firms, and examine the role of marketing in strategic planning, implementation of business plan, and marketing control process etc. This module helps students to recognize the ever changing business environment such as the e-commerce revolution, learn to leverage electronic markets using the internet and analyze how electronic markets and internet co- evolve. This module will help students to understand the nature and importance of international markets, how to choose the markets to enter, the economic, legal, and cultural aspects of international market environment, the financials, and pricing and payment methods used in international markets

	Theory	
Component	Internal	SEE
Marks	15	35
Total Marks	50	

BMG 1015E	Negotiating and Counselling Skills	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

In today's competitive world, there are lots of pressures and high stakes at the negotiating table. Thus, enhancing employees' negotiation and counselling skills become essential to work effectively at the workplace. Negotiation is a way of getting what one wants from others by interactive communication, designed to reach an agreement. Not much importance is attached with negotiation in our day-to-day life, because it becomes routine. But it assumes more importance in business and political fields, because stakes are very high, failures of negotiations in the political field lead to wars and successful negotiations can solve any problem amicably, though the process of negotiation is more strenuous and more difficult than the process of war. Negotiation is the process of adjusting both parties' views of their ideal outcomes to an attainable outcome. Negotiations occur for several reasons: (1) to agree on how to share or divide a limited resource, such as land, or property, or time (2) to create something new that neither party could do on his or her own, or (3) to resolve a problem or dispute between the parties. Sometimes people fail to negotiate because they do not recognize that they are in a negotiation situation. By choosing options other than negotiation, they may fail to achieve their goals, get what they need, or manage their problems as smoothly as they might like to. The course will help the students to be thoroughly prepared to recognize negotiation situations; understand how negotiation works; how to plan, implement, and complete successful negotiations; and, most importantly, be able to maximize your results. The course treats negotiation as a complex process that requires the successful practitioner to develop and use a unique blend of perceptual, persuasive, analytical, and interpersonal skills.

Counselling on the other hand, is a method of identifying practical solutions to life or work related issues. Counselling as a fast growing dynamic movement it has rapidly progressed from its modest beginning in the early part of the present century to its current dynamic status in a brief period of six decades. The counselling function is claimed to be performed also by ministers, physicians, social workers, teachers, managers and many others whose number is ever on the increase. Counselling has earned recognition through its service in enhancing and in preserving human happiness. It is found to be of service by different organizations for increasing their efficiency and productivity. There are several reasons why employers should be close

involved in the physical and mental well-being of employees (O'Leary, 1993, 1994). It makes sense to have a healthy and high-performing workforce. It only creates happier individuals who provide quality service, but also contributes to the overall profits.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To develop and execute effective strategies and tactics for different situations that commonly arise in interpersonal and transactional negotiations.

CO2: To identify the differences between distributive and integrative situations and develop appropriate resolution strategies.

CO3: To develop a practical understanding of the process of negotiation and to demonstrate how to negotiate effectively in professional and personal situations.

CO4: To generate awareness that employees' physical, mental, and emotional wellbeing go together and they need to be worked with in totality.

CO5: To develop skills that make the negotiation environment friendly, and enable the parties to reach a win-win agreement.

Text Book:

1. Negotiating Essentials-Theory, Skills, and Practices Michael R Carrell & Christina Heavrin, 8th Edition, Pearson Education

Reference Books:

1. Counselling Skills for Managers, Kavita Singh, 4th edition, PHI Learning Private Limited
2. Negotiation-Everyone must win, S.L. Rao, 1st Edition, Excel Books
3. S.L. Rao, 1st Edition, Excel Books, Lewicki J. Roy, Saunders M. David, & Barry Bruce 5th Edition, McGraw Hill

Course Content:

Unit I: An Introduction to Negotiation

3 lecture hours

Nature and Concept of Negotiation; Five Elements of Negotiation; The parties and their interest; Interdependency, Common Goals, Flexibility; Decision Making ability

Unit II: The Negotiation Process

6lecture hours

Steps of Negotiation process, third party negotiation, Cultural differences in negotiation, Factors influencing negotiation, Preparation; Opening Session; Bargaining and Settlement, Bargaining strategies.

Unit III: Collective, Distributive & Integrative Bargaining

4 lecture hours

Introduction, Importance, guidelines for successful collective bargaining, collective bargaining in India, Classic Distributive Bargaining Situation; Opening Offers- Anchoring, bracketing; Fairness Norms, reciprocity Norms and Good Faith Bargaining; Integrative Versus Distributive Bargaining; The Integrative Negotiation process; Thompson's Pyramid Model; Interest Based Bargaining- Principles of IBB; Advantages and Disadvantages of IBB.

Unit IV: Introduction to Counselling 4 lecture hours

Introduction to Counselling; Essential Elements of Counselling; Types of counselling, Need for Counselling at Workplace & its functions.

Unit V: Approaches & Process of Counselling

3 lecture hours

Psychoanalytic approach; Behaviourist Approach; Humanistic/Person Centric Approach, Process of Counselling; Developing a Relationship; Defining Problems; Determining Goals; Deciding Plan of Action; Doing the Follow up.

Evaluation	Theory	
Component	Internal	SEE
Marks	15	35
Total Marks	50	

BMG 1016 E	Competency Mapping & Performance Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite	Understanding of HR functions				
Co-requisites					

Course Background and Learning Objectives:

Competency Management System, which has taken centre stage in the management of human resources, has been established in many frontline organizations. This is where the competency mapping has risen up in the priority list for many organizations because finding the right fit for the right job is a matter of concern for most organizations to survive in today's economic crisis and in cut-throat competition. Competency mapping is used as the basis for any competency assessment that can be done at a later stage. Competency assessment is the assessment of the extent to which a given individual or a set of individuals possess these competencies required by a given role or set of roles or levels of roles for superior performance. The output of a comprehensive competency mapping of key positions is a role directory with required competencies. Adopting a competence based assessment system may benefit the organizations in various ways.

This 3 credit course is designed to prepare the students to understand and measure the underlying characteristics of employees in terms of knowledge, skills and attitude (competencies) which results in effective and/or superior performance on the job. Inputs from competency mapping would assist the students to design a performance appraisal system by incorporating the competencies needed for various categories of jobs and its relative importance for effective performance. Topics in this course include understanding competency and developing competency models, identification of competencies for competency profiling, defining performance and performance measurement, measuring results and behaviors, developing behavioral anchored rating scale and critical incident factors, designing assessment center etc. would help the students to gain insight about the mapping core competencies to the skills potential employees already possess is another way that competency mapping can help a business and to design an effective competence based appraisal form for more talent acquisition and management.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To understand the fundamentals of competency management and its practical application in managing performance in the organizations.

CO2: To design a performance evaluation system based on competence based approach while assigning weightages and listing key performance indicators (KPI) for each role.

CO3: To understand the process of competency profiling for other HR applications so that to encourage the competence-based HR practices viz. competence-based selection, training, compensation, and succession planning to make the organization more effective in the competitive environment.

CO4: Acquaint with perspective of different facets of performance management of an enterprise.

CO5: To understand inputs with reference to the Investment and take decisions along with the techniques for those decisions.

Text Book:

R.K. Sahu (2010). Competency Mapping, Excel Publication.

Reference Books:

Herman Aguinis (2009). Performance Management. Pearson Education, India.

Kohli& Deb (2010). Performance Management, Oxford Press, India.

Seema Sanghi (2008). The Handbook of Competency Mapping: Understanding Designing and Implementing Competency Models in Organizations, Response Books -Sage, India.

Ganesh Shermon. Competency based HRM. Tata McGraw Hill

Singh, B.D. (2010). Performance Management System: A holistic Approach. Excel Book.

T.V. Rao. HRD Score Card 2500 based on HRD audit, Response books

Course Content:

Unit I: Concept of Competency & Different Competency Models 5 lecture hours

Introduction, history and origin of competency; Concept and Definition of job, roles and competency; Competency vs. competence; Performance versus competency; skills versus competency; Component of competencies – Skills, knowledge, self-concept, motives and trait; Concept of Competency Maps and Competency Profiles, Developing Competency Models – Model 1: Organizational competency based model; Model 2: Commitment and Competence; Model 3: 5 Level Competency Model; Model 4: Job based competency model; Model 5: Generic and specific competency; Model 6: Organizational Goal linked; Model 7: Technical and behavioural model;

Unit II: Performance Management Process 4 lecture hours

Performance Management Process model – Prerequisites & Performance Planning (results, behaviour and development plan), Performance Execution, performance review and performance renewal and reconstructing.

Unit III: Defining performance and choosing a measurement approach 4lecture hours

Defining performance and Determinants of Performance, factors influencing determinants of performance; Advantages of Performance appraisal, Problems of performance management, steps to make performance appraisal effective, Approaches to measuring performance- Trait approach, behaviour approach, result approach.

Unit IV: Performance Measurement- Measuring Results and Behaviour 4lecture hours

Measuring Results – determining accountabilities, objectives and performance standards; Measuring Behaviors, comparative and absolute behavioural measurement systems, Anchors for behavioural checklists; Development of Behavioural Anchored Rating Scale (BARS); Gathering Performance Information – Major components of effective appraisal forms; Characteristics of appraisal forms; determining overall rating.

Unit V: Assessment Centre and Applications of Competency Mapping 3 lecture hours

Assessment center – Introduction, Difference between assessment center and development center; Designing assessment Centre – Process, Profile of assessors and Assessor training; Tools and techniques used in assessment Centre - Projective techniques, Group discussions, Simulations – role plays, business games, paper-pencil tests; Using competencies in Mapping HRM, Competency based training and development, recruitment & selection

Evaluation	Theory	
Component	Internal	SEE
Marks	15	35
Total Marks	50	

BMG 1017 E	Indian Financial System	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Financial system of a country is closely related to economic development. There is drastic change in the functioning of the financial system in this era of liberalization, privatization and globalisation. The economic development of a nation is reflected by the progress of the various economic units, broadly classified into the corporate sector, government and household sector. There are areas or people with surplus funds and there are those with a deficit. A financial system or financial sector functions as an intermediary and facilitates the flow of funds from the areas of surplus to the areas of deficit. A Financial System is a composition of various institutions, markets, regulations and laws, practices, money manager, analysts, transactions and claims and liabilities. Financial system comprises a set of subsystems of financial institutions, financial markets, financial instruments and services which helps in the formation of capital. It provides a mechanism by which savings are transformed to investment. The purpose of including Indian Financial system as a subject is to give a clear understanding and knowledge of the financial system in the present scenario.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To understand the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.

CO2: To outline the structure and functions of the Indian financial system.

CO3: Illustrate the functioning of the financial market and government security market in the development of the Indian financial system.

CO4: To be able to understand the functioning of different financial institutions.

Text Readings:

H.R. Machiraju, Indian Financial System, Vikas Publishing House, Delhi

Reference Readings:

M.Y. Khan, Indian Financial System Tata McGraw Hill, Delhi

Jeff Madura, Financial Markets and Institutions, Cen Gage Learning,

Delhi Pathak, The Indian Financial System, Pearson Education Indi

Course Content:

Unit I: OVERVIEW OF FINANCIAL SYSTEM 4 lecture hours Indian

Financial Systems – Features, Constituents of Financial system- financial institutions, Financial Services, Financial Markets and Financial Instruments, overview of global Financial System.

Unit II: FINANCIAL INSTITUTIONS 4 lecture hours

Meaning of Financial Institutions, special Characteristics, broad categories-Money Market institutions, capital market institutions. Industrial Finance Corporations of India, Industrial Development bank Of India, State Financial Corporations of India, Industrial Development bank Of India, State Financial Corporations, Industrial credit and investment Corporation of India, national small industrial Development corporation, national industrial Development corporations, UTI and Others.

Unit III: NON-BANKING FINANCIAL INSTITUTIONS 4 lecture hours

Meaning, registration, Principal Business of NBFCs, Structure, supervision, RBI measures for NBFCs, other Measures.

Unit IV: FINANCIAL SERVICES 4 lecture hours

Concept , objectives/Functions, characteristics, Financial Services – concept, classifications, Regulatory framework, Merchant banking, Mutual funds, leasing, Credit ratings.

Unit V: FINANCIAL MARKETS 4 lecture hours

Meaning and definition, Role and functions of Financial markets, Constituents of Financial markets, Money market instruments, capital market instruments.

Evaluation	Theory	
Component	Internal	SEE
Marks	15	35
Total Marks	50	

BMG 1018 E	Advanced Financial Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Advanced financial management topics such as interpreting the financial statements of a company, reviewing past financial statements of a company, reviewing past financial performance and forecasting for the future, financing operations and finding profitable investments, assessing risk and valuing a business. As a manager, it is imperative that you understand the financial topics and processes specific to your company. You must also have an understanding of the current issues in the business environment today so you can maximize financial opportunities.

Learning Objectives

CO1: To critically evaluate the impact of financial decisions on the strategic direction of the organization.

CO2: To identify and evaluate the exposure of a company to financial risk and the techniques required to manage this risk.

CO3: To be able to explain alternative sources of finance and investment opportunities and their suitability in particular circumstances.

CO4: To be able to evaluate complex investment appraisal situations and appreciate the importance of the cost of capital to the organisation and how the capital structure chosen will impact upon this.

CO5: To be able to analyse the key strategic financial issues that must be considered in an acquisition or merger, including valuation of the target company.

TEXT READINGS:

1. Pandey I M - Financial Management (Vikas Publication House), New Delhi

REFERENCE READINGS:

1. Advanced Accounting by R. I. Gupta and M. Radha Swamy, (Sultan Chand and Sons) New Delhi
2. Prasanna Chandra- Financial Management Theory & Practice (TMH) New Delhi
3. M Y Khan and P K Jain –Financial Management (Tata McGraw-Hill)

Course Content:

Unit I: FINANCIAL STATEMENT ANALYSIS **4 lecture hours**

Techniques of Financial Statement Analysis, Accounting Ratios: Liquidity ratio test of Solvency or Analysis of Long-term Financial Position, Profitability ratios, Activity Ratios/ Assets-

Management ratios, Leverage Ratios

Unit II: COST OF CAPITAL AND ANALYSIS OF LEVERAGES 4 lecture hours

Cost of Capital: Meaning, Computation of cost of capital for specific sources of finance: Equity capital, Retained earnings, Preference share capital, Debts, Overall cost of capital.

Leverage: Meaning and concept. Risks: Concept and types – Operating leverage, Financial leverage, and Combined leverage, Computing leverages

Unit III: CORPORATE RESTRUCTURING 4 lecture hours

Corporate Restructuring: Introduction, meaning and types. Merger and Acquisitions (M & A): Definitions, Synergies, Advantages, Types and their rationale, Cost-Benefit Analysis, Computation of costs and benefits to the firms involved in M & A, Mergers and Capital Budgeting Decisions. M & A in India.

Unit IV: FINANCIAL DERIVATIVES MANAGEMENT 4 lecture hours

Financial Derivatives: Introduction, types, Difference between Cash and Future Markets, Types of Traders, Futures Contract: Specifications, Types, Relationship between Futures Prices, Forward Prices and Spot Prices. Options: Specifications, Types - call and put, Difference between future and option contracts. Derivatives in India: Evolution of Derivatives Market in India – Regulations – Framework - Exchange trading in Derivatives.

Unit V: WORKING CAPITAL MANAGEMENT 4lecture hours

Inventory Management: Introduction and meaning, Motives and purposes of inventory holding, Tools and Techniques of management. Receivables Management: Introduction, meaning and importance of Accounts Receivable, Cash management.

Evaluation	Theory	
	Internal	SEE
Component		
Marks	15	35
Total Marks	50	

BMG 1019 E	Financial Derivatives And Risk Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite	Knowledge of Corporate Finance				
Co-requisites	Understanding of Financial Markets				

Course Background and Learning Objectives:

Financial derivatives enable parties to trade specific financial risks (such as interest rate risk, currency, equity and commodity price risk, and credit risk, etc.) to other entities who are more willing, or better suited, to take or manage these risks—typically, but not always, without trading in a primary asset or commodity. Financial derivatives are financial instruments that are linked to a specific financial instrument or indicator or commodity, and through which specific financial risks can be traded in financial markets in their own right. Transactions in financial derivatives should be treated as separate transactions rather than as integral parts of the value of underlying transactions to which they may be linked. The value of a financial derivative derives from the price of an underlying item, such as an asset or index. Financial derivatives are used for a number of purposes including risk management, hedging, arbitrage between markets, and speculation.

The learning goals and objectives of this course for students to pursue management education are:

CO1: To understand both introductory theory and a working knowledge of financial derivatives.

CO2: Theory section will help students to understand some fundamental pricing principles that apply to various derivative contracts in financial markets.

CO3: The working knowledge part will enhance students' skill on the main types of derivatives contracts and valuation techniques.

CO4: Finally, students will be acquainted with the knowledge of options market-making mechanisms.

Text Books:

1. John C Hull, Futures and Other Derivatives, Pearson Education

Reference Books:

1. Stulz M. Rene, Risk Management & Derivatives, Cengage Learning, New Delhi.
2. I.M Pandey: Financial Derivatives, Vikas Publishing House
3. V Raghunathan: Derivatives, Tata McGraw Hill

Course Content:

Unit I: 4 lecture hours

Derivatives – Features of a Financial Derivative – Types of Financial Derivatives - Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs. Future Prices. Importance of derivatives in Risk Management.

Unit II: 4 lecture hours

Options and Swaps – Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt-Equity Swap.

Unit III: 4 lecture hours

Futures – Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.

Unit IV: 4 lecture hours

Hedging and Stock Index Futures – Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management

Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

Unit V: 4 lecture hours

Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India– Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India -Regulation of Financial Derivatives in India – Structure of the Market – Regulatory Instruments.

Evaluation	Theory	
Component	Internal	SEE
Marks	15	35
Total Marks	50	

BMG 1020 E	Cross Cultural & International Human Resource Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

The International Business Environment is characterized by a myriad of situations and events that are not always subject to pre-programmed decision making processes, given the diverse elements that influence such environment. Though it is not always possible to plan for unexpected situations, and effective International manager strives to make a deliberate effort to be aware of the changes and plan to control some of them. Cross cultural management is a concept of finding out how to assess the impact of culture-whether national or organizational or institutional on the performance of the firm. The ability to manage cross- cultural interactions, multinational teams, and global alliances has become fundamental to managing in today's globalised world. Managing diverse workforce competently is considered by some people as a means of gaining competitive advantage over other firms. A keen awareness and a high degree of cross-cultural competence in management are therefore keys to the career success for both present and aspiring managers/professionals. This course of study represents an opportunity to enter into, contribute to, and learn about a new culture across the world. It provides an opportunity to learn new ways of thinking about the management of people and processes in organisations; about working with and through people across a range of national and international boundaries in business and management contexts.

The *learning goals and objectives* of this course for students to pursue management education are:

CO1: To learn to understand the complexity associated with managing human resources in a global context and how cultural differences impact management of people in MNC's.

CO2: To promote awareness, understanding and collaboration in a culturally dynamic world.

CO3: To develop, share and disseminate knowledge in the field of Cross-cultural Management, with special reference to International Human resource management.

CO4: To apply the influence of national culture on organisational culture in association with recruitment and selection, training and development, performance appraisal, strategy implementation, motivation and leadership, ethics and CSR.

Text Book:

1. Nilanjan Sengupta & Mousumi S. Bhattacharya, Excel Books International Human Resource Management.

Reference Books:

1. H Deresky, 5th edition, Pearson Education International Management: Managing across borders and cultures
2. Price and Browaeys, 1st edition, Pearson Education Cross Cultural Management
3. P L Rao, Excel Books International Human Resource Management.

Course Content:

Unit I: Introduction to Cross Cultural & International Human Resource Management

lectures hours

Culture- Meaning and concept; Organizational, Corporate and Professional Culture; Determinants of Culture; Importance of cross-cultural Management; Cross Cultural Issues in HRM, Managing Cross Cultural Issues, Definition of IHRM, Factors influencing IHRM, Reasons for going Global, Effects of globalisation, Moral, Ethical and Social Responsibility issues in international business.

Unit II: Functional Aspects of IHRM

4 lectures hours

Staffing policies- approaches to IHRM; Motives behind International Staffing, Recruitment & Selection in international context, Training and development of international Staff, Types of expatriate training, Current scenario in terms of training and development activity, Expatriate adjustment process, Expatriate failure, Compensation Management in International context: Approaches, Tax Structure for Expatriate, Different compensation practices across countries, Performance appraisal in International Context

Unit III: New Role of International Manager 4 lectures hours

Role of Global HR Manager, Managing Expatriates, Challenges faced by Global Managers, hiring in patriate and Expatriate Managers: Choices and Dilemmas for MNCs , Women, Expatriates, Reasons for less number of female expatriate: Myth or Reality, Repatriation, Repatriate training, Factors influencing readjustment process, Developing competencies for global managers.

Unit IV: Motivating and Leading in International Context 4 lectures hours

Current Theories of Motivation; Indian Motivation Theories; Leadership and culture; Theories of Leadership and their Global relevance; Japanese Leadership studies; Leadership styles in Europe, South-east Asia and Middle East.

Unit V: Comparative HRM practice 4 lectures hours

HRM practices in different countries- Japan, USA, UK, China, Germany & India.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	