



# SRM

UNIVERSITY SIKKIM

(Estd. Under SRMUS Act, 2013)

**PROGRAMME**

**MASTER OF BUSINESS ADMINISTRATION**

**CURRICULUM AND SYLLABI**

**(For students admitted from the academic year 2015-16)**

**SRM UNIVERSITY**  
**Sikkim**



**MBA**

<b>Course Category</b>	<b>Code</b>	<b>Semester –I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>L+T +P</b>	<b>C</b>
<b>Skill</b>	<b>MB15101</b>	<b>Thinking and Communication Skills (Practice) [Internal Evaluation]</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>3</b>
<b>Core</b>	<b>MB15102</b>	<b>Economics for Managers</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>3</b>
<b>Core</b>	<b>MB15103</b>	<b>Philosophy for Management</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>3</b>
<b>Core</b>	<b>MB15104</b>	<b>Accounting for Decision Making</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>4</b>
<b>Supportive</b>	<b>MB15105</b>	<b>Managerial Statistics</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>4</b>
<b>Core</b>	<b>MB15106</b>	<b>Legal Aspects of Business</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>3</b>
						<b>26</b>	<b>20</b>
		<b>Semester-II</b>					
<b>Core</b>	<b>MB15201</b>	<b>Financial Management</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>4</b>
<b>Core</b>	<b>MB15202</b>	<b>Marketing</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>4</b>
<b>Core</b>	<b>MB15203</b>	<b>Human Resource Management</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>4</b>
<b>Supportive</b>	<b>MB15204</b>	<b>Management Information system</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>3</b>
<b>Core</b>	<b>MB15205</b>	<b>Production And Operation Management</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>4</b>
<b>Skill</b>	<b>MB15206</b>	<b>Managerial Skills (Practice) [Internal Evaluation]</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>3</b>
						<b>28</b>	<b>22</b>
		<b>Semester- III</b>					
<b>Skill</b>	<b>MB15301</b>	<b>Summer Internship (8 weeks)(Practical)</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>4</b>
<b>Core</b>	<b>MB15302</b>	<b>Strategic Management</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>4</b>
<b>Core</b>	<b>MB15302</b>	<b>Entrepreneurship</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>4</b>
<b>Skill</b>	<b>MB15303</b>	<b>Business Analytics (Practice)</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>3</b>
		<b>Elective-1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>3</b>
		<b>Elective-2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>3</b>
		<b>Elective-3</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>3</b>
						<b>28</b>	<b>24</b>

		Semester- IV						
<b>Skill</b>	<b>MB15401</b>	<b>Project Work</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>16</b>	<b>8</b>	
		<b>Elective-4</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>3</b>	
		<b>Elective-5</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>3</b>	
						<b>28</b>	<b>14</b>	
		<b>Total Credit</b>					<b>80</b>	

### Functional Electives

Marketing  
Systems

Finance  
Human Resource Operations

Finance		L	T	P	C
MB15F01	Security Analysis and Portfolio Management	2	2	0	3
MB 15F02	Merchant Banking and Financial Services	2	2	0	3
MB15F03	Banking Services and Operations	2	2	0	3
MB 15F04	Entrepreneurial Finance	2	2	0	3
MB 15F05	Financial Derivatives	2	2	0	3
MB 15F06	Risk Management and Insurance	2	2	0	3
MB 15F07	Global Finance	2	2	0	3
MB 15F08	Mergers and Acquisitions	2	2	0	3
MB 15F09	Corporate Tax Management	2	2	0	3
MB 15F10	Financial Products Marketing	2	2	0	3
MB 15F11	Project Finance	2	2	0	3
MB 15F12	Personal Finance	2	2	0	3
MB 15F13	Management Control Systems	2	2	0	3

<b>Human Resource</b>					
<b>MB 15H01</b>	<b>International Human Resource Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15H02</b>	<b>Creativity And Innovation</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15H03</b>	<b>Training And Development</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15H04</b>	<b>Knowledge Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15H05</b>	<b>Industrial Psychology</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15H06</b>	<b>Employee Engagement</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15H07</b>	<b>Industrial Relations</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15H08</b>	<b>Competency Mapping</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15H09</b>	<b>Organizational Change and Development</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15H10</b>	<b>Leadership</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

<b>Marketing</b>					
<b>MB 15M01</b>	<b>Integrated marketing Communication</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15M02</b>	<b>Product Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15M03</b>	<b>Consumer behavior</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15M04</b>	<b>Services Marketing</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15M05</b>	<b>Sales Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15M06</b>		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

	<b>Pricing Decisions</b>				
<b>MB 15M07</b>	<b>Rural Marketing</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15M08</b>	<b>Social Media Marketing</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15M09</b>	<b>Relationship Marketing</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15M10</b>	<b>Institutional Marketing</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15M11</b>	<b>Green Marketing</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15M12</b>	<b>New Venture Creation</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15M13</b>	<b>Marketing Research</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>Operations</b>					
<b>MB 15001</b>	<b>Quality Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15002</b>	<b>Resource Management Techniques</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15003</b>	<b>Six Sigma and Process Improvement</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15004</b>	<b>Production Planning And Control</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15005</b>	<b>Service Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15006</b>	<b>Material Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15007</b>	<b>Supply Chain Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15008</b>	<b>Quality Management Systems</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15009</b>	<b>World Class Manufacturing</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15010</b>	<b>Lean Manufacturing</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15011</b>	<b>Entrepreneurial Decision Making</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15012</b>	<b>Management of Technology And Innovation</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

<b>Systems</b>					
<b>MB 15S01</b>	<b>Master Data Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S02</b>	<b>Information Security Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S03</b>	<b>Cloud Computing Collaboration</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S04</b>	<b>Information Storage and Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S05</b>	<b>Business Data Communication</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S06</b>	<b>Business Intelligence System</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S07</b>	<b>Enterprise Resource Planning</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S08</b>	<b>Software Project Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S09</b>	<b>Database Management System</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S10</b>	<b>Software Quality Engineering</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S11</b>	<b>E-Business Technology and Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S12</b>	<b>Object Oriented analysis and Design</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S13</b>	<b>Web Technology Management</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>
<b>MB 15S14</b>	<b>C + + Programming</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

## SEMESTER I

MB15101	THINKING AND COMMUNICATION SKILLS	L	T	P	C
		0	1	3	3

### **COURSERATIONALE:**

Thinking helps in effective communication. Thinking skills is included to help in logical planning and decision making. Communication is the lifeline of business management. This course is designed to develop effective oral and written communication.

### **COURSEOBJECTIVES:**

After studying this course learners will be able to:

1. Enhance thinking and communication skills
2. Communicate effectively to the needs of the corporate world
3. Choose the appropriate method like arguments to achieve the desired results
4. Use problem solving and spatial reasoning
5. Organize thoughts more clearly and effectively
6. Develop business relations

Recognizing, analyzing and responding to arguments - supporting and expanding arguments with explanation and evidence - Applying analytical skills and critically evaluating - conclusion and inference.

Developing problem solving approach using information, processing, data finding and solutions - spatial reasoning using models, hypothesis, reasons and inference

Speaking and reading skills - speaking in English - Exercises on common mistakes - understanding one self and one's value, self-introduction - expressing confidently ones ambition, attitude towards society and life - Role Plays and Self-Critic exercises – Newspaper reading and Book reading - reading speed and comprehension exercises - developing rapid reading skills

Listening Skills - body language, developing and reading body language, communicating in a group - role play - developing listening skills - working in



a team - Managerial etiquettes – E- mail etiquettes - Telephone skills - Managing Meetings - Effective Group discussions - Interview Skills

Written communication - case analysis – letter writing - Enquiry letter, sales letter, complaint letter, Job application and Resume Writing – Report writing

**REFERENCES**

1. John Butterworth and Geoff Thwaites, *“Thinking Skills”* Cambridge University Press, reprint 2009.
2. Michael Gelb, How to Think like Leonardo Da Vinci, *“Seven Steps to Genius Every day”*, Dell 2000.
3. Shriley Taylor and V.Chandra –*“Communication for Business: A Practical Approach”*-4<sup>th</sup>edition (Pearson) Publication: 2011.
4. Dr.Alex K. - *“Soft Skills: Know yourself and know the world”*, S. Chand and Company, 2010.
5. Written *“Case Analysis”* - SRM Publication.
6. Ranjini Manian, Upwardly *“Mobile, Behavioral & Business Skills for the new Indian Manager”*, Penguin India, 2011.

MB 15102	ECONOMICS FOR MANAGERS	L	T	P	C
		3	1	0	4

**COURSE RATIONALE:**

To provide exposure to the happenings in the macro economy and facilitate a better-informed decision making on the part of the learner

**COURSE OBJECTIVE:**

1. The expected outcome after learning this course is that the student will be able to:
2. Understand the functioning of economy and its inter-connection with business firm
3. Know the distinction between the controllable internal micro environment and the uncontrollable external macro environment
4. Contextualize the concepts of economics in corporate decisions.
5. Appreciate the impacting of macro policy in business

The Meaning and importance of Economics-Limitations of economics –The relevance of Economics toother functional areas of management in decision

making - Scope of Micro and Macro Economics in decision making process – Circular flow of income. Two sector model- to four sector model. Economic Equilibrium situation.

Individual decision making both Micro and Macro. Introduction to the concept of Market – Managerial decisions being influenced by Forces of Demand and Supply- Relevance of their Elasticity in decision making – Demand forecasting: requirements and methods. Production and Resource procurement decisions - Allocation and utilization in short run and long run and managerial issues involved.

Decisions influenced by laws of returns to scale and cost decision making – Different types of analytical costs and economies of scale- Types of Market Competition and pricing- Determination of Price in various degrees of competitions – Why Price discrimination and how it is done - Issues involved in price discrimination- Pricing policies. Break Even Analysis and its usage in decision making process.

The role of Government in business, in different economies- Why should the Government interfere and How it is done- Economic growth, development and their indicators – GDP ,NDP, GNP,NNP , PPP, Employment, Money supply; Inflation ,Price index, Exchange rate , Oil Index, NIFTY, NSE, BSE, Rate of Interest, PCI, PCS,PCC, Industrial Index, FDI, FII.- What are the influences of these indices on the decisions involved in micro and macro level.

Different types of Government policies - Macro policies - Fiscal and monetary policy, he The influence of the Business cycles in managerial decisions- Understanding the Indian VS Global economic scenario - Critical assessment of LPG, FDI influence on the growth and development of any economy.

## REFERENCES

1. Karl.E.Case, Ray.C.Fair; *“Principles of Economics “*; Pearson 2012.
2. KaushalH., *“Managerial Economics – Case Study”*, MacMillan, 2011.
3. Paul Samuelson William .d.Nordhaus, *“Economics”*, 19<sup>th</sup> Edition Mc GrawHill, New Delhi, 2011.
4. Dominick Salvatore, *“Managerial Economics in a Global Economy”* 4<sup>th</sup> Edition, Thomson South-Western.2011.
5. Mote V.L.et al, *“Managerial Economics”*, Tata McGraw-Hill Publishing Company Limited, India, 2011.

6. John Sloman. *“Economics”*, Pearson Education, India, 2011.
7. Joel Dean, *“Managerial Economics”*, Prentice – Hall of India, 2011.
8. Sumitra Pal, *“Managerial Economics”*, Cases & Concepts, MacMillon India Ltd., 2011.
9. GuptaG.S., *“Macro Economics”*, Tata McGraw Hill Company Ltd., India, 2008.
10. Dwivedi, D.N., *“Managerial Economics”*. Vikas Publication, New Delhi, 2011.

MB 15103	PHILOSOPHY FOR MANAGEMENT	L	T	P	C
		3	1	0	3

**COURSERATIONALE:**

Philosophy deals with Goals of human existence at the Individual and Collective levels and efficient Ways and Processes through which such Goal(s) can be obtained, with an in depth of understanding of Nature and Human Mind. Business Management needs to take inputs from Philosophy to maximize Efficiency and Stakeholder & Individual Satisfaction.

**COURSEOBJECTIVE:**

1. On completion of this course the participant is expected to:
2. Understand the basics of Philosophy to understand where these can be applied in Business Management and improving individual efficiency.
3. Understand the concept of Corporation & expectations of Stakeholders and Social responsibility.
4. Understand the Ethical values and Role of Business Ethics in Business Management.
5. Understand the Issues ‘for’ and ‘against’ Ethics in Business to judicially apply Ethical Values and Codes.
6. Understand the Prevention and Corrective mechanisms to minimize/eliminate Unethical Practices.
7. Understand Ethical Codes and their implementation.
8. Understand Ethical Processes.

**Overview - An Overview of Philosophy, Religion and Philosophy, Overview of Process of Management, Philosophy for Management, Benefits of**

**study of Philosophy for Management, Overview of Western and Eastern Philosophical thoughts and select list of Philosophers.**

**Select Philosophers - Western: Classical: Aristotle, Stoicism, Epicureanism; Select Biblical quotes. Medieval and modern age: Immanuel Kant, Utilitarianism, Existentialism (Kierkegaard, Nietzsche, Satre), John Rawls Theory of Justice.**

**Eastern: Classical: Confucius; Buddha; Bhagavad Gita, Thirukkural and Chanakya's Neeti Shastra, Charvaka Philosophy of Materialism, Modern age: Swami Vivekananda, Gandhiji.**

**Process of Business Management: Historical Developments - Historical Evolution of Ancient Businesses, Development of Management Processes – Pioneers of the Initial Decades- F Taylor, H L Gantt H Fayol, Max Weber Elton Mayo, Rise of Large / Multi-National Corporations & increasing complexity of Management, Stakeholders Relationships, Corporate Social responsibility; Rise and Role of Internet and IT and Communication Technologies, Worldwide Economic Reforms & Globalisation., Environmental Pollution and Depletion of Natural Resources, Collapse of large companies due to questionable practices & Global Financial Institutional crisis of the last decade, Need for strict laws and ethical conduct.**

**Process of Business Management - Modern Age: Management process- Organising, Planning, Directing, Controlling, Corporate Governance Model, Strategic Planning Model - Planning & Control, Organisational Behaviour Model - Organising and Directing, Current Age Management Thinking - Drucker, Porter, Prahlad and others.**

**Application of Philosophy in Business Management - Law abidance and Ethical conduct beyond Law :Ethics and Law, Ethical Values & Business Ethics, Theories of Ethics; Ethical Conflicts and Compromises; Issues for & against Ethics in Business; Beyond profit –Stakeholders' Expectations and Social responsibility; Environment prompting Unethical Conduct, Preventive and Corrective Mechanisms; PMRE, Ethical Codes in Functional Areas; Sustainable Development, Setting up of Ethical Codes, Beyond EthicalCodes: Process**

**Management - for individual fulfilment/satisfaction and Organisational Efficiency, Fine tuned Ethical Conduct as an individual choice.**

**REFERENCES**

1. Richard L.Daft, *“New Era of Management”*, Cengage Learning, 2012.
2. Mary C. Gentile, *“Giving Voice to Values”*, Yale University Press, 2010.
3. Brooke Noël Moore and NannetteBorder, *“Philosophy: The Power of Ideas”*, (8<sup>th</sup> Edition), Tata McGraw Hill., 2011.
4. Donald J.Somasundaram, *“Contemporary Philosophical Issues: Logic, fallacies, skepticism, ethics, religion and cults, whistle blowing”*. Donald Johnson Institute of Technology Private Ltd., Chennai, 2008.
5. A.C.Fernando, *Business Ethics – An Indian perspective*. Pearson, 2009
6. Vijay Kumar Kaul, *Business Organization and Management Text and Cases*, 2012.
7. Peter Drucker, *Concept of Corporation*, Pearson, 1946.
8. Peter Drucker, *Practice of Management* Harper & Row publishers, 1954.
9. John R. boat right and Bibhu Prasan Patra. *Ethics and the conduct of business*. Pearson, 2011.
10. Tom Morris, *if Aristotle ran general motors*. Henry Holt and company Inc. New York, 1997.

<b>MB 15104</b>	<b>ACCOUNTING FOR DECISION MAKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>2</b>	<b>0</b>	<b>4</b>

**COURSERATIONALE:**

As decision makers, managers have to be familiar with the basics of accounting. This course aims to impart the basics of preparation and analysis of financial statements. It also aims to equip the future managers with decision making fundamentals when faced with alternate choices. As objectives can be achieved only through fixing targets, a basic knowledge about preparations of budgets, and fine tuning of current operations to achieve the budgets is sought to be taught.

**COURSE OBJECTIVE:**

On completion of this course the learner is expected to:

1. Apply appropriate judgment derived from knowledge of accounting theory, to financial analysis and decision making.

2. Prepare financial statements in accordance with Generally Accepted Accounting Principles.
3. Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.
4. Define the needs of the various users of accounting data and demonstrate the ability to communicate such data
5. Develop an ability to prepare various budgets for a firm with the help of projections provided.

**Financial statements - positional and activity statement - financial statements prepared at the end of the year - conclusions that you tend to make by reading the financial statements of a company.**

**Delivery mode: Lectures, case presentations.**

**Financial position of a company using ratios - common size statements, comparative statements, and trend analysis - working capital - funds flow and cash flow statements and comment on the liquidity, profitability, solvency and activity levels of the firms.**

**Delivery mode: Lectures, Numerical, Problem solving, cases**

**Time value of money in financial decisions - compounding and discounting - Equated Monthly Installments<sup>1</sup> - project appraisal techniques - Internal Rate of Return and Cost of Capital - Discounted Cash flows - capital rationing - mutually exclusive and mutually inclusive projects. – Factors that underpin the decisions involving alternative choices.**

**Delivery Mode: Group discussions, Problem solving, Cases**

**Significance of Budgetary control - steps in preparing various budgets - cash budgets with the given information - Zero Base Budgeting – application of budgeting techniques in practical scenario.**

**Delivery Mode: Problem solving, case discussions, seminars, guestlectures**

**Reading the financial statement of a bank/public utility and comment on its financial position – financial statements of real estate companies - necessity to standardize reporting practices.**

**Delivery mode: Case presentations, Group discussions and Lectures**

## **REFERENCES**

1. Anthony, Merchant and Howkins, *“Accounting – Text and Cases, 12<sup>th</sup> Edition*, Tata McGrawhill, 2011.
2. William J. Bruns, Jr., *“Financial Reporting and Management Accounting,”* Pearson Publication, 6th edition, 2010.
3. MaheshwariS.N, MaheshwariS.K, *“Financial Accounting”*, Vikas Publication, 4<sup>th</sup> edition – 2011.
4. Pandey I.M.– *“Management Accounting”* – Vikas Publication -3<sup>rd</sup> edition -2010.
5. Bhattacharyya S.K.John Dearden – *“Accounting for Management Text and Cases”* – Vikas publication, 6<sup>th</sup> edition– Reprint 2011.
6. Charles H.Gibson –*“Financial Statement Analysis”* –Cengage Publication – 12<sup>th</sup> edition -2011.

MB 15105	MANAGERIAL STATISTICS	L	T	P	C
		3	2	0	4

#### **COURSE RATIONALE:**

This course is designed to provide prospective management studies students with the skills necessary to generate reports, analyses and decisions based on a study of relevant data. This course provides the set of skills that are most frequently used in the work place to generate and critically analyze reports.

#### **COURSE OBJECTIVE:**

After learning this course the learners will be able to understand the relevance of statistics in the functional areas of business- Accounting, Finance, Information systems, Marketing & Management and gain knowledge on how to use excel spread sheets and focus on interpretation of results.

Measures of central tendency (Mean, Median, Mode, combined mean, weighted average, Quartiles, Deciles and Percentiles) – Measures of variation (Range, Quartile Deviation, Standard deviation, variance and Coefficient of variation)

Delivery Mode: Lectures, numerical problems, case studies

Correlation analysis – scatter diagram method – Karl Pearson’s Coefficient of correlation- Spearman’s Rank correlation – Regression Analysis (simple

regression) – Time Series (Trend analysis only)- Seasonal, Cyclical and irregular variations only theory – Multiple regression concepts.

Delivery Mode: Lectures, numerical problems, case studies

Hypothesis testing – Parametric tests ( t- test, Z- test for testing of single mean and testing of two population means)- One way ANOVA, Two way ANOVA- Chi-square test (Goodness of fit and Independence of attributes)- Non- parametric tests ( U test, H test and K-S test).

Delivery Mode: Lectures, numerical problems, case studies

Probability and probability distributions – Basic probability – Addition theorem – Multiplication theorem – Conditional Probability – Baye”s theorem – Probability distributions – Binomial, Poisson and Normal distribution

Delivery Mode: Lectures, numerical problems, case studies

Decision Analysis – Decisions under Uncertainty (Maximax, Maximin, Minimax regret, Laplace and Hurwicz criterion) – Decisions under Risk (EMV, EOL, EPPI and EVPI) – Decision tree analysis.

Delivery Mode: Lectures, numerical problems, case studies

#### REFERENCE

1. Levine, Stephan, Krehbiel and Berenson, *“Statistics for Managers using Microsoft Excel”*, PHI Learning Private Limited, 2010.
2. Dr. Deepak Chawla, Dr. Neena Sondhi, *“Research Methodology Concepts and Cases”*, Vikas Publishing House Private Limited, 2011.
3. Gerald Keller, *“Managerial Statistics”*, Cengage Learning, 2011.
4. AroraP.N., *“Managerial Statistics”*, S.Chand Limited, 2009.
5. Dr. T.N. Srivastava, *Statistics for Management*, Tata McGraw Hill Publishing Company, 2008.

MB 15106	LEGAL ASPECTS OF BUSINESS	L	T	P	C
		3	1	0	3

#### COURSE RATIONALE:

To familiarize the participants with a working knowledge of Indian laws which are absolutely essential for future managers in their day to day working.

#### COURSE OBJECTIVE:

On completion of this course the participants expected to



**Describe the salient provisions relating to Indian contract act, Sale of Goods Act, Factories Act, Companies Act, and other acts relating to public interest. The familiarity with the precaution to be taken by them as managers when they enter into business relationships with their suppliers, customers or other third parties**

**General Principles of Law of Contract -Indian Contract Act – 1872**

**Special Contracts -Bailment & Pledge, Indemnity and Guarantee-Contract of Agency - Sale of Goods Act**

**Industrial Law -Factories Act; Indian Trade Union Act**

**Company Law-Meaning; Definition; Formation of Company; Rights, Duties and Liabilities of Directors; Winding up of the Company**

**Law Related To General Public -The Consumer Protection Act 1986; the Information Technology Act 2000; the Right to Information Act; SEBI Act 1992**

#### **REFERENCES**

1. Ravindra Kumar- "*Legal Aspects of Business*"-Cengage-2011
2. KapoorN.D., "*Mercantile Law*" – Sultan & Sons,2012
3. Vakul Sharma, "*Cyber Law*"– Mac Milan,2012
4. Akhileshwar Pathak, "*Legal aspects of business*"- Tata McGraw-Hill,2011
5. Tejpal Sheth – "*Legal Aspects of Business*"-Pearson -2012
6. Chandra Bose- "*Business Law*"-PHI-2010

## SEMESTER II

MB 15201	FINANCIAL MANAGEMENT	L	T	P	C
		3	2	0	4

### **COURSE RATIONALE:**

As future managers, it is imperative for the students to understand the nuances of finance. Hence this course lays stress on all aspects of personal, business and corporate finance.

### **COURSE OBJECTIVE:**

On completion of the course, the learners should be able to:

1. Compute cost of capital of various sources, overall cost of capital and leverages
2. Evaluate the financial viability of investments by developing proficiency in valuation techniques both DCF (Discounted cash flow) and others
3. Able to compute requirement of working capital and apply various techniques in controlling and management of inventory
4. Compare the financial systems of the world and perform a cost-benefit analysis of various sources of finance available for the firm.
5. Describe the practical considerations while taking capital structure and dividend decisions

Financial management – relationship with other functions of management - nature and scope of financial management – objectives - agency conflicts - risk management - risk-return trade off – treatment of risks in projects.

Delivery Mode: Problem solving, lectures,

Financial decisions - avenues for which a manufacturing firm requires finance - terms of financing available for a firm from a global perspective - long term finance differ from short term finance - cost of various components of capital – venture capital - relevance - angel investors - Private Equity - IPO - FPO - Weighted Average cost of capital

Delivery mode: lectures, cases, problem solving

Capital structure - theories - decisions - debt and equity – Leverage – operating – financial – combined – addition of debt to increase value addition – indifference Point – practical considerations - relevance and irrelevance of

debt to equity ratio in modern finance – risk adjusted project appraisal techniques – CE – Decision tree – simulation – scenario analysis

Delivery mode: cases, numerical, problem solving, news paper articles, Group discussion

Working capital management - working capital cycle – calculation – estimating working capital requirements - components of working capital - objectives of holding cash - models - cash budget - receivables - collection period - EOQ – inventory management in trading concerns

Delivery mode: Problem solving, cases, lecture, discussions, presentations

Dividends – relevance – theories of dividend – MM hypothesis – Marginal costing – significance - BEP – definition – calculation – using CVP for business decisions

Delivery mode: Problem solving, cases, invited lectures

#### REFERENCES

1. Pandeyl M *“Financial Management”*, Vikas Publishing House, 10<sup>th</sup> Edition, 2011.
2. Khan & Jain *“Financial Management”*, McGrawHill – 6<sup>th</sup> edition - 2011
3. Rajiv Srivastava, Anil Mishra -*“Financial Management”*, Oxford University Press – 2<sup>nd</sup> ed. 2011.
4. Van Horne & Wachowicz, Jr.-*“Fundamentals of Financial Management”* – PHI – 13<sup>th</sup> ed. 2010.

MB 15202	<b>MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>2</b>	<b>0</b>	<b>4</b>

#### COURSE RATIONALE:

Marketing is the process for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large. Marketing is crucial to understanding of most businesses and a vital ingredient for business success. This course is designed to develop vision on concepts and their applications to deliver value with a lot of real time examples.

#### COURSE OBJECTIVES:

After studying this course learners will be able to:

1. Understand Market, Marketing and Marketing Management
2. Develop the selling skills
3. Know how Marketing strategies drive businesses
4. Sketch the marketing environment
5. Draw insights in marketing information through research
6. Differentiate Markets
7. Group, divide and focus marketing attention to deliver value to target customers
8. Differentiate products and services and build brands
9. Design and develop new products to deliver value
10. Price, distribute and communicate through offers and build up customer value
11. Be responsive to customer, government, public and environment.

**Understanding Marketing Management :Marketing-Definition, Scope, Importance and New Marketing realities-Core marketing concepts-Market orientations- Developing and implementing marketing strategies and plans that deliver value- Understanding Markets, Market Demand, and the Marketing Environment.**

**Connecting with customers-Creating customer value, satisfaction and Loyalty: Building Customer Value and Satisfaction-Maximizing Customer Lifetime Value-Cultivating Customer Relationships-Customer Database and Database marketing- Analyzing Consumer markets, Business Markets-Identifying Market Segments and Targets.**

**Building strong brands: Creating and Building Brand equity-Measuring and managing Brand equity-Brand Strategy and Customer equity-Creating Brand Positioning and dealing with competition-Competitive strategies-Shaping the market offerings: Setting product strategy and Marketing through the life cycle -Designing and Managing services-Developing pricing strategies and programs.**

**Delivering value: Marketing channels and value networks-Channel design and management decisions-Channel Integration and Systems- E-Commerce Marketing Practices-Managing Retailing, Wholesaling and Logistics.**

**Integrated Marketing Communication: Communicating value- Role of Marketing communications-Deciding on Marketing Communications Mix - Managing Mass Communications, Personal communications-Managing Marketing in the Global economy.**

**REFERENCES**

1. Philip Kotler, Kevin Lane Keller, *“A Framework for Marketing Management”*, 4<sup>th</sup> edition, Pearson, 2012.
2. Charles W.Lamb,Joseph F.hair,Sharma,McDaniel, *“MKTG South Asian Perspective”*, Cengage Learning 2012.
3. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mitheleswar Jha, *“Marketing Management”*, 13th Edition, Pearson Publications Limited. 2012.
4. Kenneth E.Clow, Donald Baack, *“Cases in Marketing Management”* 'Sage Publications, 2012.
5. Arun Kumar & Meenakshi, *“Marketing Management”*, Vikas Publishing House, 2011.
6. Ramasamy & Namakumari, *“Marketing Management- Global Perspective- Indian Context”*, 4<sup>th</sup> edition, Macmillan Publishers India Ltd. 2011.
7. Rajan Saxena, *“Marketing Management”*, 4<sup>th</sup> Edition, Tata McGraw Hill Publishing Co. Ltd.2011.
8. Kenneth E Clow & Donald Baack, *“Marketing Management”*, A customer-Oriented Approach', Sage Publishers, 2010.
9. Nikhilesh Dholakia,Rakesh Khurana, Labdhi Bhandari, Abhinandan K.Jain, *“Marketing Management Cases and concepts”* Macmillan Publishers, 2009.
10. Paul Baines, Chris Fill, Kelly page, *“Marketing”* Oxford University Press, Asian Edition 2013.
11. Rajiv Lal John A.Quelch V.Kasturi Rangan, *“Marketing Management”*, Tata McGraw Hill Pvt Ltd,2010

MB 15203	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	2	0	4

**COURSE RATIONALE:**

Effective execution of HR, supports any organization to retain itself in the pinnacle. Human Resource Management gives learners in-depth, hands-on experiential learning applications to help them develop the skills they will need as human resource professionals to execute and deal with diverse settings and situations.

**COURSE OBJECTIVE:**

After studying this course learners will be able to:

1. Articulate an understanding of execution of HRM in organizations.
2. Identify the building blocks of HR execution
3. Comprehend -right people in right place

Human resource management – functions of HRM – diversity issues – People Process – HR Strategy and Operations.

Human Resource Requirements – Job Analysis/Planning/ Outsourcing/ Mergers/ Layoffs – Recruiting and Selection

Effectiveness in Human Resources: Orientation/Training/Career Development – coaching - link between rewards and Performance – Leadership – Operationalizing Culture

Compensation and Security - Benefits – Implementation of compensation and benefits

Employee Relations – Organizational Discipline - employee’s motivation - HR in International arena - Term Project

**REFERENCES**

1. Nkomo, Fottler, McAfee, *“Human Resource Management Applications”*, Cengage, 7th Edition © 2011.
2. Larry Bossidy, Ram Charan, Charles Burck, Execution: *“The Discipline of Getting Things Done”*, Crown Business, 2009.
3. Kesho Prasad, *“Getting the Right People”*, Macmillan, 2009.
4. Denis Angelo S., *“HRM: An Introduction”*, Cengage, 2013.
5. Rod Jones, *“HRM Fundamentals”*, Pearson, 2012.

MB15204	MANAGEMENT INFORMATION SYSTEMS	L	T	P	C
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**COURSE RATIONALE:**

This course is intended to give a basic idea about Information Systems and the need to study the same from the management perspective. The different units are intended to expose the students to the various aspects like the transformation of today's businesses with the advent and use of Information Systems, need for security of Information Systems, and the ethical and social issues involved in the use of Information Systems.

**COURSE OBJECTIVES:**

1. To understand the basic concepts of Information Systems applicable to Management
2. To study the design, development and security of Management Information Systems
3. To learn about the various modules in ethical and social issues in using Information Systems
4. To Practice Data processing using ERP

**Information System in the Global Business – Role of Information Systems in the Business Today Perspectives on information systems – Contemporary Approaches to Information Systems – Business Processes and Information Systems - Types of Information Systems— Systems for Collaboration and Team work – IS function in Business. Case studies**

**Information Technology Infrastructure – Infrastructure Components – Contemporary Hardware Platform Trends – Contemporary Software Platform Trends – Management Issues – Data bases and Information Management – Traditional file –vs- Database approach – Using Database to improve Decision making – Managing Data resources – Ensuring Data Quality- Case Studies**

**Ethical and Social Issues in Information Systems – Understanding ethical and social issues related to systems – Ethics in an information society – Moral Dimensions of Information Systems - Case Studies**

**Securing Information Systems – System Vulnerability and abuse – Business value of security & control – Establishing a framework for security and control – Technologies and tools for protecting information resources - Case Studies**

**E-commerce: Digital markets and digital goods – Ecommerce and the internet – Ecommerce: Business and Technology – Mobile Digital platform and mobile e-commerce – Building an e-commerce website. Case Studies**

**Lab exercises based on ERP**

**REFERENCES**

1. Kenneth C. Laudon & Jane P.Laudon– *“Management Information Systems-Managing the Digital Firm”* -Twelfth Edition, Pearson 2012.
2. Alexis Leon, *“Enterprise Resource Planning”* – Tata McGraw Hill Publishing Co. Ltd., New Delhi – 2005.
3. Raymond Meleod, JR *“Information Systems”*– Mac Millan Publishing Co. ltd – 4<sup>th</sup> Edition, 2012.
4. Gerald V.Post David L. Anderson, *“Management Information System-Solving Business Problems with Information Technology”* – Tata McGraw Hill Publishing Co. ltd, New Delhi, 2012.
5. Gordan B.Davis Margrette H.Olsan, *“Management Information System, Conceptual Foundations, Structure & Development “*– Second Edition – Tata McGraw Hill Co. Ltd, New Delhi, 2012.

MB 15205	PRODUCTION AND OPERATIONS MANAGEMENT	L	T	P	C
		3	2	0	4

**COURSE RATIONALE:**

The purpose of learning this course on Production & Operations Management is to expose the students to the concepts and techniques of shop floor management practiced in various industries.

**COURSE OBJECTIVES:**

After studying this course the learner will be able to explain the nature, importance and scope of production and operations management and understand the nuances of concepts and applications involved in production and operations management.



**Introduction – Basic Concepts – Classification of production Systems – Product design – Process planning – Make or Buy decisions – Productivity Delivery Mode: Lectures, Numerical Problems and Case study.**

**Plant location (Qualitative & Quantitative aspects) – Plant Layout (Principles, Types & Applications) – Capacity Planning and Strategies Delivery Mode: Lectures, Numerical Problems, Case study and Mini project in plant layout design.**

**Material Handling Principles & Equipment – Production Planning and control (Theory & problems) Delivery Mode: Lectures, Numerical Problems and examples from shop floor situation.**

**Basic Inventory Management & Selective inventory control techniques (EOQ & EBQ Models, Quantity discount, P&Q Systems, MRP-I and ABC analysis) – Maintenance management (Theory & Replacement decisions (Individual & Group Replacement)) Delivery Mode: Lectures, Numerical Problems and Case study.**

**Work study – Method study (Diagrams & Charts) and Time study (Rating, Allowances) – Quality control (Statistical quality control charts for variables and attributes) – Purchase and Stores Management (Principles, Functions, Types, Documentation and Accounting) Delivery Mode: Lectures, Numerical Problems and Case study.  
Note: The subject will be taught on 50% theory and 50% problems and Cases.**

## **REFERENCES**

- 1. PanneerselvamR.; *“Production & Operations Management”*; Prentice Hall India Private Limited, 2012.**
- 2. Mahapatra; *“Operations Management”*; Prentice Hall India Private Limited; 2010.**
- 3. MukherjeeP.N.; *“Operations Management and Productivity Techniques”*; Prentice Hall India private limited; 2009.**
- 4. Richard B Chase; *“Operations Management”*; McGraw-Hill Education Private Limited; 2010.**

5. Saxena J.P.; “*Production and Operations Management*”, McGraw-Hill Education private limited; 2008.

MB 15206	MANAGERIAL SKILLS	L	T	P	C
		2	0	2	3

**COURSE RATIONALE :**

The exposure to this course will develop the necessary skills in learner to manage self and others in the group. It is a multi-skill based course.

**COURSE OBJECTIVES:**

After studying this course learners will be able to:

1. Equip with behavioral competencies, developing their managerial skills
2. Practice Windows Operating System and learn MS-Word and MS-Power Point of MS Office.
3. Assess self
4. Understand Stress and ways to manage stress
5. Identifying learner’s daily routine
6. Comprehend Cross – cultural diversity and diversity management
7. Editing and proof reading documents
8. Presenting information in columns and tables

**Self-Awareness – Self Portrait – Self Assessment**

Continuous Learning - learning styles – identifying one’s personal style of learning: Book review (who moved my cheese) – rules of learning – individual development plan(IDP) – Multiple Intelligence – 360 degree evaluation of IDP – Techniques of managing IDP – Executing a Mini Project on Learning

Stress - Managing Stress – Symptoms of Stress – Sources of Stress – reactions to stress – yoga

Time Management – identifying student’s daily routine – Executing a mini project (An interview with an achiever) – Tips for effective time management – Time Wasters (Causes and Solutions)

**Diversity management -diversity – common organizational diversity issues – managing diversity**

**Computing Skills – Explore Office 2010 – changing program settings – files – Microsoft Word 2010 – text edit and proof reading – Organizing information in columns and tables – various ways to add simple graphic elements – Preview, Print and Distribute Documents – Ms Power Point 2010 - slides – slide text – Format slides – Adding simple visual Enhancements – Review and Deliver Presentations – Email Messages**

## **REFERENCES**

1. David A.Whetten and Kim S.Cameron, *“Developing Management Skills”*, –PHI 2011.
2. Joyce Cox, Joan Lambert, and Curtis Frye *“Step by Step Microsoft Office Professional”*2010, PHI 2011.
3. Chris Parker, Brian Stone, *“Developing Management Skills for Leadership”*, Pearson, 2002.
4. June Dennis, Phil Webster, *“Management Consultancy and Skills”*, Pearson, 2005.
5. DavidW. Rees, Christine Porter, *“The Skills of Management”*, South-Western/Cengage Learning, 2008.
6. McGrath E.H., S.J., *“Basic Managerial Skills for all”*, 9<sup>th</sup> Edition, PHI 2012.

## SEMESTERIII

MB 15301	SUMMER INTERNSHIP(8 WEEKS) (PRACTICAL)	L	T	P	C
		0	0	6	4

Each candidate has to undergo internship in any industry and has to submit the report.

MB 15302	ENTREPRENEURSHIP	L	T	P	C
		3	2	0	4

### COURSE RATIONALE

To achieve the objective of creating an entrepreneurial mind set. Encourage entrepreneurial thinking. This course provides learners a set of tools for experience finding and developing innovative alternatives to address value creation either for profit or for nonprofit or social enterprise.

### COURSE OBJECTIVES

1. To develop creative and innovative skills, Review different creativity methodologies and models
2. To learn how to start an enterprise and design business plans that is suitable for funding considering all dimensions of business.
3. To know the knowledge funnel by way of understanding how the business innovation takes place
4. To creation of business canvas with focus on nice key elements of business model creation.
5. To run a small enterprise with small capital for a short period and experience the science and art of doing business

Innovation and Design Thinking - The Knowledge Funnel; The Reliability Bias; Design Thinking; Transforming the Corporation; The Balancing Act; World-Class Explorers; Developing Oneself as a Design Thinker; How to be successful entrepreneur?

**Business Models - Elements of Business canvas in three sectors such as extractive sector, manufacturing sector and innovation sector. 1. Value propositions; 2. Customer relationships; 3. Customer segments; 4. Channels; 5. Key resources; 6. Key activities; 7. Key partners; 8. Cost structure; 9. Revenue streams.**

**Introduction to Entrepreneurship - Understanding the Meaning of Entrepreneur; Characteristics and Qualities of an Entrepreneur; Classification of Entrepreneurs; Factors Influencing Entrepreneurship; Entrepreneurial Environment; Entrepreneurial Growth; Problems and Challenges of Entrepreneurs; Entrepreneurial Scenario in India**

**Entrepreneurship Feasibility Analysis - Starting an Enterprise; Idea Generation; Identification of Business Opportunities; Market Entry Strategies; Marketing Feasibility; Financial Feasibilities; Political Feasibilities; Economic Feasibility; Social and Legal Feasibilities; Technical Feasibilities; Managerial Feasibility, Location and Other Utilities Feasibilities**

**Business Plan and Financial Support - Business plan – Meaning, Scope and Need; Business plan Formats; Project report preparation and presentation; Project appraisal; Why some business plan fails? MSMEs, Financial support banks, institutions and agencies; Venture capital; Government schemes and Policies**

#### **REFERENCES:**

1. Jayshree Suresh, *“Entrepreneurial Development*, Margham Publishers, Chennai, 2011.
2. Shankar Raj, *“Entrepreneurship: Theory And Practice*, Tata McGraw Hill Publishing Co.ltd.-New Delhi, 2010
3. Jeffry A. Timmons, Stephen Spinelli *“New Venture Creation”*, Tata McGraw Hill, 7<sup>th</sup> Edition 2009.
4. Martin, Roger, *“The Design of Business”*, Harvard Business Publishing, 2009.

5. Janszen, Felix & Degenaaars, Grada, *“A Practical Guide to Innovation Excellence - Stitching Centurumvorr Innovative Management”*, Netherlands, 2011.
6. Drucker.F, Peter, *“Innovation and Entrepreneurship*, Harper business, 2006.
7. Ambrose, Gavin & Harris Paul, *“Design Thinking”*, Ava Publishing, 2009
8. Osterwalder, Alexander & Pigneur Yves, *“Business Model Generation”*, John Wiley & Sons Inc., 2010.
9. Chahal, Gurbaksh, *“The Dream: How I Learned the Risks and Rewards of Entrepreneurship and N Made Millions”*, Palgrave Macmillan, 2008.
10. Hirsch, Robert, Peters Michael & Dean Shepherd, *“Entrepreneurship”*.Tata McGraw Hill Education Private Limited, 2006.
11. Yuvnesh Modi,Rahul Kumar, Alok Kothari, *“The Game changers: 20 extraordinary success stories of entrepreneurs”* from IIT Kharagpur, Random House, 2012.
12. Rajiv rai, *“Entrepreneurship”*, Oxford University Press, 2011.

MB 15303	STRATEGIC MANAGEMENT	L	T	P	C
		3	2	0	4

**COURSE RATIONALE:**

This Course extends the knowledge of environmental analysis, strategic planning, strategic formulation, strategic implementation and strategic evaluation applicable to business organization. This subject equips students to develop appropriate strategies based on SWOT analysis and other management analysis.

**COURSE OBJECTIVE:**

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

1. Understand the concept of objectives, mission, vision, programmes and policies.
2. Evaluate the strategies of different companies.
3. Evaluate all functional strategies of management in global scenario.

4. Understand the organization structure, code of ethics and tactical plans.
5. Formulate strategies suitable for non-profit organization.
6. Understand evaluation, control and feedback processes.

**Basic concepts: The Meaning and relevance of Forms of Business organizations- Their influence on managerial decision making- Types of Governmental System -Types of Markets -Business Environment- Sectoral Division of Business- Public, Joint and Private Sectors;-Forms of Organizations: Sole Proprietorship, Partnership, Joint Stock Companies & Cooperatives- Forms of growth of Business-Organic and Inorganic & Dissolution -Role of Entrepreneurship-Impact of Economic Reforms, & Future Scenario**

**Components of Strategic Management Process- Strategic planning process: setting quantified objectives: Corporate Governance Perspectives-Public policy and Management, Components of the Planning Process, Business Philosophy, Vision / Mission and Planning horizon, Environmental Scans and Forecasts, value chain analysis – Porter’s five force model Opportunities and Threats, Internal analysis-Strength and Weaknesses, SWOT & Competitive advantage, Setting quantified Corporate objectives**

**Strategic Planning Process: The role of IT in strategy formulation- Strategy formulation: Generating Strategy Alternatives BCG growth – share Matrix – Existing Business and Diversifications, Strategic Choice, Investment & Funding Plans, Functional Strategies or Policies, Creativity, Role of IT/internet, Strategic issues in small business & non-profit organization.**

**Strategic Implementation Process: The role of ethics in formulating and implementing corporate strategies- Organizing for implementation: Components of the Process, Resource mobilization, allocation and delegation, Organizational Structure, System and Processes & Code of Ethics, Unit wise/ Function wise Micro goals/Targets/policies, Tactical plan.**

**Strategy Evaluation Process: Execution and control: Leadership- Change Management- Project Management-Directing- Evaluation and Control of Performance-Feedbacks on overall Process.**

#### **REFERENCES:**

1. Chinthan and, *“Strategic Management”*, Vikas Publications, 2012.
2. Thomas L. Wheelan and David Hunger J, *“Concepts in Strategic Management and Business Policy”*. Pearson Education, 2010.
3. Hitt, Ireland, Hoskisson and Manikutty, *“Strategic management-A south Asian perspective”* Cengage Learning, 2012.
4. Nag. A., *“Strategic Management: Analysis-Implementation-Control”*. Vikas Publishing House Pvt. Ltd, 2011.
5. Charles W.L.Hill and Gareth R. Jones. *“An Integrated approach to strategic management”* Cengage Learning, 2008
6. Gopinath C., Julie 1. Sicilian Strategic! *“Experimental Exercises in Strategic Management”* 3rd edition, Cengage Learning 2010.
7. Michael A Hitt, R.Duane Ireland, Robert E Hoskisson, *“Strategic Management: Concepts, Competitiveness Globalization”*, Cengage learning, 2012.
8. John A Parnell, *“Strategic Management:”Theory and Practice”*, Sage Publications, 2013.
9. Alexander Osterwalder, *“Business Models generation- A handbook for visionaries’ game changers and challengers”*, Willey Publications, 2010.

MB 15304	BUSINESS ANALYTICS	L	T	P	C
		1	0	2	3

#### **COURSE RATIONALE:**

This course provide an introduction to the field of business analytics, which has been defined as the extensive use of data, statistical and quantitative analysis, exploratory and predictive models and fact based management to drive decisions and actions. The development and use of data warehouses and data marts to support analytics is discussed. Application of selected data mining techniques to business decision making situations is illustrated.

#### **COURSE OBJECTIVES:**

After studying this course students will be able to:

1. Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.



2. Become familiar with the processes needed to develop report and analyze business data.
3. Understand how to use and apply selected business analytics software for Finance, Marketing, Operations and Human Resources Management.
4. Introduction to Predictive Analytics Software (PASW)-Forecasting-Modeling-Statistical Methods-Finance-Marketing-Operations-HR Analytics

**Overview of Business analytics – Components of Business analytics – data warehousing – data mining – mindset required for a business analytics profession**

**Concept of Data Warehousing – Online analytical processing - Business Analytics and Data visualization**

**Introduction to Data, Text and Web mining - Performance Management**

**Data mining methods and Applications – Frequency analysis, Correlation, regression, Chi-square, Forecasting, Factor analysis, T-Test, Cluster analysis using Predictive Analytics Software (PASW)**

**Finance – Marketing – Operations – Human Resource analytics using PASW**

**REFERENCES:**

1. TurbanE., ShardaR., AronsonJ., and King D., *“Business Intelligence: A Managerial Approach*, Pearson Prentice Hall, 9<sup>th</sup> edition, 2011.
2. Darren George and Paul Mallery, *“SPSS for Windows STEP BY STEP-A simple guidance and Reference” 17.0 UPDATE*”, PEARSON, First Impression 2011
3. Dean P. Foster, Robert A. Stine, Richard P. Waterman, *“Business Analysis using Regression – A Casebook”*, Springer International Edition
4. Srinivasa Vallabhan S. V. *“Computer Applications in Business”* by– Sultan Chand & Sons

<b>MB</b>	<b>Project work</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**This course produces a practical exposure and helps the students to analyze and review the existing and provide innovative solutions and suggestions**

**FUNCTIONAL ELECTIVES  
FINANCE**

<b>MB 15F01</b>	<b>Security Analysis and Portfolio Management</b>
<b>MB 15F02</b>	<b>Merchant Banking and Financial Services</b>
<b>MB 15F03</b>	<b>Banking Services and Operations</b>
<b>MB 15F04</b>	<b>Entrepreneurial Finance</b>
<b>MB 15F05</b>	<b>Financial Derivatives</b>
<b>MB 15F06</b>	<b>Risk Management and Insurance</b>
<b>MB 15F07</b>	<b>Global Finance</b>
<b>MB 15F08</b>	<b>Mergers and Acquisitions</b>
<b>MB 15F09</b>	<b>Corporate Tax Management</b>
<b>MB 15F10</b>	<b>Financial Products Marketing</b>
<b>MB 15F11</b>	<b>Project Finance</b>
<b>MB 15F12</b>	<b>Personal Finance</b>
<b>MB 15F13</b>	<b>Management Control Systems</b>

<b>MB 15F01</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

**COURSE RATIONALE:**

To provide an in-depth exposure to the issuance, valuation, legal backing and usage of various financial instruments; to acquaint the students with global financial markets and practices in analyzing securities, creation, evaluation and management of efficient portfolios

**COURSE OBJECTIVE:**

On completion of the course the learner should be able to:

1. Describe the general structure of various financial markets.
2. Value financial products such as common stocks and fixed-income securities
3. Analyse multiple companies for possible inclusion in the portfolio.
4. Build a diversified portfolio and assess portfolio performance.

**Investment - types of investment - investment avenues - components of financial system- functions - tradeoff between risk and return – Mode of**

**delivery:Lecture Mode /PPT –Theories of Investment and Indian Financial SystemProblems /Numerical in the area of Risk Vs. Return**

**Investment avenues – valuation - Valuation of securities – Bonds – stocks and other securities**

**Mode of delivery:Lecture Mode /PPT –Investment Avenues, Problems /Numerical in the area of Valuation of Securities-Stocks/Bonds**

**Fundamental analysis - technical analysis - types of charts - Patterns used in Technical Analysis- Efficient Market Hypothesis (EMH)**

**Mode of delivery:Lecture Mode /PPT –Fundamental Vs Technical Analysis Problems /Numerical in the area of Valuation of Securities-Stocks/Bonds**

**Capital Asset pricing Models – APT – Random Walk Hypothesis**

**Mode of delivery:Lecture Mode /PPT –CAPM/Random Walk Theory/Efficient Market Hypothesis Problems /Numerical in the area of Valuation of Securities-Stocks/Bonds**

**Construction of Portfolio – evaluation of portfolio models - revision of portfolio**

**Mode of delivery: Lecture Mode /PPT-Portfolio Theories/Construction of Portfolio Problems /Numerical in the area of Evaluation and Revision of Portfolios**

**REFERENCES**

1. Avadhani V.A.- *“Securities Analysis and Portfolio Management — Himalaya Publishing House, Mumbai – 10<sup>th</sup>Edition - 2011.*
2. RanganathamM., Madhumathi R. *“Security Analysis and Portfolio Management “Pearson Publications – 2<sup>nd</sup> edition – 2010.*
3. Donald E.Fischer, Ronbald J.Jordan *“Security Analysis and Portfolio Management“Pearson Publications – 6<sup>th</sup> edition – 2010.*
4. Herbert B.Mayo *“An Introduction to Investments” Cengage Learning – 2<sup>nd</sup> edition, 2010.*
5. Dhanesh Kumar Khatri *“Investment Management & Security Analysis” Macmillan – 2<sup>nd</sup> edition – 2011.*

MB 15F02	MERCHANT BANKING AND FINANCIAL SERVICES	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

To make the students know the various financial services and their working and the usefulness to business and industry. To enable the students acquire sound knowledge in application of Merchant Banking and Financial Services to enhance their growth and stability.

**COURSE OBJECTIVE:**

On completion of the course, the learners should be able to:

1. Assess the methods of forecasting market trends so as to determine profitability, viability, etc.,
2. Create, Evaluate and manage investment portfolio.
3. Analyze investment proposals and evaluate financial assets for investment purposes.
4. Compare and contrast the quality and delivery of financial service products provided by financial institutions.
5. Apply this knowledge to their life to seek to financial markets for investment purposes.
6. Identify the factors that affect the return of a risky asset, and utilize the techniques to manage those risks.

**Drivers of Merchant Banking – Indian History of Merchant Banking – Merchant banking specialist services – functions of Merchant Banking - relevant provision of Companies act with reference to Merchant Banking – requirements of elements in Merchant banking –SEBI guidelines Lead Merchant Banker– Post-issue Obligation – cancellation or suspension of Registration.**

**Mode of delivery: Lecture Mode /PPT**

**Underwriting – securities underwriting - function of underwriting – categories of underwriting – provision of Companies act with reference to underwriting - price issues expected in underwriting– real estate underwriting – forensic underwriting – sponsorship underwriting.**

**Mode of delivery:Lecture Mode /PPT-**

**Origin and growth of Hire purchase in India – financial aspect of Hire purchase – accounting method of Hire purchases – structure of Hire purchase – working of Mutual fund – Explain Assets under Management with AMC – SEBI regulation on Mutual funds –functional classification of Mutual funds – types of Credit rating – origin of Venture financing – Venture capital funds regulations 1996.**

**Mode of delivery: Lecture Mode /PPT, invited lectures**

**Stock broking – drivers of Stock broking – factors influencing Stock broking – depository system- opening of Demat Account – Stamp duties on securities – Factoring is important – service rendered by factoring – International Factoring – forfeiting – Factoring and Forfeiting – Mortgage – different types of Mortgages.**

**Mode of delivery:Lecture Mode /PPT-**

**Drivers of Housing Finance – types of Housing Finance – Why refinance is needed in Housing finance – operational structures of Housing finance – recovery of finance in Housing finance – functions of Housing finance – standard Housing finance companies in India – contribution of Housing finance to Indian Economy.**

**Mode of delivery:Lecture Mode /PPT**

#### **REFERENCES**

- 1. M.Y.Khan, 'Financial Services' – Tata McGraw-Hill, 6th Edition, 2011.**
- 2. Madhu Vij and Swati Dhawan, Merchant Banking and Financial Services, Tata McGraw-Hill, 6th Edition, 2012.**
- 3. Padmalatha Suresh Justin Paul - Management of Banking and Financial Services – Pearson Publication – 2<sup>nd</sup> Edition – 2010.**
- 4. Bharati V.Pathak – The Indian Financial System, Markets, Institutions and Services – Pearson Publication 3<sup>rd</sup> Edition – 2011.**
- 5. Merchant Banking and Financial Services – K.Ravichandran – Himalaya Publishing House, 3<sup>rd</sup> edition – 2011.**

<b>MB 15F03</b>	<b>BANKING SERVICES AND OPERATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

#### **COURSE RATIONALE:**

**To enable students to understand the latest practices and procedures in the banking sector so that they can enhance their career options in the banking industry.**

#### **COURSE OBJECTIVE:**

**On completion of the course, the learner should be able to**

1. Evaluate various functions/ operational aspects associated with banks.
2. Develops an ability to comprehend the increasing global demand to develop and sustain responsible professionalism in global banking.
3. Assess the various banking products/ services.

**Banking basics- recent developments in the Indian banking systems- types of Banks- Banking structures - breakthroughs in Indian Banking industry - role and function of Banks as a Financial Intermediary - Constituent of Payment System,**

**Mode of delivery:Lecture Mode /PPT- Indian banking systems**

**Wholesale Banking and Retail Banking – guide lines for private sector banks - Products/ Services offered by banks - Bank-Customer Relationship - Negotiable Instruments - Provisions relating to statutory protection to paying and collecting banker - Banker's lien and right of appropriation of payments.**

**Mode of delivery: Lecture Mode /PPT- wholesale Banking and Retail Banking**

**Types of customers for a bank- KYC, AML, Customer relationship management, Portfolio & Wealth Management and Non-fund based facilities, Core Banking, E- Banking, Electronic fund transfer, ATM - types of Charges levied in a bank - Code of Bank Commitment to Customers - Impact of Technology in Banking Sector,**

**Mode of delivery:Lecture Mode /PPT- KYC, AML, Customer relationship management**

**Bank balance sheet structure. - profitability of banks analyzed - Record keeping - 5S concepts, Principles of Lending, Credit appraisal, Revenue recognition and realization, Money Market Operations, Credit Risk Management, Prudential Norms- Asset Classification – Nonperforming assets – Provisioning - reforms that have happened in the banking sector in the recent years**

**Mode of delivery: Lecture Mode /PPT- Principles of Lending/NPA**

**Asset Liability Management - Capital Adequacy in Banks - Basel I, Basel II, Basel III,-CAMELS rating of Banks - Banking Ombudsman - SARFAESI Act, RBI Act -Legal framework of CRR, SLR, and PLR - Banking Regulation Act – provisions relating to service and operations in banks**

**Mode of Delivery – Lectures, GD, - Capital Adequacy in Banks/PLR/ Basel I, Basel II, Basel III**

#### **REFERENCES**

1. Padmalatha Suresh & Justin Paul “*Management of Banking and Financial Services*” –Pearson Education, 2<sup>nd</sup> edition, 2010.
2. Clifford Gomez – “*Banking and Finance – Theory, Law & Practice*” –PHI Learning Pvt. Ltd, 3<sup>rd</sup> edition, 2012.
3. Muraleedharan D. - “*Banking Theory and Practice*” –PHI Learning Pvt. Ltd, 3<sup>rd</sup> edition, 2011.
4. Jyotsna Sethi & Nishwan Batia - “*Elements of Banking and Insurance*” –4<sup>th</sup> edition, PHI Learning Pvt. Ltd, 2011.

<b>MB 15F04</b>	<b>ENTREPRENEURIAL FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

#### **COURSE RATIONALE:**

As Entrepreneurs ,it is imperative for the students to get exposed to the financial markets in order to understand various sources of funds .This course is structured with special emphasis on sources of finance ,funding agencies ,cost of raising funds etc.,

#### **COURSE OBJECTIVE:**

On completion of the course, the learner should be able to

1. Critically examine the nuances of Entrepreneurial finance.
2. Evaluate alternate sources of raising funds for businesses
3. Assess the profitability of various business avenues by applying cost-benefit analysis
4. Conduct deliberations on modes of exit.

Financing needs of a company - capital structure of a typical start up - Financing needs and capital structure-sources of finance-International capital markets: Short term; Long term- Debt, Equity optimal mix of debt & equity financing.

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Project and company valuation-value definition and perspective-tools needed for valuating investment project, techniques-book value, DCF, Market value,**



**Fair Value, Capital Financing-Trade credit bills, Factoring Corporate finance-  
Risk Management-Corporate financing.**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Business evaluation and valuation-Valuate early stage business opportunity-  
Venture capital methods-VC Funds-Structure of capital-Angel investors-  
Private equity-Financing-Ways entrepreneurs are financed and analyze the  
role of financial contracts**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Employment, attracting and compensating employees in start ups**

**EXIT- founders should exit the business- New generation into transition- How  
to create new leaders for future business**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**REFERENCES**

1. J.Chris Leach, Ronald W Melicher, *“Entrepreneurial Finance”*, Cengage Learning, 2009
2. Osterwalder, Alexander & Pigneur Yves, *“Business Model Generation”*, John Wiley & Sons Inc, 2010.
3. Chahal, Gurbaksh, The Dream: *“How I Learned the Risks and Rewards of Entrepreneurship and N Made Millions”*, Palgrave Macmillan, 2008
4. Hirsch, Robert, Peters Michael & Dean Shepherd, *“Entrepreneurship”*.Tata McGraw Hill Education Private Limited, 2006.

MB 15F05	FINANCIAL DERIVATIVES	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management. This perspective will allow the treatment of both pricing and hedging problems under a unified framework. Though financial payoffs are the main focus, the framework of the course will help the students analyze and manage risks arising out of non-financial exposures too.

## **COURSE OBJECTIVES:**

**On completion of the course, the learner should be able to**

- 1. Explain the basic types of derivatives, their pay off functions and the economic roles they play in managing risks**
- 2. Describe the distinctive features of the existing financial derivatives**
- 3. Compare the pay-offs of the derivatives and optimize investment decisions in derivatives**
- 4. Demonstrate a sound knowledge of the structure and operations of derivative markets.**
- 5. Critically evaluate pricing models and apply to the financial engineering of structured products**
- 6. Apply the theoretical framework of finance to commodities, energy derivatives, equity products and currencies**

**Introduction to derivatives – types – necessity for derivatives - valuation basics – discounting and compounding – Time value – continuous compounding – significance**

**Mode of delivery: Lecture Mode /PPT –Derivatives Contract and its Types, Problems /Numerical**

**Forward contract and Futures Contract - Forwards – futures – Pricing of Futures and Forwards - options pricing strategy - commodity derivatives – currency futures and Interest Rate futures - Index futures – pricing - valuation**

**Mode of delivery:**

**Lecture Mode /PPT –Derivatives Contract and its Types, Problems /Numerical in the area of Pricing of forwards and futures**

**Types of Options - Differentiate European & American options– Call option and put Option - option pricing models - Binomial Model – Black and Scholes – Volatility – Delta – Gama – Theta – Vega- Rho- Estimation and Valuation – Define Value At risk-**

**Mode of delivery: Lecture Mode /PPT –American vs. European Options Problems /Numerical in the area of Option Pricing Models/Strategies**

**Swaps – Equity – Currency – Interest Rate- Types – Structure - Pricing –**

**Mode of delivery: Lecture Mode /PPT –Types of swaps Problems /Numerical- Interest Rate Swaps/Currency swaps**

**Exotic Derivatives – Weather Derivatives - Credit Derivatives? – Real Derivatives – stages involved in the process of Financial Engineering – Scenario Analysis and Simulation – developments and trends in the area of derivatives trading**

**Mode of delivery:Lecture Mode /PPT –Types of Derivatives, Financial Engineering, Scenario Analysis and simulation**

**REFERENCES**

1. Hull, John C, “*Options, Options, futures and other derivatives*”, Prentice Hall of India, 8th edition, 2011.
2. Ranganatham and Madhumathi, “*Derivatives and Risk Management*”, Pearson, 2011.
3. Kevin, S, “*Commodity and Financial Derivatives*”, PHI, 2010.
4. Rajiv Srivastav, “*Derivatives and Risk Management*”, Oxford University Press, 2010.

<b>MB 15F06</b>	<b>RISK MANAGEMENT AND INSURANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

**COURSE RATIONALE:**

Identification of risk is sine quo none in any business. The course is directed towards students in understanding how large scale complex risk can be identified, managed and architected. The ultimate aim being mitigation of risk, this course also aims to familiarize the students with such methods.

**COURSE OBJECTIVE:**

On completion of the course, the learner should be able to

1. Identify the risks and be familiar with the techniques of managing the same
2. Assess the risk management techniques available with the firm.
3. Compare the techniques available outside and evaluate using cost-benefit analysis
4. To familiarize the students with the various types of insurance that can be used as a tool of risk minimization.

**Risk – Differentiate Risk and Uncertainty – types of Risks – financial risk and its management - steps in Risk management – Risk avoidance –Risk reduction – risk types – risk management process – risk management Information systems (RMIS)**

**Enterprise Risk management – interest rate risk or asset liability management – Frame work for ERM - credit risk management – market risk management – operation risk management – components of operation risk management and strategic risk management –role of Chief Risk Officer(CRO) .**

**Mode of delivery:Lecture Mode /PPT**

**Project risk management –risk associated with new projects – the risk involved in contracting plant – Risk involved in erection and installations – management of risk in supervision of a project – Risk involved in kickoff an IT project - various tools used in project risk management – process of project Risk management – disclosure of project risk management.**

**Mode of delivery:Lecture Mode /PPT**

**Concept of Financial risk management – drivers of financial risk management – sources of solving financial risks of an organization – tools used in financial risk management- risk involved in Asset liability management(ALM) – Techniques of valuation including estimate and proxies – explain hedgeable and non-hedgeable – treasury function .**

**Mode of delivery: Lecture Mode /PPT**

**Significance of Insurance – types of Insurance – basic principles of Insurances - salient features of Insurances – Insurance regulatory and development authority – duties of IRDA – explain the powers of IRDA - functions of IRDA are laid down in section 14 of IRDA Act, 1999 – Ombudsman – powers And functions of Ombudsman**

**Mode of delivery: Lecture Mode /PPT**

## **REFERENCES**

- 1. Trieschmann, Hoyt, Sommer “Risk Management and Insurance” — Cengage Learning – 2010.**
- 2. Mark S.Dorfman “Introduction to Risk Management and Insurance”– PHI – 9<sup>th</sup> edition – 2010.**

3. Gupta P.K. *“Insurance and Risk Management”* Himalaya Publishing House 2010.
4. Arunjatesan S. and Viswanathan R.R.– *“Risk Management and Insurance, Concepts and practices of Life and General Insurance –* Macmillan – 2010.
5. Harrington, Niehaus *“Risk Management and Insurance –* Tata McGraw Hill – 2<sup>nd</sup> edition – 2010.

MB 15F07	GLOBAL FINANCE	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

This Course extends the finance function from closed-economy framework to a more liberal and open economy in the context of Globalization. It evaluates the impact of effective exposure management on the performance of business by providing an insight into the financial markets of the world.

**COURSE OBJECTIVE:**

- On completion of the course, the learner should be able to
- List the functions and objectives of Global financial management.
- Categorize the institutional characteristics of foreign exchange markets and differentiate the roles played by various participants
- Describe the international financial parities and apply them in specific international investment and finance decisions.
- Apply the principles behind measuring and managing the firm’s exchange risk exposure from an accounting, economic and operational standpoint
- Recognize the strategies for accessing international capital markets and evaluate the decisions on cost-benefit basis.
- Make effective financial decisions with due regard to business ethics.

Overview of Global Business Environment - History of Monetary systems - Evolution and practices in Foreign Exchange Markets - International financial markets  
Mode of Delivery – Lectures, GD, Brain Storming, Assignments

Parity theory and conditions – determination of Exchange rate - types of exchange rates - Steps and Procedures that have to be followed for

calculating Bill rate and Exchange rates, Mode of Delivery – Lectures, GD, Brain Storming, Assignments

Exposure and Risk Management - hedging – speculation – arbitrage - internal and external techniques of hedging – derivatives – meaning – significance - types

Mode of Delivery – Lectures, GD, Brain Storming, Assignments

Regulatory Framework for International Finance - Short term financial management in a global set-up – treasury functions Mode of Delivery – Lectures, GD, Brain Storming, Assignments

International Project Appraisal - relevance of accounting and taxation in international business Mode of Delivery – Lectures, GD, Brain Storming, Assignments

#### REFERENCES

1. Jeff Madhura, *“International Financial Management”*, 10th edition, Cengage Learning, 2010.
2. Michael Moffett, Arthur Stonehill, David Eiteman, *“Fundamentals of Multinational Finance”*, International Edition, 4th Edition, Pearson Publications, August 2011,
3. Cheol S. Eun And Bruce G. Resnick, *“International Financial Management”*, Tata McGraw Hill, 2010.
4. Apte P.G, *“International Financial Management”*, 6<sup>th</sup> edition, Tata McGrawHill, 2011.

MB 15F08	MERGERS AND ACQUISITIONS	L	T	P	C
		2	2	0	3

#### COURSE RATIONALE:

Modern managers are constantly endeavoring to maximize the value of their shareholders. Apart from employing strategies internal to the organization, they also look for improved synergies through alliances or through gaining control, related or unrelated to their line of operations. Students may become acquainted with the technical, financial and statutory boundaries within which such mergers and acquisitions are consummated.

## **COURSE OBJECTIVE:**

**On completion of the course, the learner should be able to**

- 1. Evaluate pre-acquisition challenges**
- 2. Critically examine and evaluate different of integration strategies;**
- 3. Analyse human resource, cultural and political challenges during post-acquisition integration**
- 4. Create solutions for implementing mergers and acquisitions**

**Definition of Mergers- Differences between acquisitions and amalgamations - types of merger - motives behind mergers - rationale behind theories of mergers – synergy – meaning types - operating, financial and managerial synergy – creation of synergy - value creation in horizontal, vertical and conglomerate mergers - factors internal and external factors -contributing to Mergers and Acquisitions.**

**Mode of delivery:Lecture Mode /PPT –Various theories of Mergers and acquisitions/Synergy Effect/Value Creation Problems /Numerical**

**Corporate restructuring –and what are the different methods of restructuring - Explain Differentiate between sell off / spin off/ divestitures /equity carve out – How leveraged buy outs (LBO) are different from management buy outs? What is an employee stock ownership plans (ESOP)**

**Mode of delivery:Lecture Mode /PPT Problems/Numerical**

**initiate and close the Merger deal - Dynamics of M&A process - Five-stage model – due diligence - Process of merger integration – organizational and human aspects – managerial challenges of M & A – Takeovers – types - hostile takeover approaches - anti takeover defenses - Financial defensive measures – Coercive offers and defense – anti-takeover amendments – Define poison pill**

**Mode of delivery:Lecture Mode /PPT –Numerical**

**Approches to valuation -discounted cash flow valuation – relative valuation – valuation of operating and financial synergy - valuing corporate control – valuing of LBO - Methods of financing mergers -Cash offer, share exchange ratio – Explain how the mergers are viewed as a capital budgeting decision**

**Mode of delivery:Lecture Mode /PPT – Problems/Numerical**

Accounting for amalgamation – pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956 with regard to accounting for amalgamation – Legal and regulatory frame work of M & A under the provisions of companies’ act 1956 and Indian Income Tax act 1961 – guidelines given by SEBI with regard to takeover

Mode of delivery:Lecture Mode /PPT – Problems/Numerical

## REFERENCES

1. Kamal Ghosh Ray, “*Mergers and Acquisitions*”, Strategy, valuation and integration” Prentice Hall of India – 2011.
2. Fred J. Weston, Kwang Chung S., and Susan Hoag E., “Mergers, Restructuring, and Corporate Control” - Prentice Hall of India, New Delhi – 2010.
3. Dt.Girish P Jakhotiya, “*Strategic Financial Management*” — Vikas Publishing House Pvt. Ltd. New Delhi, 2<sup>nd</sup> Edition – 2012.
4. Pandey I M, “*Financial Management*”– Vikas Publishing House Pvt. Ltd. New Delhi 10th Edition – 2011.

MB 15F09	CORPORATE TAX MANAGEMENT	L	T	P	C
		2	2	0	3

## COURSE RATIONALE:

Shareholders’ wealth maximization being the basic objective of any finance manager, one of the ways of achieving this objective is tax planning. A finance manager has to carefully evaluate the tax implications in his investment, financing and fund utilization decisions. This course is aimed to equip the participants with the relevant provisions of the Companies Act, and the Income Tax act to enable them to take advantage of tax provisions in their financial decisions.

## COURSE OBJECTIVE:

On completion of the course, the learner should be able to

1. Apply the provisions of the Income tax Act relating corporate, partnerships and sole proprietorship firms.
2. Evaluate the tax implications on investment decisions- tax advantage on replacements of assets.
3. Comment on the most suitable financing option.



#### **4. Plan for filing returns using relevant provisions relating to tax deductions.**

**Direct Taxation – meaning – methods - benefits derived by Direct Taxation to Indian Society - Direct Tax as distinct from a tax imposed upon a transaction – differentiation of Direct Tax from Sale Tax - Reduction in inequalities – differences between Direct Tax and Indirect Tax – features of good tax system to serve the developmental need of developing countries – – exemption in Income tax – tax avoidance**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Corporate Tax – meaning - differences between company tax and corporatetax - corporate tax is needed - taxable income in corporate tax – exemption in corporate taxation- Non-income taxes - partnership taxation- difference in Income tax on Individuals and Sole proprietors - differed Income tax of a company - Corporate Income Tax Provision: Forms 10-K and 10-Q.**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Setting -off expenses - impact of carry forward losses in computation of corporate tax - TDS - TDS on contract workers - TDS on individual services engaged by a corporate - provision of Tax is being planned for replacement of existing asset - TDS liability of the Employer - Form 16 A - 24 Q for TDS to Government –**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Capital profit - exempted limit for individual Income - Income Tax Rates/Slabs for Assessment Year 2013-14 (FY 2012-13) - Calculation of tax to be paid for Taxable income of Rs.8,20,000(FY 2012-13) - maximum limit of savings under Sec 80c - In housing property under loan – exemptions in Income tax - Maximum limit of Education expenses exempted from Income tax - Mutual Funds/ULIP dropped from 80C deductions : Income from equity-oriented mutual funds or ULIP shall be subject to tax @ 5% - features of Direct Tax**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Indirect Tax - difference between Direct Tax and Indirect Tax - Indirect Taxes – customs duty- Duty paid Goods - Baggage duty in customs - present custom duty types in India – Octroi - Duty Draw back - refund of customs duty will be claimed**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**REFERENCES**

1. Vinoth Singania, “*Corporate Tax*”– Taxman –, 2012.
2. Daley V.S., “*Indirect Taxes Law and Practice*”, 2012.
3. *Income Tax guidance and Ready Reckoner* 2012.
4. Mc graw hills “*Taxation of Individuals and Business entitles*”, 2012.
5. Singhana V.K., “*Corporate tax planning and Business Tax procedure with tax studies*”, 2011.

MB 15F10	FINANCIAL PRODUCTS MARKETING	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

This course is designed as an inter-disciplinary course and encourages students of both marketing and finance specializations to pursue. It is a mix of basic marketing principles and finance aimed basically to apply the marketing skills to market financial products. The basic rationale of this course is to bridge the gap between theory and practice and to apply the basic principles of marketing to market financial products.

**COURSE OBJECTIVES:**

On completion of the course, the learner should be able to

1. Appreciate how recent thinking in marketing and services marketing applies to financial services
2. Analyze how marketing theory underpins the marketing of financial services
3. Evaluate the financial products available in the global market
4. Relate the financial products to the Indian context and construct suitable deliverables
5. Be able to identify key issues for marketers of financial services

**Basic Concepts of Financial products – types of Financial products – viability of financial products in current economic scenario – Different types of Financial products Marketing – financial products focused to Indian customer – Different states of Introduction of financial products to customer – management of financial products – different stages of managing Financial**

**products – development Indian financial products- Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Concept of financial product Mix – 7 P's – 4 c's – Impact of marketing strategies in financial products development - CRM – CRM in Banking Industry – competition theory in Direct financial product marketing - steps in the relationship management process – Strategies in Relationship management process .**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Marketing Segmentation – financial product segmentation - profiling financial product segmentation - strategies involved in financial product segmentation - personal selling – impact of personal selling in Banking products - concept of corporate banking – Brief about corporate customer with reference to financial product - customer – banker relationship.**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Retailing – Retail banking – banking retail products and services – banking customers -types of retail banking services –retail banking strategies - Retail banking product differentiation - target marketing of Retail banking products – assurances in retail banking –assets classes of Retail banking**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Fixed income securities – types of borrowers – maturity end of Bond - inflation, Liquidity, and tax adjustment risk in securities – supranational and primary Market bonds - Stock in financial product – avenues of investments – recent trend in Investments.**

**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**REFERENCE**

- 1. Eric T.Bradlow, Keith E Niedermeier and Patti Williams – “Marketing for Financial Advisors” – ISBN: 9780071605144, 2009.**
- 2. Jeff Madura – “Personal Finance” – Pearson 3rd edition – 2010.**

<b>MB 15F11</b>	<b>PROJECT FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

### **COURSE RATIONALE:**

To provide necessary theoretical and conceptual tools for financial analyses and decision-making in relation to project finance. To provide a solid grounding in the techniques of project finance and the key issues in its practice by providing a balanced mix between technical readings and specialized case studies.

### **COURSE OBJECTIVE:**

On completion of the course, the learner should be able to

1. Describe the methods of identification and evaluation of project risks.
2. Identify the key risks from operational phase to completion phase.
3. Assess and forecast the probable external and internal causes of project failure.
4. Describe the project planning and control techniques like CPM, PERT.

**Project Financing – uses- advantages- prerequisites of project financing**  
**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Parties to project financing – contracts - consideration from the view point of project financing. - Regulatory body for project financing**  
**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Project risk - project formulation checklist - various phases of a project from planning to completion**  
**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Project feasibility analysis - capital budgeting - project evaluation - project planning and control exercise**  
**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Tools used for analyzing the feasibility of a project - project appraisal process - CPM and PERT.**  
**Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

### **REFERENCES**

1. Bhavesh Patel – *“Project Management, Financial Evaluation With Strategic Planning, Net Working And Control.”* Vikas Publishing House, New Delhi – 2<sup>nd</sup> Edition – 2010.

2. Prasanna Chandra, *“Financial Management Theory and Practice”* – Tata McGraw-Hill – New Delhi – 7<sup>th</sup> Edition – 2010.
3. Prasanna Chandra, *“Projects-Planning, Analysis, Selection, financing, Implementation and Review”* – Tata McGraw Hill – 2010.
4. Rajiv Srivastava, Anil Mishra, *“Financial Management”* Oxford University Press – 2010.

MB 15F12	PERSONAL FINANCE	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

This course is aimed at enabling the student understand the issues involved in planning finances and investments at a personal level, and to be in a position to provide advice on the issues.

**COURSE OBJECTIVE:**

On completion of the course, the learner should be able to

1. Develop money management skills.
2. Evaluate various investment opportunities available in the global financial markets.
3. Identify ways to increase net worth.
4. Apply the acquired knowledge to suggest investment avenues according to the risk profile of a person
5. Display the ability to prepare retirement plans for clients

Financial Planning Process along with Rewards – Planning Environment - Steps involved in Planning environment– Determinants of Time Value of Money - role played by time in financial decisions

Mode of Delivery – Lectures, GD, Brain Storming, Assignments/Numerical

Preparing cash budgets - Tax management - Principles of Income Tax - process involved in Computation of Taxable Income – Calculation of Rental Income – term Capital Gains- returns filing process – Tax planning- Wealth and Gift Tax –Mode of Delivery – Lectures, GD, Brain Storming, Assignments/Numerical

**Investment decisions- investment avenue – stocks- bonds – mutual funds – derivatives – real estate – Automobiles- Houses – Equated Monthly Installments - Lease or Buy – Housing Finance – Cost – Benefit Analysis – Mode of Delivery – Lectures, GD, Brain Storming, Assignments/Numerical**

**Savings plans of Commercial banks and Non-banking financial corporation - Alternate investments – gold – gems- antiques- art and artifacts- Reverse mortgage- benefits – Insurance planning – annuities, Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Reverse Mortgage Estate planning - – wills – trusts –estate taxes – portfolio construction – evaluation – risk-return relationship – wealth advisory roles – importance – recent trendsMode of Delivery – Lectures, GD, Brain Storming, Assignments**

**REFERENCES**

1. Gitman J and Michael D Joehnk, *“Personal Financial Planning”* Lawrence– Cengage – 12<sup>th</sup> edition – 2011.
2. *“Personal Financial Planning” Guide* Ernst and Young's, 2010.
3. Victor G Hallman and Jerry S Rosenbloom , *Personal Financial Planning*,6th Edition, McGraw Hill, 2011
4. Gaur V.P.& Narang D.B., *Income Tax- Law & Practice*, Kalyani Publishers, 2010.
5. Jeff Madura *“Personal Finance”* – Pearson 3<sup>rd</sup> edition 2010.

<b>MB 15F13</b>	<b>MANAGEMENT CONTROL SYSTEMS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

**COURSE RATIONALE:**

**This course is designed to expose the students to the strategic level of management. It gives an insight of the control mechanisms used by the higher**

levels of management in order to ensure effective realization of organization goals. The rationale of this course is to give students a broad understanding of the control process & reporting systems and their applications to real life business situations.

**COURSE OBJECTIVE:**

On completion of the course, the learner should be able to

1. Describe the processes through which control could be exercised
2. Evaluate the existing control systems
3. Facilitate the audit processes in an organization
4. Apply the knowledge earned on practical situations
5. Identify lacunae in the existing systems in an organization

**Organizational context of Managerial control system - Nature & Purpose of The Organizational Context of Managerial Control Systems. - Differentiate between the Formal Systems & the Informal Systems – Subsystems and the Components of Control Systems Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Use of Information Technology on Control Systems - phases in Designing the Control Process and Managerial Controls - Introduction – Schools of thoughts in control (contingency approach, Cybernetic Approach, Management control process approach) – designing Management Controls Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Hierarchy of the Control Process – Communication and Reporting Structures in the Control Systems. – Key Success Variables and Measures of Performance - Control Paradigm – Performance Indicators – EVA - Profitability measures - Design, Style and Culture of Control Systems - Managerial Styles and the Design of Control Systems – Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Corporate Culture and Control Systems – Customer-Focused Culture – Organization Structures for Adaptive - Different types of organization structures and control implications – Role of Controller in different organizational structures Mode of Delivery – Lectures, GD, Brain Storming, Assignments**

**Control Issues in the Multinational Corporation –Cultural differences and resulting structural design problems –Transfer Pricing –Foreign Exchanges Management - Management Control in Non-Profit Institutions - The Mission of Non-Profits institutions – Key Success Factors & Performance Measures – Management Style and Culture – Formal Control Processes Management Control in Service Organizations – Cost Audit.**  
**Modes of delivery: Lecture notes, Group discussions, Guest lectures, Assignments, Presentations, etc.**

**REFERENCES**

1. Kenneth Merchant, *“Management Control Systems Performance Measurement, Evaluation and Incentives”*, 3rd edition, Wim Van der Stede, ISBN13: 9780273737612, ISBN10: 0273737619, Pearson, Sep 2011.
2. Anthony and Govindarajan *“Management Control Systems”* Tata McGraw Hill, 2010.
3. Joseph A Maciariello & Calvin J Kirby *“Management Control Systems: Using Adaptive Systems to Attain Control”* – 2<sup>nd</sup> edition - Prentice-Hall, India,2010.

**HUMAN RESOURCE**

<b>MB 15H01</b>	<b>International Human Resource Management</b>
<b>MB 15H02</b>	<b>Creativity And Innovation</b>
<b>MB 15H03</b>	<b>Training And Development</b>
<b>MB 15H04</b>	<b>Knowledge Management</b>
<b>MB 15H05</b>	<b>Industrial Psychology</b>
<b>MB 15H06</b>	<b>Employee Engagement</b>
<b>MB 15H07</b>	<b>Industrial Relations</b>
<b>MB 15H08</b>	<b>Competency Mapping</b>
<b>MB 15H09</b>	<b>Organizational Change and Development</b>
<b>MB 15H10</b>	<b>Leadership</b>

<b>MB 15H01</b>	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

**COURSE RATIONALE:**



**International HRM builds on the foundations of human resource management ideas, by considering what the HRM concept actually means in different countries around the world. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and diverse risks.**

### **COURSE OBJECTIVE**

**By the end of the course, learners would have gained an insight into:**

- 1. The diversity of HRM in an international context and the key HR challenges facing organizations working internationally;**
- 2. Cross-cultural management: the impact of national culture on how individuals react to HR interventions in different countries;**
- 3. Comparative HRM: the impact of national institutions and systems on designing HR policies and practices in different countries;**
- 4. The impact of internationalization on the role of HR professionals in multinational organizations**

**International Human Resource Management – Nature and Scope – IHRM vs Domestic HRM – IHRM strategies – Globalization and HRM – Stages in Internationalization of Business – IHRM Approaches – Cross Cultural Implications – Culture and Organization Performance**

**International Staffing: International Recruitment - Selection, Training and Development Training Strategies – Expatriate Training – Cross Cultural Training – Training for Competitive Advantage**

**Performance Management in International Organizations – Variables influencing performance of expatriate**

**International Compensation management – Variables influencing Compensation – issues in compensation**

**Repatriation – Concept – Benefits from Returnees – Challenges of Re-entry – Repatriation process – Managing Repatriation - International Industrial Relations – Nature and Approach**

### **REFERENCES**

- 1. Aswathappa K. & Sadhna Desh, “*International HRM*”, Tata McGraw Hill, 2011.**

2. Monir H Tayeb, *“International Human Resource Management”*, Oxford University Press, 2011.
3. S.C. Gupta, *“International HRM”*, Mac Millan, 2011.
4. Peter J. Dowling, Denise E. Welch, *“International HRM”*, Thomson Learning, 2011.
5. Tony Edwards, Chris Rees, *“International Human Resource Management”*, Person Education, 2011
6. PL Rao, *“International Human Resource Management”*, Excel Books, 2011.

MB 15H02	CREATIVITY AND INNOVATION	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The dynamic business environment necessitates the adoption of creativity and innovation in order to gain a competitive advantage. The course uses interesting and interactive hands-on activities to stimulate innovation. Learners will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of innovation.

**COURSE OBJECTIVE:**

At the end of this course, learners will:

1. Understand building blocks of innovation
2. Be familiar with processes and methods of creative problem solving
3. Enhance their creative and innovative thinking skills
4. Be familiar with creative and innovative thinking styles

Understanding Creativity – elements – Body and mind as roots of human creativity -attributes of creative individuals

Cultivation of creativity: convergent thinking – divergent thinking - Forced Relationship - Recognizing and avoiding mental blocks

Generation of creative ideas is individual – PMI, Thinking Hats methods – redefinition techniques – Random stimulus

**Generation of creative ideas in groups – Brainstorming/Brain-writing, reverse brain storming – synectics - Morphological Method - Attribute Listing – lateral thinking - lateral vs. vertical thinking – Attitudes towards lateral thinking – Basic nature of lateral thinking**

**Blocks to creativity – Fears and Disabilities – strategies for unblocking - Innovation – creativity vs. innovation – types of innovation - Strategies for Innovation**

**REFERENCES**

1. Pradip N Khandwalla , *“Lifelong Creativity”*, Tata Mc Graw Hill, 9<sup>th</sup> edition, 2011.
2. Rastogi N, *“Managing Creativity for Corporate Excellence*, Mac Millan Publications, 2011.
3. Constantine Andriopoulos, Patrick Dawson, *“Managing Change, Creativity and Innovation*, SAGE Publications Ltd, 2011.
4. Edward de Bono, *“Lateral Thinking”*, Penguin Publication, 2009.
5. Charles W *“Bytheway”*., FAST Creativity & Innovation, Cengage, 2013.

MB 15H03	TRAINING AND DEVELOPMENT	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**The increasing use of technology, the emphasis on blended approaches to training delivery, team task analysis, just-in-time learning, rapid e-learning, new approaches to training evaluation and improving the transfer of training are just a few examples of the exciting things that have been happening in the training and development field. This course, Training and Development reflects these changes.

**COURSE OBJECTIVE:**

**By the end of this course learners will be able to:**

1. Understand the concepts, principles and process of training and development

2. Develop an understanding of how to assess training needs and design training programmes in an Organisational setting
3. Familiarize with the levels, tools and techniques involved in evaluation of training effectiveness.
4. Develop an understanding on various non-training solutions to improve employee performance.

**Introduction to Employee Training and Development - Strategic Training - Designing Training - Needs Assessment - Learning: Theories and Program Design**

**Transfer of Training - Training Evaluation**

**Training and Development Methods - Traditional Training Methods**

**E-Learning and Use of Technology in Training - Employee Development  
Special Issues in Training and Employee Development - The Future of Training and Development**

**REFERENCES**

1. Raymond Noe, *“Employee Training & Development”*, Tata McGraw– Hill Publication, 2011.
2. Blanchard, *“Effective Training-Systems, Strategies and Practices”*, Pearson education, 2nd edition, 2011.
3. Rolf Lynton & Udai Pareek, *“Training for Organizational Transformation*,Sage Publications, New Delhi, 2011.
4. Dr. Ratan Reddy, *“Effective HR Training Development Strategy”*, HPH, 2005.
5. Mathews S., *“Designing and Managing a Training and Development Strategy*, Pearson, 2005.

MB 15H04	KNOWLEDGE MANAGEMENT	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

This course focuses on how knowledge is created, captured, represented, stored and reused so as to fully leverage the intellectual assets of a firm. The tools and techniques for knowledge acquisition, assessment, evaluation,

management, organization and dissemination are applied to business situations.

### **COURSE OBJECTIVE:**

After completing this course, learners should be able to:

1. Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
2. Appreciate the role and use of knowledge in organizations and institutions, and the typical obstacles that KM aims to overcome.
3. Know the core concepts, methods, techniques, and tools for computer support of knowledge management.
4. Understand how to apply and integrate appropriate components and functions of various knowledge management systems.
5. Be prepared for further study in knowledge generation, engineering, and transfer, and in the representation, organization, and exchange of knowledge.
6. Critically evaluate current trends in knowledge management and their manifestation in business and industry.

**Understanding Knowledge - Knowledge Management Systems Life Cycle**

**Knowledge Creation & Knowledge Architecture - Capturing Tacit Knowledge**

**Some Knowledge Capturing Techniques**

**Knowledge Codification - Transferring and Sharing Knowledge**

**Knowledge Transfer in E-World - Learning from Data - KM Tools and Knowledge Portals - Managing Knowledge Workers**

### **REFERENCES**

1. Elias M. Awad, Hassan M. Ghaziri, "*Knowledge Management*", Pearson Education Inc., Prentice Hall, 2011.
2. Amrit Tiwana, the KM Toolkit – Orchestrating IT, "*Strategy & Knowledge Platforms*", Pearson, PHI, 2nd Edition 2011.
3. Sudhir Warier, "*Knowledge Management*", Vikas publications, 2011.

4. Madanmohan Rao, *“Leading with Knowledge”*, Tata Mc-Graw Hill, 2011.
5. Sanjay Mohapatra, *Knowledge Management*, Macmillan, 2012.

MB 15H05	INDUSTRIAL PSYCHOLOGY	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The purpose of this course is for individuals to discover how psychological theories and research can be applied in organizational settings to improve individual, team, and organizational performance.

**COURSE OBJECTIVE:**

1. To increase understanding of the complicated systems of individual and group psychological processes involved in the world of work
2. To explain and evaluate the theories, research, and practices within the field of industrial psychology.
3. To connect the basic principles of Industrial / Organizational Psychology to Personnel and Human Resources management within organizations
4. To allow participants to explore ways in which individual career choices and work-life success can be improved through the benefits of I/O Psychology

**Introduction to Industrial Psychology – Definitions & Scope -Major influences on industrial Psychology**

**Scientific management and human relations schools Hawthorne Experiments**

**Individual in Workplace: Motivation and Job satisfaction, stress management-Organizational culture, Leadership & group dynamics**

**Work Environment & Engineering Psychology-fatigue - Boredom, accidents and safety**

**Job Analysis, Recruitment and Selection – Reliability & Validity of recruitment tests - Performance Management: Training & Development**

## REFERENCES

1. Narendar Singh, *“Industrial Psychology”*, Tata McGraw Hill, 2011.
2. Amit Abraham, *“General Psychology”*, Tata McGraw Hill, 2011.
3. Aamodt, M.G. *“Industrial/Organizational Psychology”*: An Applied Approach, Wadsworth/Thompson, 2007, 2011.
4. Landy & Conte *“Work in the 21st Century: An Introduction to Industrial and Organizational Psychology”*, 2007, 2011.
5. Aamodt Michael G., *“Industrial /Organizational Psychology”*, Cengage, 2012.

MB 15H06	EMPLOYEE ENGAGEMENT	L	T	P	C
		2	2	0	3

## COURSE RATIONALE:

In the continuously competitive landscape, companies must persist in attracting, motivating, and retaining the very best employees. Best-in-class organizations understand that employee engagement can be a competitive weapon in the ongoing war for talent. Course assists learners to understand that more than a human resource initiative, employee engagement is a talent management strategy that can drive performance outcomes, such as productivity, profitability, and return to shareholders.

## COURSE OBJECTIVE:

By the end of this course learners will:

1. Understand the concept of employee engagement and its role in the management of human capital
2. Know the business impact of employee engagement
3. Value tools for designing, implementing, and executing an engagement strategy
4. Encourage learners to think strategically about leveraging engagements for the achievement of business goals in their organizations.

## The Performance Management Process and Employee Engagement

**Understanding Performance Appraisal - Building a Climate of Trust**

**Setting Meaningful and Effective Goals - Meeting the Feedback Challenge - Recognizing Employee Performance - Learning about 360-Degree Feedback - Coaching for Success**

**Managing Employee and Team Learning and Development**

**Managing and Preventing Employee Burnout - A Closing Look at Performance Management and Employee Engagement**

**REFERENCES**

1. Edward Mone, Manuel London, *“Employee Engagement through Effective Performance Management”*, Tata McGraw– Hill Publication, 2011.
2. Prof.MishraB.N.,Pro.TripathyS.K., *“Employee Engagement and HR Initiatives*, Himalaya Publishing House, 2011.
3. Dr. RaoT V, *“Hurconomics for Talent Management”*, Pearson Publications, 2011.
4. Tim Clark, *“The Employee Engagement Mindset: The Six Drivers for Tapping into the Hidden Potential of Everyone in Your Company*, TMH, 2012.
5. Paul Marciano, *“Carrots and Sticks Don't Work”*, TMH, 2010

MB 15H07	INDUSTRIAL RELATIONS	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

**In the recent years there have been significant developments in industrial relations. This course provides the contextual and constitutional framework of**



**industrial relations law, explains the law relating to trade unions, collective bargaining, examines the law relating to regulation of industrial dispute, deals with relating to standing orders and grievance procedure.**

### **COURSE OBJECTIVE:**

**After completing this course, learners should be able to:**

- 1. Impart knowledge of the contents of the laws relating to Trade Union and Industrial Disputes.**
- 2. Interpret and apply these laws.**
- 3. Develop an understand the interaction pattern among labour, management and the State**
- 4. To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries.**

**Overview of Industrial Relations - Development of IR System in India - Labour-management Relations**

**Trade Unionism - Collective Bargaining - Employee Grievances**

**Employee Discipline - Industrial Conflict**

**Labour Welfare and Social Security - Workers' Participation in Management**

**India and International Labour Standards- Judicial activism, Alignment labour policy with economic policies and Industrialization Strategies - New Paradigms of Industrial Relations.**

### **REFERENCES**

- 1. Arun Monappa, "*Industrial Relations*", TMH, New Delhi, 2011.**
- 2. Venkataratnam, C.S., "*Industrial Relations*", Oxford University Press, 2011.**
- 3. Mamoria, Mamoria, Gankar, "*Dynamics of Industrial Relations*", Himalaya Publishing House, Mumbai, 2010**
- 4. Singh, B.D., "*Industrial Relations: Emerging Paradigms, Excel Books*", New Delhi, 2010.**
- 5. Sinha "*Industrial Relations, Trade Unions and Labour Legislation*", Pearson Education, 2009.**

MB 15H08	COMPETENCY MAPPING	L	T	P	C
		2	2	0	3

### **COURSE RATIONALE:**

Since the last few decades organizations are realizing that in order to maintain a competitive edge they need to understand and identify competencies which drive performance. They are now setting up processes that will enable them to not only assess competencies among employees, but also develop competencies in employees aiming to take up greater challenges and shouldering more responsibility.

### **COURSE OBJECTIVE:**

After the completion of the paper, learners should be able to:

1. Understand the fundamentals of Competency Mapping
2. Value its benefits and understand all that is involved in implementing competency mapping; and identify a cost effective way of implementing the whole process.
3. Have insights into assessment tools used for competency mapping.
4. Experience the process of Competency Mapping
5. Be aware of implementation pre-requisites and strategies

**Introduction to Competency Concept – Understanding Competencies - Components of competency**

**Competency Categories – Steps in Developing Competency Model**

**Competency Modeling - Assessment Centre - Assessment Centre Methods – Implementation of Assessment Centre**

**Individual Development Plan**

**Organizational Uses of Competency**

### **REFERENCES**

1. Sraban Mukherjee, *“Competency Mapping for Superior Results”*, Tata McGraw –Hill Education Pvt. Ltd., New Delhi, 2011.
2. Radha R Sharma, *“360 Degree feedback, Competency Mapping and Assessment Centers”*, Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2011.

3. Sanghi, Seema, *“The Handbook of Competency mapping, Response Books”*, New Delhi, 2011.
4. Ganesh Shermon, *“Competency Based HRM”*, TMH, 1st Edition, 2004.
5. Sahu R. K., *“Competency Mapping, Excel Books”*, 2009.

MB15H09	ORGANIZATIONAL CHANGE AND DEVELOPMENT	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

Organizational change refers to processes of growth, decline and transformation within the organization. It is imperative to study organizational change as changes at local and global level are pervasive and persistent.

**COURSE OBJECTIVE:**

The course is designed to help the learners develop as potential change agents and OD professionals. After completing this course learners should:

1. Be able to understand the theory and practice relating to the processes of organisation development and change.
2. Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organisations.
3. Gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

**Introduction – Planned Organisational Change – Foundations of OD – Organisational Diagnosis – Feedback and OD**

**OD Interventions: An Overview – Individual and Interpersonal Interventions**

**Team / Group Interventions – Intergroup Interventions - Comprehensive Interventions - Organisational Transformation**

**OD Consultant: Role, Skills and Dilemmas – Success and Failures of OD – Future of OD & New Perspectives**

**REFERENCES**

1. Radha R. Sharma, *“Change Management, Concepts and Applications*, TMH, 2011.
2. Nilkant V, Ramnarayan S, *“Managing Organizational Change”* - Response Books, 2011.
3. Palmer, Dunford, Akin, *“Managing Organizational Change”*, Tata Mc-Graw Hill, 2010.
4. Kavith Singh, *“Organization Change and Development, Excel Books”*, 2010.
5. Richard W. Woodman, William “A. Passmore, Abraham B. Rami Shani, *“Research in Organizational Change and Development”* Emerald Group Publishing, 2013.

MB 15H10	LEADERSHIP	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

Leadership indicates accountability, the ability to have a vision, develop and empower the team, enjoy the achievements of individuals in the team. Leadership has to be cultivated, nurtured and continuously exhibited. Holding this as the base, the course aims in understanding leadership, behaviour of a leader, leadership styles and leadership development in the international platform. Strong leaders build strong teams. Hence, this course also attempts to understand managing and building teams.

**COURSE OBJECTIVE:**

Upon successful completion of this course, learners will be able to:

1. Clearly articulate an understanding of setting vision and mission as a leader.
2. Identify and describe a various of theories of leadership
3. Learn to have an increased awareness of leadership skills within the context of their daily life.
4. Appreciate that effective leadership is a multi-faceted process.
5. Integrate learning styles with teamwork
6. Develop strategies for exhibiting global leadership skills.

**Strategic Leadership Vision and Mission – Contemporary Leadership Styles – Theories of Effective Leadership**

**Factors influencing Leadership Behaviour: Personality, Perception, Learning Styles, Emotional Intelligence, Cultural, Organizational and Situational Factors**

**Leadership Skills: Managing Power, Conflict, Problem Solving, Negotiation, Creativity**

**Managing Followers: Define Talent management, Describe Succession management, Career management – Coaching – Mentoring – Essentials of Building and Managing Teams, Team Effectiveness, Building trust, Team Development – Ginnett's Team Leadership Model**

**Developing Leadership: Global leadership and global career, IMD Programmes, Expatriate, Performance Management, Repatriation – International Leadership Competencies.**

#### **REFERENCES**

1. Jan Carmichael, et.al. *“Leadership and Management Development”*, Oxford Publications, 2011.
2. Uday Kumar Haldar, *“Leadership and Team Building”*, Oxford Publications, 2011.
3. Chandra Mohan, *“Leadership and Management”*, Himalaya Publishing House, 2007.
4. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, *“Leadership: enhancing the lessons of Experience”*, McGraw –Hill Publication, 6<sup>th</sup> Edition, 2011.
5. Rao T.V., Charu Sharma, *“100 Managers in Action”*, McGraw- Hill Publication, 2012.
6. Bonnie T Yarbrough, *“Leading groups & Team, Cengage learning”*, New Delhi, 2011.

## MARKETING

MB 15M01	Integrated Marketing Communication
MB 15M02	Product Management
MB 15M03	Consumer behavior
MB 15M04	Services Marketing
MB 15M05	Sales Management
MB 15M06	Pricing Decisions
MB 15M07	Rural marketing
MB 15M08	Social Media Marketing
MB 15M09	Relationship Marketing
MB 15M10	Institutional Marketing
MB 15M11	Green Marketing
MB 15M12	New Venture Creation
MB 15M13	Marketing Research

MB15M01	INTEGRATED MARKETING COMMUNICATION	L	T	P	C
		2	2	0	3

### **COURSE RATIONALE:**

The purpose of learning this course is to expose the students to the realms of Marketing communication vis-à-vis advertising, sales promotion and direct marketing. This course gives a focus to design the promotional mix offered to customers.

### **COURSE OBJECTIVES:**

At the end of this course on Integrated Marketing Communication the learner will be able to:

1. Identify the communication mix
2. Integrate consumer behaviour with marketing communication
3. Differentiate advertising and sales promotion tools
4. Evaluate the effectiveness of advertising message and measure media reach and favorability
5. Prepare ad copy and propose a budget for ad campaign
6. Understand the operations of advertising agency
7. Gain insights in the role of Public relations, direct marketing mix and Event management

8. Observe the social implications of advertising and code of conduct.
9. Develop the nuances of effective integrated communication

**Integrated Marketing Communication- Concept, Process, Communication Mix, IMC plans- Consumer Behaviour and IMC Plan-Case studies**

**Sales promotion and advertising- Types, Techniques of Sales Promotion-Advertising- Objectives and Perspective: AIDA & DAGMAR- Classification & Functions of advertising-Advertising Media- Media Types and Media mix-Media Selection, Planning and Strategy- Case studies**

**Creativity in Advertising- Concept of Copy, Theme and Appeal- Copy Writing and Copy Research- Message: Design and Evaluation-Advertising Appropriation- Factors influencing Advertising Budget- Methods of Advertising Budgeting-Advertising Business- Ad agency, Types, Functions, Selection-client relationship-Case studies**

**Other Media- Public Relations- Personal Selling- Online Marketing- Event management- Movies and Documentaries - Case studies**

**Social Implications of Advertising, Moral and Ethical Issues in Advertising-Case Studies**

**Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.**

## **REFERENCES**

1. Clow & Baack, "*Integrated Advertising, Promotion and Marketing Communication*", 4<sup>th</sup> Edition, Pearson Education India. 2012.
2. Terence A. Shimp, "*Integrated Marketing Communication in Advertising and Promotion*" 8<sup>th</sup> Edition, , Cengage Learning, 2010.
3. George E. Belch, Michael A Belch, & Keyoor Purani, "*Advertising and Promotion- An Integrated Marketing Communications Perspective*", 7<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd. 2010.
4. Dr. Niraj Kumar, "*Integrated Marketing Communication*", Himalaya Publishing House, 2009.

5. **Chris Hackley** *“Advertising and Promotion- An Integrated Marketing Communications Approach”* 2<sup>nd</sup> Edition, , Sage Publishers. 2010.



MB 15M02	PRODUCT MANAGEMENT	L	T	P	C
		2	2	0	3

### **COURSE RATIONALE**

The Purpose of this course on Product Management is to provide the learner with a strong foundation on concepts to enable Understand, develop, build, measure, analyze and manage brands and product categories for any enterprise.

### **COURSE OBJECTIVES**

After this course on Product management the learner will be able to:

1. Learn what is product mix
2. Classify products
3. Design the marketing plan
4. Strategize product offers over its life cycle stages
5. Do competitor analysis
6. Forecast market and sales potential
7. Learn new product development process
8. Understand consumer needs
9. Set & Measure marketing metrics
10. Understand, develop, build, measure, analyze and manage brands and product categories.

**Product management basics-What is a product- Levels of product-Classification –Product mix, Defining competitive set, Category attractiveness analysis, Competitor analysis, Customer analysis -Elements of product strategy over life cycle.**

**Marketing strategy decisions of pricing - advertising - promotion - channel-Brand extensions- New Product development.**

**Branding- Can anything be Branded-Strategic brand Management process-Brandelements (Criteria and option) - Building a strong brand - Brand equity-Secondary Brand Associations -Identifying and establishing brand positioning-positioning guidelines.**

**Integrated marketing communications and program to build brand equity-Brand leveraging-Brand equity management system-Qualitative and Quantitative techniques for measuring brand equity- Brand architecture -The Brand product Matrix- Brand Hierarchy-Designing a Brand Strategy – Corporate Branding**

**Reinforcing Brands-Revitalizing Brands- Rebranding -Retiring Brands- Adjustments to Brand port folios.**

**Delivery Mode:** The course is offered through a combination of:

- 1. Seminars by Faculty [supported by learners readings]**
- 2. Class Exercises based on Product and Brand Management problems**
- 3. Case Analysis**
- 4. Brand Audit Projects**

**These four streams of learning form an integrated process. The seminar shall focus on core concepts and tools and prevalent practices in Industry and Academics. The Class Exercises [mostly based on Indian caselets, Case Analysis and Brand Audit Project are very much based on the content of Seminars and Readings.**

**REFERENCES**

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- 2. Donald R.Lehmann & Russell S. Winer “*Product Management*”,4th edition McGrawHill Series in Marketing,2004.**
- 3. Kevin Lane Keller, “*Best Practice Cases in Branding: Lessons from the World’s StrongestBrands*”3rd edition, Pearson, 2011.**
- 4. Kapeferer, “*Strategic Brand Management*”4th edition, Paperback.**
- 5. David Aaker, “*Building Strong Brands*”Free Press 1995.**

<b>MB 15M03</b>	<b>CONSUMER BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

**COURSE RATIONALE:**

**The purpose of learning this course is to expose the students to the mindset of consumers and their buying behaviour. This subject helps them to psyche the**

consumers mind as to what motivates them to buy, and answer the questions like, who, what, when, how, how much, where and for whom.

### **COURSE OBJECTIVES:**

After studying this course learners will be able to:

1. Develop the skills to Map the consumer's mind set
2. Know, how consumer behaviour models illustrate the buyer's behaviour
3. Distinguish between internal and external factors influencing buyer behaviour
4. Explain the influence of motivation, perception, personality, attitude, learning an self-image and Life styles
5. Understand how family, reference group, socio-cultural and opinion leadership influences buying behaviour
6. Explain buying decision process
7. Expose to emerging issues in buying behaviour.

**Concepts–Significance–DimensionsofConsumerBehavior–Applicationof knowledge of Consumer Behaviourinmarketingdecisions-- Case Studies**

**Industrial and individual consumer behaviormodels - Howard- Sheth, Engel – Kollat, Webstar andwindConsumerBehaviorModels–Implicationsofthemodelson M arketng decisions-Case Studies**

**Psychological Influences on consumer behavior –Psychographics-Consumer Motives- motivation – perception – personality LearningandAttitude-SelfImageandLifestyles–Consumer expectationandsatisfaction - Case Studies**

**Socio-Cultural,CrossCulture-Familygroup–Referencegroup–Communication-Influences onConsumerbehavior, Highandlowinvolvement-Pre-purchaseandpost-purchasebehavior- Case Studies**

**Onlineand offline purchase decisionprocess–DiffusionofInnovation–ManagingDissonance -EmergingIssues– Case Studies.**

**Delivery mode: The course is discussed through a combination of Lectures - Case studies- Presentations, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships**

### **REFERENCES**

1. Michael Solomon *“Consumer Behaviour”*, 9<sup>th</sup> Edition, PHI Learning

- Private Ltd.
2. Leon G. Schiffman and Leslie Lasar Kanuk, “Consumer Behaviour”, 10 Edition, Pearson Education, India, 2012.
  3. David L. Loudon and Albert J. Della Bitta, “Consumer Behavior” McGraw Hill, New Delhi 2010.
  4. Hawkins “Consumer Behaviour- Building Marketing Strategy”, 11<sup>th</sup> Edition, Tata McGraw Hill Pvt. Ltd. 2011.

MB 15M04	SERVICES MARKETING	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The purpose of learning this course is to expose the learners to the evolution and growth of services marketing sector which is a dominant player besides products marketing. The learners will develop the knowledge of services market, to design marketing strategies to be offered to major service sectors like Health care, Hospitality, Tourism, Logistics, Educational and Entertainment Industries.

**COURSE OBJECTIVES:**

- After studying this course on Services Marketing the learner will be able to:
- Define service economy, nature and scope of services sector
  - Develop and design marketing strategies
  - Classify services, Project service life cycle
  - Develop, Position, price and deliver services
  - Measure service quality gaps
  - Set strategies for wide choice of service sectors.

**Definition– Service Economy–Evolution and growth of services sector– Nature and Scope–Unique characteristics- Challenges and issues-Case studies**

**Assessing service market potential- Classification of services– Expanded marketing mix– Environment and trends–**

## Market segmentation, targeting and positioning-Case studies

Service Life Cycle–New service development–Service Blue Printing–  
GAP’s model of service quality–Measuring service quality–SERVQUAL–  
Service Quality function development-- Case studies

Positioning of services–Designing service delivery System, Service Channel–  
Pricing of services, methods–Service marketing triangle-  
Integrated Service marketing communication -Case studies  
Service Marketing Strategies for health – Hospitality – Tourism – Financial –  
Logistics - Educational -  
Entertainment & public utility information technique Services–case studies  
Delivery mode: The Course is discussed through a combination of Lectures -  
Case Studies- Presentations, Industry visits, Field visits- Discussions and  
Debates - Assignments-Mini Projects-Experiential Learning through  
Internships.

## REFERENCES

1. Christopher Lovelock and Jochen Wirtz, “ *Services Marketing*” Pearson Education, New Delhi, 2004. H.
2. Valarie Zeithaml et al, “*Services Marketing*”, 5<sup>th</sup> Edition, Tata McGraw Hill Pvt. Ltd., 2010.
3. Hoffman, “*Marketing of Services*” Cengage Learning, 1st Edition, 2010.
4. K. Douglas Hoffman et al, “*Essentials of Service Marketing, Concepts, Strategies and Cases*” 2<sup>nd</sup> Edition, Thomson Learning, 2010.
5. *Services Marketing*, 2<sup>nd</sup> Edition, Verma, Pearson Education India. 2012.

MB 15M05	SALES MANAGEMENT	L	T	P	C
		2	2	0	3

## COURSE RATIONALE:

The purpose of learning this course is to expose the students to nuances of Salesmanship and train them to face the grueling maneuvers of selling. The students would learn the techniques of selling besides gaining hands on

training on forecasting. This course exposes them to the banalities of hardcore sales job.

**COURSE OBJECTIVES:**

After studying this course on Sales Management the learners will be able to:

1. Develop the selling skills
2. Differentiate different techniques of selling
3. Forecast sales, and predict market potential
4. Understand the functions of a salesman's job
5. Get an idea about the compensation plans in this profession
6. Get trained on-the-job and off-the-job
7. Prepare sales budget and delineate sales territories

**Evolution of the Sales Management -Concepts - Objectives - Types of Personal Selling Objectives.**

**Market Potential, Sales Potential, and Sales Forecast - Analyzing Market Potential-Market Indexes - Sales Forecasting Methods - Determining Sales-Related Marketing Policies-Case studies.**

**Nature of Sales Management positions - Functions of Sales Executives - Qualities of Effective Sales Executives - Relationship with Top Management, Managers of other Marketing Activities - Compensation Patterns for Sales Executives - Compensation Plan - Types of Compensation Plans - Requirements of a Good Sales Compensation Plan - Devising a Sales Compensation Plan - Fringe Benefits. Personnel Management in the Selling Field: Sales Force Management-Job Analysis-Job Description, Organization for Recruiting and Selection-Case Studies.**

**Purpose of Sales Organization - Setting up Sales Organization - Basic types of Sales Organizational Structures - Selecting Sales Personnel. Building Sales Training Programs - Defining Training Aims - Deciding Training Content - Selecting Training Methods - Organization for Sales Training - Evaluating Sales Training Programs -Case Studies**

**The Sales Budget: Purpose of the Sales Budget - Form and Content - Budgetary Procedure - Quotas: Objectives in using Quotas - Types of Quotas and Quota Setting Procedures - Sales Territories: Sales Territory Concept -**

## Reasons for Establishing Sales Territories - Procedures for Setting up Sales Territories-Case Studies

**Delivery mode:** The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

### REFERENCE

1. Cundiff & Still, “*Sales Management Decisions, Strategies and Cases*”, 5<sup>th</sup> Edition, Pearson Education India, 2011.
2. Krishna Havaladar,Vasant Cavale, “*Sales and Distribution Management*” Tata McGrawHill,2011.
3. Spiro, “*Management of a sales Force*”, 11<sup>th</sup> Edition, Tata McGraw Hill India Ltd, 2003.
4. Kapoor, “*Fundamentals of Sales Management*”, Macmillan Publishers India Ltd, 2005.
5. Pradip Kumar Mallik, “*Sales Management*”, Oxford University Process, 2011.
6. Miller, “*Proactive Sales Management: How to lead, Motivate, and stay ahead of the Game*”, 2009.

MB 15M06	PRICING DECISIONS	L	T	P	C
		2	2	0	3

### COURSE RATIONALE:

The purpose of learning this course is to provide an in depth understanding of Pricing a product or service in the competitive scenario. Pricing is a potential tool of Marketing to enhance the shareholders wealth. This course will enable the learner understand concepts, strategic pricing methods and evolve skills to structure pricing for optimal benefits in varied market situations.

## **COURSE OBJECTIVES:**

**After this course on Pricing Decisions the learner will be able to:**

- 1. Analyze and apply various key concepts and tools to pricing and product planning and Management processes.**
- 2. Critically review the different methods of pricing and how appropriate pricing**
- 3. Strategies can be developed for different marketing situations**
- 4. Apply the Pricing effectively in the Marketing Mix**
- 5. Develop strategic pricing methods that derive value to win over the competition**
- 6. Understand misconceptions about pricing and its limitations**

### **Introduction to Pricing**

**Strategic importance and role of pricing; pricing objectives and their relationship with overall business objectives- Key considerations in developing a pricing strategy including cost, demand and competitive factors- Components of the Strategic pricing pyramid- Value creation, Price structure, Price and value communication, Pricing Policy and Price Level- Case Studies**

### **Value Creation and Value communication**

**Value creation- The role of value in Pricing- The Economic value of the Product - Economic Value Estimation (EVE)- Delivering the value based product to consumers- strategic importance's of EVE- Value based market segmentation -Advantages and disadvantages of the Value based pricing- Value communication- The four strategies in developing a value communication- Case Studies**

### **Price structure and Segmentation**

**Price metrics and pricing- How to create a good metric and manage the cost with metrics- Segmentation and pricing -Benefits of Segmentation by Buyer Identification, Purchase Location, Time of Purchase, Purchase Quantity, Product bundling, Tie Ins and Metering and Product Design-Importance of segmented pricing- Case Studies**

### **Pricing Method**



**Costs Analysis Pricing method: Role of Cost in pricing a product- Identifying relevant costs for making pricing decisions-? How cost structures influence pricing strategy-**

**Financial Analysis Pricing Method: Pricing for profit-maximization – Break-even sales analysis- Competition Pricing Method: Consideration of competitors pricing strategy- Understanding the Pricing Game, Price Wars, Reacting to the competition - Managing the competitors information and competing on price- Case Studies**

**Pricing Decision over Product Life cycle**

**Product life cycle-Understanding the product stage for pricing- How to price the innovated product, Pricing New Product for Growth, Pricing the established Product in Maturity Stage and Pricing a product in a market decline- Case Studies**

**Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.**

**REFERENCES**

1. Nagle, Thomas and Hogan, John, *“The Strategy and Tactics of Pricing: A Guide to Growing More Profitably”* Prentice Hall, 4th Edition, 2009.
2. Monroe, Kent, *“Pricing: Making Profitable Decisions”* McGraw-Hill, 3rd Edition, 2002.
3. Tim J. Smith, *“Pricing strategy: setting price levels, managing price discounts and establishing price structures”* South Western Cengage Learning, 2011.
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<b>MB 15M07</b>	<b>RURAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

### **COURSE RATIONALE:**

The purpose of learning this course is to expose the students to the dynamics of the rural market and give them the understanding of concepts, techniques and processes of rural Marketing.

### **COURSE OBJECTIVES:**

After studying this course on Rural Marketing the learner will be able to:

1. Gain awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
2. Familiarize with the specific problems related to sales in rural markets.
3. Understand the working of rural marketing institutions and agricultural products.
4. Strategize for pricing the products for rural market
5. Design marketing communication for the market
6. Assign channels and design distribution strategies
7. Contribute to the growth of rural market by opting to serve the market.
8. Develop Skills to aid, design, achieve and sustain rural market share.

**Rural Markets-Nature and Characteristics, evolution in India-Indian rural market profile- Products for Rural Markets-Comparative analysis of Rural and urban markets. Rural marketing Challenges and opportunities-case studies**

**Rural Marketing research- Consumer Behaviour-segmentation of rural market -New product development -Product life cycle and Rural Marketing Strategies-Case studies**

**Rural specific Pricing-Objectives, Process, Methods, strategies and policies-Case studies**

**Marketing communication- Nature of heterogeneous market communication – Media strategies for rural market –Communication process in rural market – Effective rural communication –Designing rural market message and special characteristics of rural advertising and promotion–Rural sales management-Special features of rural sales planning.-Case studies**

**Marketing channels and distribution strategies, logistics and support systems-Agricultural marketing- cooperative marketing, marketing of animal products-**

**Role of Financial Institutions and cooperative institutions in rural marketing-  
Case studies**

**Delivery mode:**The course is discussed through a combination of Lectures -  
Case Studies- Presentations, Field visits- Discussions and Debates -  
Assignments-Mini Projects-Experiential Learning through Internships.

**REFERENCES**

1. Balram Dogra, Karminder Ghuman, *“Rural Marketing”*Tata McGraw hill, 5th edition, 2010.
2. Krishnamacharyulu CSG, Lalitha Ramakrishnan, *“Cases in Rural marketing-an integrated approach”* Pearson Publishing India, 2013.
3. Kashyap , *“Rural Marketing”*, 2<sup>nd</sup> Edition, Pearson ,2011.
4. Krishnamacharyulu CSG, Lalitha Ramakrishnan *“Rural Marketing: Text and Cases”* 2<sup>nd</sup> Edition, Pearson Publishing India, 2011.
5. Mathur U.C., *“Rural Marketing-Text and Cases”*,1st edition,Excel Books, 2008.
6. Rajagopal , *“Rural Marketing in India”*, , Renaissance, Delhi, 1989.
7. Barkar, J.W. *“Agricultural Marketing”*, Oxford University Press, New York, 1989.

MB 15M08	SOCIAL MEDIA MARKETING	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The purpose of learning this course is to expose the students to one of the evolving areas in marketing namely, Social Media marketing. It is a platform which is viral in communication spreads into the virtual self of everyone who has an online presence. This medium doubles as a communication spectrum for advertisers to capture the preying eyes of relentless surfers with marketing messages.

**COURSE OBJECTIVES:**

After this course on Social Media Marketing the learner will be able to:

1. Understand how to use social media for business
2. Know the different tools of social media
3. Know what is viral marketing
4. Advertising using social media as a platform
5. Audit effectiveness through Social media metrics

6. **Strategize the communication offer in social media**
7. **Develop Skills and Design effective SMM promotion presentations**

**Marketing Fundamentals-Fundamentals of Social Media marketing- RSS Feeds and Social Bookmarking- Conversational Marketing- Word of mouth communication and Social media marketing- Viral marketing-Measuring the viral marketing networks-Identifying Friends, fans and followers and their importance to Social media marketing- Blogs and Websites-Case Studies**

**Twitter techniques and tactics -Using Twitter as a research tool, LinkedIn + Brand-You -Ethics, Security, Privacy, and Policy- Video / Photo / Audio Sharing (YouTube, Flickr, Podcasting)- Social Networking - Facebook, White Label, Color, Other, Facebook for Business  
-Case Studies**

**Public Relations - The Social Media Release- Reputation Monitoring- Crisis Management-- Advertising in and with Social Media: Measuring ROI, the financial implications of advertising over social media - Customer satisfaction-Awareness-Measuring customer satisfaction over social media-measuring awareness over social media- Coupon Sites – Group on- Living Social-Benefits to Marketing-Case Studies**

**Other Location Based Services – Foursquare, Other , Pinterest- Mobile Social - Social Gaming- Virtual Currency- MeetUps- Wikis- Alternate Realities- Forums- Communities**

**Strategic Integration of Social Media into Marketing Plan- Final Social Media Marketing Promotion Presentations-Case Studies**

**Delivery mode:The course is taught through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.**

## **REFERENCES**

1. **Beverly Macy and Teri Thompson, “*The Power of Real-Time Social Media Marketing*” McGraw-Hill, 2010.**

2. Melissa S. Barker, Donald I. Barker, Nicholas F. Bormann, Krista E. Neher, *"Social Media Marketing: A Strategic Approach"*, 1st Edition, Paperback, 2013.
  3. Neal Schaffer, *"Maximizing LinkedIn for Sales and Social Media Marketing: An Unofficial, Practical Guide to Selling & Developing B2B Business on LinkedIn"*, Create Space, 2011.
  4. Chrish Treadaway & Mari Smith, *"Facebook Marketing: An Hour a Day"*-2<sup>nd</sup> ed., Sybex, 2012.
  5. Olivier Blanchard *"Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization"*, Que Publishing, 2011
  6. Erik Qualman, Socialnomics: *"How Social Media Transforms the Way We Live and Do Business"*, 2<sup>nd</sup> ed. , Wiley 2012
- B001VMMYW8 Scott Stratten, *"UnMarketing: Stop Marketing. Start Engaging"*, Wiley 2012

<b>MB 15M09</b>	<b>RELATIONSHIP MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

**COURSE RATIONALE:**

The purpose of learning this course is to expose the students on the importance of relationship marketing in the face of intense competition and information clutter from the businesses. This course lays the foundation for an in-depth understanding of how relationship marketing aids in sustaining the market share.

**COURSE OBJECTIVES:**

After studying this course on Relationship Marketing the learner will be able to:

1. Know the foundation of relationship marketing
2. Learn the role of Relationship Marketing in the consumer market
3. Understand the buyer- seller relationship
4. Understand the dynamics of relationship in mass markets
5. Decipher the role of Information technology in RM
6. Undertake profitability analysis.
7. Develop skills to aid and sustain market share through Relationship Marketing.

**Conceptual foundation of Relationship Marketing-evolution of relationship marketing- its significance in Indian context**

**Relationship marketing of Services vs. Relationship marketing in Consumer markets-Buyer seller relationships**

**Relationship marketing in Mass markets, relationship marketing and marketing strategy -Case Studies**

**Relationship marketing and distribution channelsCase Studies**

**Role of Information Technology in building, maintaining and enhancing relationships-**

**Customer profitability design and analysis- Case Studies**

**Delivery mode:**This course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

**REFERENCES**

1. Jagdish Sheth, Atul Parvatiyar, “*Handbook of Relationship Marketing*” Sage Publishing, 2000.
2. Mark Godson, “*Relationship Marketing*”, Oxford University Press, 2009.
3. Jagdish Sheth, Atul Parvatiyar, G Shainesh “*Customer relationship Management*”, Tata McGraw Hill 2001.
4. Steve Baron, Tony Conway, and Gary Warnaby, “*Relationship Marketing- A consumer Experience Approach*” Sage Publishers, 2010.
5. Biswas, “*Relationship Marketing: Concepts, Theories and Cases*”, PHI Learning Private Limited, 2011.

MB 15M10	INSTITUTIONAL MARKETING	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The purpose of learning this course is to expose the students to how Business to business marketing takes place, how they maintain their relationships, and what are the strategies they adopt to overcome competition.

**COURSE OBJECTIVES:**

After studying this course learners will be able to:

1. Understand perspectives of Business market
2. Distinguish business buyer from personal buyer
3. Describe the relationship between buyer and seller
4. Segment the business market
5. Estimate the demand among segments
6. Illustrate the new product development process
7. Manage the services in B2B markets
8. Know the role of channels
9. Find how important is supply chain management

10. Understand how industrial products are priced
11. Know the role of advertising, sales promotion and personal selling
12. Measure the performance of industrial selling.
13. Develop skills to evolve effective Marketing strategies to aid and sustain B2B market share

**Business marketing perspective- Organizational buyer- Buyer Behaviour- Business marketing and Consumer marketing- characteristics of Business buyer-Business products-Distinctive features of business buying- Organizational buying Process- external and internal influences on business buying-Case Studies**

**Strategies for customer relationship management for business markets: Segmenting & estimating segment demand- Strategic planning-Relationship marketing- Types-Nature of relationships -Managing buyer-seller relationship- Measuring customer profitability-Drivers of relationship marketing effectiveness-Methods of forecasting demand-Components of Business models-Strategic resources of business marketing - Case Studies**

**Managing products- Innovation & new product development- Managing services: Build a strong Business-to-Business brand-Product positioning- Technology adoption life cycle-Management of innovation-Steps in New product development- Delivering effective customer solutions-Business-service marketing-Service quality-Service packages -Case Studies**

**Managing channels- B2B in ecommerce platform & SCM- Pricing strategies: Business marketing channels-Costs of Logistics- B2B logistical management in ecommerce platform- Pricing in business marketing context- Pricing Business products across their life cycle-Competitive pricing tactics-Case Studies**

**Marketing Communications- advertising & sales promotion - Personal selling- Performance measurement:**

**Delivery mode:**The Course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.



## REFERENCES

1. Krishna Havaladar, *“Business Marketing: text and Cases”* 3<sup>rd</sup> Edition Tata McGraw Hill, 2010.
2. Michael D.Hutt, Thomas W.Speh, *“Business Marketing Management”*, Cengage Learning, 2012.
3. Ghosh P.K., *“Industrial Marketing”* Oxford University Press. 2005.
4. Anderson & Seshadri, *“Business Market management (B2B): Understanding Creating and Delivering value”*, 3<sup>rd</sup> Edition, Pearson Publishing. 2011.
5. Nick Ellis et.al. *“Business to Business Marketing”* Sage Publishers, 2011.

MB 15M11	GREEN MARKETING	L	T	P	C
		2	2	0	3

## COURSE RATIONALE:

The purpose of learning this course is to make the students aware of the imminent threat of depleting natural resources and the responsibility of businesses to be socially responsible with green products and practices for a sustainable future.

## COURSE OBJECTIVES:

After this course on Green Marketing the learner will be able to:

1. Comprehend and apply effective marketing techniques to clean energy economy businesses.
2. Develop a personal brand that drives demand for services.
3. Develop and implement a marketing strategy and plan.
4. Set up a professional website that generates quality leads that enhances products and services.
5. Present the value and benefits of green: alternative energy sources, energy efficiency, safe and non-toxic products, sustainable services, products and processes.
6. Develop skills in green Marketing practices

Introduction to green marketing-strategic green planning-environment and consumption -Green Product- Green Behaviour- the government’s role and the

**initiatives taken- Green, Is it a business opportunity? -Five shades of green consumers-Segmenting the green consumers, based on Green interest- Green consumer's motives-Buying strategies of green consumers-Case Studies**

**Green Marketing paradigm- Designing green products- A life cycle  
Approach:Life cycle strategies for sustainable product design-Case Studies**

**Innovate for Sustainability: eco-design to eco- innovation- Five strategies for eco- innovation-The challenges of communicating with sustainability- Fundamentals of green marketing- strategies of sustainable marketing communication.-Case Studies**

**Establishing Credibility- Partnering:  
Green wash- strategies for establishing credibility for sustainable branding of green products- Partnering for success-Case Studies**

**Sustainability Leaders addressing the new rules-Green marketing :A beginning or the new order of the day- Conclusion**

**Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.**

## **REFERENCES**

1. Jacquelyn Ottman-Berret *"The New Rules Of Green Marketing:Strategies,Tools,and Inspiration For Sustainable Branding"*, Koehler Publishers, 2011.
2. Jacquelyn A. Ottman,*"Green Marketing: Opportunity for Innovation"* 2nd edition, NTC Business Books, 1998.
3. John Grant ,*"The Green Marketing'Manifesto"* , Wiley, John & Sons, Incorporated August 31, 2009.
4. Joel Makower, *"Strategies for the Green Economy: Opportunities and Challenges in the New World of Business"*, McGraw-Hill, October 5, 2008.
5. Chris Arnold, *"Ethical Marketing and The New Consumer"* Wiley, 2009.
6. Richard Seireeni -,*"The Gort Cloud:The Invisible Force Powering Today's Most Visible Green Brands"* Chelsea Green Publishing, 2009.

7. Diane Martin and John Schouten *“Sustainable Marketing ”*, Prentice Hall, 2011.
8. Sigmund Wagner - Taylor & Francis , *“Understanding Green Consumer Behaviour”* 2007

MB 15M12	NEW VENTURE CREATION	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The course on New Venture Creation is designed to equip nascent entrepreneurs with the skills necessary to start a scalable business. It will help in analyzing the step wise process required for starting up the business.

**COURSE OBJECTIVES:**

After this course on new venture Creation the learner will be able to:

1. Enhance skills to create new ventures.
2. Understand creation and identification of opportunities
3. Understand the initiation process of starting a venture.
4. Develop a business model that generates strong revenue streams

**The Entrepreneurial mind :** The principles for achieving the entrepreneurial greatness - entrepreneurial reasoning ; entrepreneurial mind in action ; - analysis ; the role of role models ; Myths and Realities.

**Entrepreneurship – innovation, new venture formation – the process involved, Building an entrepreneurial society.**

**Identify Opportunity – demystifying entrepreneurship through creating, shaping, recognizing and seizing , screening venture opportunities.**

**Should there be Plan-B? The Business Plan – The entrepreneurial manager-How to attract the right talents in new venture and build the team- Personal ethics-The processes and procedures involved in the setting up of the venture-legal aspects.**

**Resource Requirements- Financing venture growth capital ; the deal – valuation , structure , negotiation, obtaining debt capital - Beyond start – up.**

**REFERENCES**

1. Jeffrey Timmons, Stephen Spinelli ; *“New Venture Creation: Entrepreneurship for 21<sup>st</sup> Century”*, McGraw-Hill Education, 2008.
2. MarcH.Meyer, Frederick G.Crane; *“New Venture Creation - An Innovator's Guide to Entrepreneurship”*,Second Edition, Sage Publications, Inc,January 2013.
3. Lisa K. Gundry, Jill R. Kickul *“Entrepreneurship Strategy: Changing Patterns in New Venture Creation, Growth, and Reinvention”*; Sage Publications, 2007.
4. Holt, David h. *“Entrepreneurship: New Venture Creation”*, PHI.
5. Guy Kawasaki , *“The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything”*, Published Sep2004 by Portfolio Hardcover

MB 15M13	MARKETING RESEARCH	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The purpose of learning this course is to equip the students with the skills of designing and implementing the marketing research programs across the spectrum of marketing function in order to introspect, perceive, plan & design methodologies, analyze and solve day to day problems of the organization with regard to their marketing function.

**COURSE OBJECTIVES:**

After studying this course on Marketing Research the learners will be able to:

1. Develop a research plan for execution.
2. Comprehend and apply effective marketing research techniques to solve day to day marketing problems.
3. Develop and implement a marketing research program for providing solution to the managerial decision making function.
4. Set up a professional methodology and analytical procedure to scientifically arrive at solutions for business queries.
5. Learn the value of scientific research for problem solving and decision making.

6. Present the findings and results for managerial action to gain competitive advantage and stay ahead of competition.

**Introduction-The Role of Marketing Research- The Marketing Research Process. The Human Side of Marketing Research: Organizational and Ethical Issues.**

**Designing Research Studies- Qualitative Research- Secondary Data Research in a Digital Age - Survey Research- Observation-Conducting Marketing Experiments.**

**Measurement- Measurement and Attitude Scaling- Questionnaire Design.**

**Sampling And Statistical Theory- Sampling Designs and Sampling Procedures- Reviewing Statistical Theory and Determining Sample Size.**

**Analysis And Reporting- Basic Data Analysis-Testing for Differences Between Groups and for Relationships Among Variables-Communicating Research Results**

**Delivery mode:**The course is discussed through a combination of Lectures- Case Studies- Presentations, Field work- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

## REFERENCES

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2. Harper W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc., “*Marketing Research – text and cases*“, All India Traveller Book Seller.
3. Raymond Kent “*Marketing Research – Measurement, Method and application*”, International Thomson Business Press.
4. William G. Zikmund, Barry J. Babin, “*Essentials of Marketing Research*”, International Edition, 5e, Cengage Learning
5. William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, “*Business Research Methods*”, International Edition, 9e, Cengage Learning

## OPERATIONS

<b>MB 15001</b>	<b>Quality Management</b>
<b>MB 15002</b>	<b>Resource Management Techniques</b>

<b>MB 15003</b>	<b>Six Sigma and Process Improvement</b>
<b>MB 15004</b>	<b>Production Planning &amp; Control</b>
<b>MB 15005</b>	<b>Service Management</b>
<b>MB 15006</b>	<b>Material Management</b>
<b>MB 15007</b>	<b>Supply Chain Management</b>
<b>MB 15008</b>	<b>Quality Management Systems</b>
<b>MB 15009</b>	<b>World Class Manufacturing</b>
<b>MB 15010</b>	<b>Lean Manufacturing</b>
<b>MB 15011</b>	<b>Entrepreneurial Decision Making</b>
<b>MB 15012</b>	<b>Management of Technology &amp; Innovation</b>

<b>MBA 15001</b>	<b>QUALITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

**COURSE RATIONALE:**

The purpose of learning this course on “Quality Management” is to make the learner understand that quality is linked to the present and future needs of the customer, the antidote to manage competition

**COURSE OBJECTIVES:**

After studying this course the learner will be able to understand the importance of quality management get an insight into the key principles and key elements of quality management and develop Quality as a Passion and a Habit.

**Quality Concepts – Quality Gurus**

**Delivery Mode: Lectures and Case Study**

**Leadership & Strategic Planning – QM Kite Marks**

**Delivery Mode: Lectures and Case Study**

**Quality Improvement Tools - Continuous Improvement – Benchmarking – Business Process Re-Engineering**

**Delivery Mode: Lectures and Case Study**

**Total Productive Maintenance – Customer Driven Quality**  
**Delivery Mode: Lectures and Case Study**

**Quality Management in services**  
**Delivery Mode: Lectures and Case Study**

**REFERENCES**

1. Poornima M. Charantimath, *“Total Quality Management”*, Pearson Education, 2011.
2. James R Evans, *“Quality Management”*, Cengage Learning India private limited 2010.
3. Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim, David M Levine, *“Quality Management”*, Tata McGraw Hill Limited, 2010.
4. Amitava Mitra, *“Fundamentals of Quality Control & Improvement”*, Wiley Publications, 2012.
5. Christine Avery & Diane Zabel, *“Quality Management Sourcebook”*, Routledge Publications, 2013.

MB 15002	RESOURCE MANAGEMENT TECHNIQUES	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The purpose of learning this course on Resource Management Techniques is to expose the students to the concepts and techniques of real life optimization problems in various industries.

**COURSE OBJECTIVES:**

After studying this course the learner will be able to understand the different types of decision making environment and the appropriate decision making approaches and tools to be used and to develop critical thinking and objective analysis of decision problems.

**Introduction – Linear programming – Model formulation – Graphical method – Simplex method11**

**Delivery Mode: Lectures, numerical problems, case studies**

**Transportation problem – Assignment Problem – Travelling Sales Man problem**

**Delivery Mode:** Lectures, numerical problems, case studies

**Network analysis – CPM – PERT – Crashing**

**Delivery Mode:** Lectures, numerical problems, case studies

**Game theory – Saddle point – Mixed strategy – Dominance rule – mx2 and 2xm games using graphical method.**

**Delivery Mode:** Lectures, numerical problems, case studies

**Simulation – Queuing and Inventory applications**

**Delivery Mode:** Lectures, numerical problems, case studies

**REFERENCES**

1. Sharma J.K., *“Operations Research”*, MacMillan India limited, 2012.
2. Pannerselvam R., *“Operations Research”*, Prentice Hall India Private Limited, 2011.
3. Jay E. Aronson & Stanley Zionts, *“Operations Research”*, Quorum Books, 2008.
4. Ravi Ravindran, *“Operations Research Methodologies”*, CRC Press, 2008.
5. Hamdy A. Taha, *“Operations Research”*, Pearson Education, 2009.

<b>MB 15003</b>	<b>SIX SIGMA AND PROCESS IMPROVEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

**COURSE RATIONALE:**

The purpose of learning this course on Six Sigma Process and Improvement is to enlighten the students on the thrust of manufacturing and service excellence through Six Sigma methodologies.

**COURSE OBJECTIVES:**

After studying this course the learner will be able to understand the principles of Six Sigma, Link Six Sigma with Business results & competitive advantage and Implement & sustain Six Sigma with focus on Organizational culture, Change Management and Enterprise Leadership.



**Foundations of Six Sigma – Quality Principles and Six Sigma – Competitive Advantage**

**Delivery mode: Lectures and Case study**

**Six Sigma metrics and measurement – DMAIC & DMADV methodology**

**Delivery mode: Lectures and Case study**

**Process measurement – Process metrics – Process capability**

**Delivery mode: Lectures, Case study and Minitab application**

**Tools for process analysis – Process improvement – Process control – Optimization & Verification**

**Delivery mode: Lectures, Case study and Minitab application**

**Implementation of Six Sigma**

**Delivery mode: Lectures and Case study**

**REFERENCES**

1. James R. Evans, *“Six Sigma and Process Improvement”*, Cengage Learning India Private Limited, 2009.
2. William Truscott: *“Continual improvement for business, Six Sigma”*, Butterworth – Heinemann, 2012.
3. Sandra L. Furterer, *“Lean Six Sigma in Service”*, CRC Press, 2009.
4. Roderick A. Munro, *“The certified Six Sigma Green Belt”*, ASQ Quality Press, 2008.
5. Ron Basu, *“Implementing Six Sigma and Lean”*, Butterworth – Heinemann, 2009.

MB 15004	PRODUCTION PLANNING AND CONTROL	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The purpose of learning this course on Production Planning and Control is to gain insight into production planning and its applications in control process at the shop floor in manufacturing organizations.

## **COURSE OBJECTIVES:**

After learning this course the learner will be able to familiarise with PPC Concepts, understand prioritization of work schedule, strategic nature of plant location, capacity planning, product planning and quality assurance aspects in relation to production planning and control.

**Introduction – Fundamental concepts – Functions – Material flow patterns – PPC in different production systems**

**Delivery mode: Lectures and Case study**

**Forecasting (Least Squares and Exponential Smoothing)**

**Delivery mode: Lectures and Numerical Problems**

**Capacity planning (System Capacity and System Efficiency) – Capacity requirement planning**

**Delivery mode: Lectures and Numerical Problems**

**Master production schedule (Material Requirement Planning–I) – Resource requirement planning**

**Delivery mode: Lectures and Numerical Problems**

**Shop floor planning and control (N Job 2 Machines, N Job 3 Machines, Gantt chart).**

**Delivery mode: Lectures and Numerical Problems**

## **REFERENCES**

1. Mukhopadhyay S.K., *“Production Planning and Control”*, Prentice Hall of India private limited, 2010.
2. John A.Buzacott & Hans Corsten, *“Production Planning and Control”*, Oldenbourg Verlag publishing, 2012.
3. Panneerselvam R.; *“Production & Operations Management”*, Prentice Hall India Private Limited, 2012.
4. Mahapatra; *“Operations Management”*; Prentice Hall India Private Limited; 2010.
5. Mukherjee P.N.; *“Operations Management and Productivity Techniques”*; Prentice Hall India Private Limited; 2009.

<b>MB 15005</b>	<b>SERVICES MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**COURSE RATIONALE:**

The purpose of learning this course on services management is to provide good exposure to manage the industries in the services sector from the operations management point of view.

**COURSE OBJECTIVES:**

At the end of the course on services management the learner will be able to appreciate the uniqueness of services management vis-a-vis the products, understand the emerging concepts and trends in services management and expose the learner to the global competitive environment and future trends in services management

**Introduction – Service and society – Nature, Scope, Characteristics and Classification of services**

**Delivery mode: Lectures and case study**

**Service encounter triad – Customer focus in service organizations**

**Delivery mode: Lectures and case study**

**Managing expectations and satisfaction of customers**

**Delivery mode: Lectures, case study and mini project**

**Service profit Chain – Growth and Globalization of services – Service Strategy and Technology**

**Delivery mode: Lectures and case study**

**Service Design and Development.**

**Delivery mode: Lectures and case study**

**REFERENCES**

1. Robert Johnston, “*Service Operation Management*”, Pearson Education Limited, 2008.
2. Fitz Simmons James, “*Service Management Operations & Strategy*”, McGraw Hill Publications, 2010.

3. Richard D. Metters, “*Successful Service Operations Management*, McGraw Hill, 2010.
4. Bart Van Looy, Paul Gemmel, Roland Van Dierdonck, “*Services Management: An integrated Approach*, Pearson Education Limited, 2013.
5. Jay A. Kandampully, “*Services Management*”, Pearson Education, 2010.

MB 15006	MATERIALS MANAGEMENT	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The purpose of learning this course on materials management is to make the learner understand that materials contribute to sixty percent of the cost of the product and thus the emphasis towards management of materials as a critical function in manufacturing.

**COURSE OBJECTIVES:**

After studying this course the learner will be able to understand whole range of functions of materials management, Importance of materials planning and get an insight on the nuances of purchasing and storage techniques

**Introduction – Integrated materials management – Codification of materials – Standardization of materials**

**Delivery mode: Lectures**

**Budgeting and Materials planning (Materials Budget) – Purchasing principles and methods**

**Delivery mode: Lectures**

**Vendor rating – Value analysis – Buyer Seller relationship – Legal aspects of purchasing**

**Delivery mode: Lectures, Numerical problems and case study**

**Stores Management principles – Stores Accounting techniques – Disposal of Scrap, Obsolete and Surplus items**

**Delivery mode: Lectures, Numerical problems and case study**

**Advanced inventory management**

**Delivery mode: Lectures and Numerical problems**

#### **REFERENCES**

1. Chitale A.K., *“Materials Management”*, Prentice Hall India Private Limited, 2011.
2. Dutta A.K., *“Materials Management”*, Prentice Hall India Private Limited, 2009.
3. Dr. Singh A.K., *“Materials Management”*, Laxmi Publications, 2008.
4. Rajendra Mishra, *“Materials Management”*, Excel Books, 2009.
5. Tony Arnold J.R., *“Introduction to Materials Management”*, Pearson Education, 2011.

<b>MB 15007</b>	<b>SUPPLY CHAIN MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

#### **COURSE RATIONALE:**

The purpose of learning this course on Supply Chain Management is to understand the challenges that are useful in developing and sustaining efficient and effective supply chains required by organizations in today's dynamic market place.

#### **COURSE OBJECTIVE:**

After studying this course the learner will be able to get an exposure in Supply Chain concepts and issues, understand the supply chain profiles and relationships and gain an insight into Managing Demand and Supply and build customer relationship chains

**SCM Overview – Global Dimensions of Supply Chain – Supply Chain Technology**

**Delivery Mode: Lectures and Case study**

**Demand Management – Customer Service – Transportation Management (Transshipment Problem)**

**Delivery Mode: Lectures, Numerical problems and Case study**

**Warehousing Decisions – Facility Location – Procurement – Operations**

**Delivery Mode: Lectures, Numerical problems and Case study**

**Managing Reverse Flow in Supply Chain**

**Delivery Mode: Lectures and Case study**

**Strategic Challenges and change for Supply Chains.**

**Delivery Mode: Lectures and Case study**

**REFERENCES**

1. John J. Coyle, *“Supply Chain Management”*, Cengage Learning India Private Limited 2009.
2. Janatshah, *“Supply Chain Management”*, Pearson Education India Private Limited, 2009.
3. Amit Sinha & Herbert Kotzab, *“Supply Chain Management”*, Tata McGraw Hill, 2011.
4. Surendra M.Gupta, *“Reverse Supply Chains: Issues and Analysis”*, CRC Press, 2013.
5. David Blanchard, *“Supply Chain Management Best Practices”*, Wiley Publications, 2010.

<b>MB 15008</b>	<b>QUALITY MANAGEMENT SYSTEMS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

**COURSE RATIONALE:**

The purpose of learning this course on quality management systems is to make the learner understand the need for developing, implementing and improving the effectiveness of quality management systems to enhance customer satisfaction in all manufacturing and service organizations.

**COURSE OBJECTIVE:**

After studying this course the learner will be able to appreciate the need and importance for quality management systems, understand the Certification

**Process and Quality Audit and identify the opportunity to serve as management representatives (MRs in ISO & TS certified Service and Manufacturing Organizations) subject to qualifying in the above certifications.**

**Introduction – Development of ISO 9001 Standards – Quality Management Principles**

**Delivery Mode: Lectures**

**Quality Management Systems – ISO 9001:2008 – Requirements – Documentation – Registration – Audit planning – Objectives – Planning and preparation**

**Delivery Mode: Lectures and case study**

**TS 16949:2002 – Requirements – Documentation – Registration – Audit planning – Objectives – Planning and preparation**

**Delivery Mode: Lectures and case study**

**Quality Auditors – Audit Checklist – Audit Process (Internal & External Audit) – Audit Summary – Most common Non-Conformities**

**Delivery Mode: Lectures and case study**

**Continual Improvement – Implementation**

**Delivery Mode: Lectures and case study**

**REFERENCES**

1. David Howler *“ISO9000 Quality System Handbook”*, Elsevier Publications, New Delhi, 2009.
2. *“Automotive Quality System Handbook”* 2<sup>nd</sup> Edition, Elsevier Publications, New Delhi.
3. Howard S. Gitlow, *“Quality Management Systems”*, CRC Press, 2008.
4. Charles A. Cianfrani, *“ISO 9001:2008 explained”*, ASQ Quality Press, 2009.
5. David John Seear, *“ISO 9001 Audit trail”*, Author House, 2012.

<b>MB 15009</b>	<b>WORLD CLASS MANUFACTURING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

## **COURSE RATIONALE:**

The purpose of learning this course on world class manufacturing is to make the learner understand the need and importance of Indian manufacturers to meet the challenges and readiness to move itself from a domestic to a world class global manufacturer status.

## **COURSE OBJECTIVES:**

After studying this course the learner will be able to understand the relevance and basics of World Class Manufacturing, the current Status of Indian Manufacturing scenario and design and develop a roadmap for world class manufacturing

**WCM – Information age competition – Gaining competitive advantage through WCM**

**Delivery Mode: Lectures and case study**

**Systems and Tools for WCM**

**Delivery Mode: Lectures and case study**

**WCM - the Indian Scenario**

**Delivery Mode: Lectures and case study**

**Implementing WCM Plan – Performance Management**

**Delivery Mode: Lectures and case study**

**HR Dimensions in WCM – WCM Strategy Formulation**

**Delivery Mode: Lectures and case study**

## **REFERENCES**

1. Sahay B.S., *“World Class Manufacturing”*, Macmillan India Limited, 2009.
2. Drennen D., *“Ladders to World Class Performance”*, Kogan Page, 2007.
3. Terry Hill, *“Manufacturing Strategy”*, Macmillan Press Limited, London, 2008.
4. Richard J. Schonberger, *“World Class Manufacturing”*, The free press, 2010.
5. Marek & Malcolm, *“Learning from World Class Manufacturers”*, Palgrave Macmillan, 2012.



MB 15010	LEAN MANUFACTURING	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The purpose of learning this course on Lean manufacturing is to gain an understanding on how Lean lines are designed to meet future demands of the market through scrap, rework and optimality.

**COURSE OBJECTIVES:**

After learning this course the learner will be able to understand how project managers accomplish their Lean factory transformation projects and gain an insight of consistent procedures and techniques that can be applied to implement Lean Manufacturing strategies.

**Introduction – Lean Manufacturing model – KANBAN methodology and Strategies**

**Delivery Mode: Lectures and case study**

**Continuing Evolution to Lean Manufacturing – Understanding products, process and demand in relation to Lean manufacturing**

**Delivery Mode: Lectures and case study**

**Line Layout and work station identification**

**Delivery Mode: Lectures and case study**

**Lean Implementation – Theme – Milestones – Checklist**

**Delivery Mode: Lectures and case study**

**Managing the Lean Manufacturing Line.**

**Delivery Mode: Lectures and case study**

**REFERENCES**

1. Dennis P. Hobbs, “*Lean Manufacturing Implementation*”, Cengage Learning India private limited 2009.
2. Sandra L. Furterer, “*Lean Six Sigma in Service*”, CRC Press, 2009.

3. Ron Basu, *“Implementing Six Sigma and Lean”*, Butterworth – Heinemann, 2009.
4. John W. Davis, *“Lean Manufacturing”*, Industrial Press INC, 2009.
5. John X. Wang, *“Lean Manufacturing: Business Bottom-Line based”*, CRC Press, 2010.
6. [www.jrosspub.com](http://www.jrosspub.com)

MB15011	ENTREPRENEURIALDECISION MAKING	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

This course will help the students to understand and evaluate the decisions of the entrepreneurs in the changing business scenario. It will give them the development of skills to undertake the decision making process.

**COURSE OBJECTIVES:**

After studying this course the learner will be able to understand the decision making processes of the entrepreneurs, the constraints involved in the decision making process and the environmental factors influence on the decision making process.

**Decision to become entrepreneur – Types of decisions undertaken by the entrepreneurs - Entrepreneurial decision making process - Pros and Cons of Entrepreneurship – Constraints**

**Delivery Mode: Lectures and Case Study**

**Mindset of an Entrepreneur – Factors influencing the decision making process – Various sorts of decision taken by an Entrepreneur**

**Delivery Mode: Lectures and Case Study**

**Functional decisions taken by the entrepreneur – Factors influencing plant location – Principles and types of plant layout - Financial and marketing decisions**

**Delivery Mode: Lectures and Case Study**

**Team building for a start-up organization - Selection process of personnel's for start-up organization – Decisions that have led to success of firms in the Indian subcontinent.**

**Delivery Mode: Lectures and Case Study**

**Evaluation of decisions made by the entrepreneurs at different parts of the world - Decisions that has failed taken by famous entrepreneurs**

**Delivery Mode: Lectures and Case Study**

**REFERENCES**

1. Mitchellette R.J., *“Entrepreneurial Decision Making, A Must-read for Every Aspiring Entrepreneur”*, Xlibris Corporation, 2008.
2. Patrick Alexander Maria Vermeulen Petru Lucian Curseu, *“Entrepreneurial Strategic Decision-Making”, A Cognitive Perspective:* Edward Elgar Publishing, Incorporated 2010.
3. Alan L. Carsrud, *“Understanding the Entrepreneurial Mind”*, Springer publications, 2009.
4. Benjamin V. Chatfield, *“Impact of Entrepreneurs decision making on start up success”*, Wiley Publications, 2008.
5. Robert D. Hisrich, *“Entrepreneurial Decision Making”*, Tata McGraw Hill Education, 2011.

<b>MB 15012</b>	<b>MANAGEMENT OF TECHNOLOGY AND INNOVATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

**COURSE RATIONALE:**

To understand the nature, significance, dimensions requirements, concepts, issues, themes, policies and structure of the management of technology.

**COURSE OBJECTIVE:**

After studying this course the learner will be able to understand the technology absorption, incremental innovation, research and development, technovation and technology fusion that dominate the contemporary world industry and gain an in-sight into the various forms and models of technology development.

**Technology as a driving force – Axes and Atlas of Technology – Strategic Management of Technology**

**Delivery Mode: Lectures and Case Study**

**Productivity and Incremental Innovation – Technology Absorption – Structure of World Class Manufacturing – Evaluation of Technological Investments**

**Delivery Mode: Lectures and Case Study**

**Product Development Cycle – Management of Technological Innovation – Technology Fusion and the new R&D – Core Competencies in Technology**

**Delivery Mode: Lectures and Case Study**

**Structural Imperatives of Technology Management – Building Organizational Culture – Organization as a laboratory for Learning**

**Delivery Mode: Lectures and Case Study**

**Requisites of National Technology Policy – Coping with Continuous Change – Spectrum of Technological Excellence – Methods of Coping with Uncertainty in Technovation**

**Delivery Mode: Lectures and Case Study**

## **REFERENCES**

1. Rastogi P.N., *“Management of Technology and Innovation”*, SAGE Publications Limited, 2009.
2. White & Bruton, *“Management of Technology and Innovation”*, Cengage Learning, 2010.
3. Frederick Betz, *“Managing technological innovation”*, Wiley Publications, 2011.
4. Narayanan V.K., *“Encyclopaedia of Technology and Innovation Management”*, Wiley Publications, 2010.
5. Robert & Roland, *“Managing Technology and Innovation”*, Routledge, 2010.

## SYSTEMS

MB 15S01	Master Data Management
MB 15S02	Information Security Management
MB 15S03	Cloud Computing Collaboration
MB 15S04	Information Storage and Management
MB 15S05	Business Data Communication
MB 15S06	Business Intelligence System
MB 15S07	Enterprise Resource Planning
MB 15S08	Software Project Management
MB 15S09	Database Management System
MB 15S10	Software Quality Engineering
MB 15S11	E-Business Technology and Management
MB 15S12	Object oriented analysis and Design
MB 15S13	Web technology Management
MB 15S14	C + + Programming

MB 15S01	MASTER DATA MANAGEMENT	L	T	P	C
		2	2	0	3

### COURSE RATIONALE:

This course on “Master Data Management” deals with top technology trends in the area of information Management. This is focused on new ways of structuring, choosing, understanding, integrating and disseminating information that is needed to run a business.

### COURSE OBJECTIVES:

At the end of the course, the student will equip themselves with the following concepts in Master Data Management and Data Governance.

1. Overview of Master Data Management
2. Market Drivers
3. Industry application of MDM
4. Components of MDM
5. Architecture of MDM
6. Security and identity Management
7. MDM vendors

**Introduction to Master Data Management - Market Drivers and key challenges  
– MDM Applications by industry**

**Architectural Considerations - Architecture classifications, concepts, principles and components - Data Management concerns – Entities – Hierarchies and Meta Data – MDM Services for entity and relationships resolution and hierarchy management – Master Data Modeling**

**Risk management for Master Data – Information security and Identity Management – Content protection Methods and tools – Enterprise security and Data visibility in MDM Environments**

**Project initiation – Entity Resolution Identification, Matching, Aggregation and Holistic view of the master objects – Data Synchronisation – Master data governance**

**MDM vendors and Products Landscape – MDM Guiding principles – MDM Market Trends and Directions**

**REFERENCE**

1. Alex Berson Larry Dubov, “Master Data Management and Governance”, Tata McGraw Hill Education Pvt, New Delhi, Edition 2011

<b>MB 15S02</b>	<b>INFORMATION SECURITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

**COURSE RATIONALE:**

This subject on “Information Security Management “covers the Business needs of information security, the legal, ethical & professional issues and the methods to provide security.

**COURSE OBJECTIVES:**

At the end of the course, the student will equip themselves with the following concepts and issues in information security Management

1. Need for security
2. Legal, Ethical and Professional issues in Information security
3. Risk Management

4. Planning for security and Security Technology
5. Information security maintenance

**Introduction to Information Security – critical characteristics of information – information system components – balancing information security and access – security system development life cycle - Business needs of security – Security professionals and organization**

**Business need of security – threats – attacks: malicious code, back doors, password crack, spoofing, man-in-the-middle, spam, sniffers, timing attack - Risk Management – risk identification – risk assessment – risk control strategies – selecting a risk control strategies – quantitative and qualitative risk control practices**

**Information security policy – EISP – ISSP – SysSP – ISO27000 series – NIST security model – IETF security model – Security education – Security training – Security awareness – Business impact analysis – Incident response planning – Disaster recovery planning – Business continuity planning**

**VPNs – Intrusion Detection – Access control – cryptography - Physical security – Implementation – Maintenance – ISO network management model – Monitoring external and internal – Planning and risk assessment**

**Law and ethics in information security – Relevant Indian laws – International laws and legal bodies – Ethical differences across culture – misuse of corporate resources – Codes of ethics and professional organization - Legal, ethical and Professional issues**

## **REFERENCES**

1. Dr. Micheal E. Whitman, Herbert J. Mattord, *“Principles and Practices of Information Security”* Cengage Learning Fourth Indian Reprint, 2010.
2. Charles P, Pfleeger, Shari Lawrence Pfleeger, *“Security in computing”*, Pearson, Fifth Impression, 2011.
3. Michael T. Simpson, *“Ethical Hacking and Network Defense”*, course technology, Language Learning, 2009.
4. Rajneesh Agarwal, Bharat Bhushan Tiwari, *“Data Communication and Computer Networks”*, VIKAS Publishing House Pvt Ltd, 2009.

5. William Stallings, *“Network Security Essentials: Applications and Standards”*, Pearson Education, Second Impression, 2009.

MB 15S03	CLOUD COMPUTING COLLABORATION	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The subject on “Cloud Computing Collaboration” covers the cloud computing concepts, its application and collaboration of multiple computers to work together.

**COURSE OBJECTIVES:**

At the end of the course the student will understand the following

1. Cloud Computing Services.
2. Understand cloud computing concepts
3. Cloud computing for everyone
4. Using cloud services
5. Collaborating on Event Management
6. Contact Management, Project Management, word Processing, Spreadsheets, Database, presentation
7. Collaborating through web based communication tools, Social Networks, Blogs & wikis

Understanding cloud computing – History of cloud computing – Cloud architecture modeling – design - Cloud computing for everyone

Cloud web application Design – Cloud Database design and tools – Cloud services development – Cloud computing for organizations

Using cloud services – collaborating on calendars, schedules, Event Management, contact Management, project Management, word processing, and spread-sheets, sharing files, web based desktops, web based communication tools, social networks, blogs and wikis  
 Cloud Security, Infrastructure Security, Network Security – Controlling web based desktops – Business trends in Cloud Computing



**Infrastructure as a Service, Platform as a Service, Software as a Service, Hardware as a Service – Virtualization – Private, Hybrid Cloud for Enterprise**

**REFERENCES**

1. Michael miller, *Cloud Computing, “Web Based Applications That Change The Way You Work and Collaborate Online”* Pearson, Seventh Impression, 2012.
2. Pankaj Arora, Raj Biyani, Salil Dave, *“To the cloud: cloud powering An Enterprise”*, Tata McGraw Hill Education Pvt Ltd, 2012.
3. David S. Linthicum, *“Cloud computing and SOA Convergence in Your Enterprise”*, Pearson, 2010.
4. Christopher M. Moyer, *“Building Application in the Cloud”*, Pearson, 2012.

MB 15S04	INFORMATION STORAGE AND MANAGEMENT	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

This subject on “Information Storage and Management” deals with the concepts, principles and deployment considerations across all technologies applicable for storing and managing information.

**COURSE OBJECTIVES:**

At the end of the course, the student gain knowledge in the following topics related to

1. Information Storage and Management.
2. Understand the information storage and intelligent storage system
3. Learn about storage networking technologies
4. Be able to identify and measure information Availability, backup, recovery, local replication and remote replication
5. Understand how to secure and manage storage infrastructure

**Introduction to Information Storage – Intelligent Storage system – Data Center Environment – DBMS – Introduction to Flash Drives**

**Storage Area Networks – Network – Attached Storage: Benefits, components – NAS Protocol & Implementation – File level Virtualization – Object based and Unified Storage: Devices and components – CAS Use Cases**

**Introduction to Business Community - Backup and Recovery – Local Replication: Technologies – Backup in NAS Environments – Data duplication – Remote replication**

**Securing the storage infrastructure – Risk triad – Security implementations in Storage Networking – Storage Security domains**

**Managing Storage infrastructure - Storage infrastructure Management Activities & Challenges – Ideal solutions for Storage Infrastructure management – Storage tiering.**

#### **REFERENCE**

1. SomasundaramG., Alok Shrivastava, *“Information Storage and Management”*, EMC Education Services, Wiley Publishing, Inc, Edition 2010.

<b>MB 15S05</b>	<b>BUSINESS DATA COMMUNICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

#### **COURSERATIONALE:**

This subject on “Business Data Communication” covers the technology, architecture and applications essential to Business and Information Management.

#### **COURSEOBJECTIVES:**

At the end of the course, the student will understand the following concepts required for :

1. **Business Data Communication.**
2. **Business Information**
3. **Distributed Data Processing**
4. **Internet Architecture**

5. TCP/IP and OSI
  6. Client- server computing
  7. Data Communication Fundamentals
  8. Management Issues in Business Data Communication
- Introduction to Information and communication – Business information – Extending LAN through WAN – Information communication components: Service, User and Enterprise

Distributed Data Processing – Internet Architecture – TCP/IP and OSI – Cloud Computing Introduction – Data communication Security technologies and methods

Internet based applications – Client server and internet computing – Internet operation – Wireless WAN’s – Recent trends in Web-application

Data transmission – Data communication – Data link control and multiplexing – Communication Equipments

Security models – Cryptography: Encryption, Decryption and its application in Business - Management issues in network security – Online Security

#### REFERENCES

1. William Stallings, *“Business Data Communications”*, Pearson, Edition 2011
2. Manish Agrawal, *“Business Data Communications”*, Wiley, December 2010, ©2011
3. Dr. Jerry Fitzgerald and Alan R. Dennis, *“Business Data Communications and Networking”*, Wiley; 8 edition 2004

MB 15S06	BUSINESS INTELLIGENCE SYSTEM	L	T	P	C
		2	2	0	3

#### COURSERATIONALE:

The purpose of learning this course on “Business Intelligence System” is to provide an introduction to the field of Business Intelligence, which has been defined as the extensive use of data, statistical and quantitative analysis, exploratory and predictive models, and fact-based management to drive decisions and actions. The development and use of data warehouses and data marts to support business analytics is discussed. The use of key performance

indicators, dashboards and scorecards for performance management and opportunity assessment are addressed. Text and web mining are discussed, and the application of selected data mining techniques to business decision making situations is illustrated. Students actively participate in the delivery of this course through case and project presentations.

#### **COURSE OBJECTIVES:**

At the end of this course on Business Intelligence System, the learner will be able to:

1. Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
2. Become familiar with the processes needed to develop, report, and analyze business data.
3. To learn how to use and apply selected business analytics software

Overview of Business Intelligence Systems - components of Business Intelligence-data warehousing- data mining-how is business intelligence different from information, algorithms, mind-set required for a business analytics profession

Concepts of data warehousing – Data Warehouse Architecture - applications. E-T-L (Extract, Transform, Load) concepts - Difference between data warehousing and data mining

Data Mining – OLAP analysis - algorithms for data mining, classification and prediction, discriminant analysis, classification and regression trees, and cluster analysis

Decision Support system, Neural Networks, Web mining and text mining

Applications of Business Intelligence

Practice sessions: Analysis of Data, Data mining using SPSS

#### **REFERENCES**

1. Krzysztof J. Cios, Witold Pedrycz, Roman W. Swiniarski, *“Data mining: a knowledge discovery approach”*, Springer, 2007.

2. Hand D. J., Heikki Mannila, Padhraic Smyth, *"Principles of data mining"* MIT Press, 2001.
3. Soumen Chakrabarti, Earl Cox, Ian H. Witten, Morgan Kaufmann, *"Data mining: know it all"*, 2008.
4. Mehmed Kantardzic, *"Data Mining: Concepts, Models, Methods, and Algorithms"*, Wiley-IEEE, 2011
5. Tsau Young Lin, Ying Xie, Anita Wasilewska, *"Data mining: foundations and practice"*, Springer, 2008.
6. Efraim Turban, Ramesh Sharda, Dursun Delen, David King, Janine E. Aronson, *"Business , 10.Intelligence: A Managerial Approach"*, Pearson Education Canada, 2010.
7. Mike Biere, *"Business intelligence for the enterprise"*, Prentice Hall Professional, 2003.

MB 15S07	ENTERPRISE RESOURCE PLANNING	L	T	P	C
		2	2	0	3

**COURSERATIONALE:**

This subject explains the concepts, strategies and issues involved in planning, implementing & managing systems.

**COURSE OBJECTIVES:**

At the end of the course on "Enterprise Resource Planning" the student will learn and understand the following.

1. ERP in Indian Companies
2. ERP Architecture
3. Establishing Need for ERP
4. Business Case for ERP
5. ERP Life Cycle
6. ERP and Business Process Reengineering
7. ERP Implementation Process
8. Post ERP Implementation

**Introduction to ERP Systems - Role of ERP in Business –Advanced ERP –ERP & E-Commerce – ERP Architecture – ERP Technologies**

**Need Analysis – Scope of ERP Modules – Materials Management Module – BOM Module – Production Module – Account Module – Payroll Module – After Sales Service Module – Banking Module – Marketing Module – Finance Module - Business Case for ERP System**

**SDLC - ERP Life Cycle – Project Management and Monitoring - ERP Vendor and Software Selection – Market Dynamics and Competitive Strategies - Hidden Costing**

**Significance of BPR – BPR Principles and Practices – BPR and ERP with IT - Implementation Process and Strategies – ERP Project Management**

**Guidelines of ERP Implementation - Post ERP Implementation Methodology – Change Management – Post Implementation Review, Support, Maintenance and Security –Related Technologies –Emerging Trends and Future of ERP.**

**REFERENCES**

1. Goyal D.P., *“Enterprise Resource Planning –A Managerial Perspective”* Tata Mc Graw Hill, 2011.
2. Jyotindra Zaveri, *“Enterprise Resource Planning”* – Himalaya Publishing House, 2011.
3. Vinod Kumar Garg, N.K.Venkitakrishnan, *“Enterprise Resource Planning, Concepts and Practice”* -Prentice – Hall of India Pvt Ltd, 2008.
4. Ellen F.Monk, Bret J.Wagner *“Enterprise Resource Planning”* engage Learning, 2009.
5. Mahadeo Jaiswal, Ganesh Vanapalli, Text book of *“Enterprise Resource Planning”* Macmillan, 2010.

MB15S08	SOFTWARE PROJECT MANAGEMENT	L	T	P	C
		2	2	0	3

**COURSERATIONALE:**

The purpose of learning this course on “Software Project Management” is to provide an introduction to the field of Software Project Management, which is by far the most important factor in software project execution. The course begins with the introduction to the definition of Software projects along with

their types and covers the project planning stage in SPM, different metrics used, processes for control and monitoring, and configuration management. The concepts of RFP and CMMI frameworks are also included so that the different process areas required for project management activities could be understood. General concepts of risk management is included to understand risk identification, risk mitigation and risk management. Students actively participate in the delivery of this course through case and project presentations.

### **COURSE OBJECTIVES:**

At the end of this course on Software Project Management, the learner will be able to:

1. Understand how SPM is important in the execution of software projects
2. Gain useful insight into the intricacies involved in Software Project Management
3. Appreciate the need for SPM to be systematic and at the same time meet the goals of the project and customer requirements.

Understanding software projects – Project management vs. product management – stages of project management – Software project life cycle - Managerial issues.

Project initiation – Identifying project – Developing project character – Identifying stack holders – Requirement analysis – Gathering requirements – Requirements types – Project scope planning – Resource breakdown structure (RBS) – Manpower planning – Quality planning – Time and Cost estimates – Risk management planning – Procurements for the project

Software effort estimation techniques: KLOC/SLOC estimation, expert opinion, top-down and bottom-up approach, use-case point estimates, object point estimates, Delphi technique – Project test plan – Software quality assurance (SQA) – Software quality control (SQC) – cost of quality – Software quality Metrics – SEI-CMMi model

Understanding Project risk management process – risk management planning – identification of risks – risk analysis – risk-response planning – Monitoring the risks – Role of project manager – Leadership styles – recruitment process – team development stages – Conflict management in Project environment –

Hiring and firing issues in software project management – Communication process

Project scheduling – Activity diagrams – Network diagrams – PERT & CPM for Schedule development – Schedule compression technique – Critical chain method – Software project scheduling tools – Program - Project-Program-Portfolio relationships - Project portfolio – Project Management Careers

#### REFERENCES

1. Sanjay Mohapatra, *“Software Project Management”*, Cengage Learning, 2011.
2. Sudhakar GP, *“Elements of Software Project Management”*, PHI 2010.
3. SA Kelkar, *“Software Project Management : A concise study”*, PHI 2009.
4. Joel Henry, *“Software Project Management: A real world guide to success”*, Pearson, 2011.
5. Kathy Schwalbe, *“Project Management in IT”*, Cengage Learning, 2011
6. Kassem A Saleh, *“Software Engineering”*, Cengage Learning, 2010

MB 15S09	DATABASE MANAGEMENT SYSTEM	L	T	P	C
		2	2	0	3

#### COURSERATIONALE:

The course on Database Management System provides a comprehensive study on Database Development Life Cycle, Architecture and Implementation issues.

#### COURSE OBJECTIVES:

After learning the subject, the student will understand and gather knowledge in the following.

1. Database Development life cycle
2. Relational Database Management System
3. Database Modeling
4. Query Languages
5. Database Implementation issues



**Introduction to DBMS-Components of DBMS-Functions of DBMS-Data Dictionary- Database users- DDLC-RDBMS**

**Database Architecture, Design & Data Modeling-Hierachial Model, Network model, Relational model, Object oriented model, ER Modelling, EER Modelling, UML- Normalization Techniques.**

**Introduction to Structured Query Language(SQL)-DDL, DML,DCL-Queries and Sub queries-Joins and unions, pl/sqlDatabase Implementation issues**

**Query processing and Query optimization-Database security-Data Integrity-Transaction Management & Concurrency control mechanisms**

**Backup and Recovery, Knowledge Discovery in Data bases (KDD), Introduction to Data Warehousing and Data Mining.**

**REFERENCES**

1. Ramez Elmasree, Shankant B. Navathe, *“Fundamentals of Database systems”* Fifth Edition - Pearson Education, Copy right@2007.
2. Gerald V. Post, *“Database Management Systems- Designing and building Business Application”*- Third Edition, , TataMcgraw hill Edison. 2005, Twelfth Reprint 2010
3. Colin Ritchie, *“Principles of Database System and Design”*,Cengage Learning- Copy right @ 2009.
4. Pranab Kumar Das Gupta *“Database Management System- Oracle SQL and PL/SQL”*-PHI- - Copyright @2009.
5. Alexis Leon and Mathew Leon *“Fundamentals of Database Management Systems”* - Mc. Graw hill Education –Copy right and Reprint@2010.
6. James V. Hansen *“Database Management and Design”*,-PHI publication,Second Edition.

MB15S10	SOFTWARE QUALITY ENGINEERING	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

**The purpose of this course on Software Quality Engineering is to enable the students to understand the essence and nuances of various paths for achieving quality of software.**

**COURSE OBJECTIVES:**

**At the end of the course, the students are able to understand and analyze the following with respect to the software development, testing and implementation**

- 1. Models and Frameworks of Quality**
- 2. Software Process Capability Improvement Models**
- 3. Software Metrics**
- 4. Project types and Delivered Quality**
- 5. Quality Deployment Methods**
- 6. Quality and culture**

**Introduction to Software Quality Management - Quality in the current scenario-Software Development Process Models: Waterfall model, Prototyping model, Spiral model, Object oriented development model, Clean room methodology**

**Measurement theory: Levels of Measurement, Reliability and Validity – Measurement Errors – Accessing reliability – Software Quality Metrics – In-process quality metrics - Defect removal effectiveness - Metrics for Software Maintenance – Backlog Management – Fix Quality**

**Seven Basic Quality tools in Software development – check-list, Pareto diagram, Histogram, run-chart, Scatter diagram, Control Chart, Cause-Effect diagram, Relations diagram – Availability Metrics – Customer satisfaction survey – Analysing satisfaction data – In-process Quality Assessments: Preparation, Evaluation & Summarisation phases**

**Testing: principles - Types - Planning - Development - Execution and reporting – Tools and methods - Real Time testing - quality management paradigm - Quality motivation – Measurement criteria - Establishing a software quality program - Estimating software quality**

**Definitions - Reason for software standards - Benefits - Establishing standards - Guidelines - Types of reviews - Inspection of objectives - Basic inspection principles - The conduct of inspection - Inspection training**

## REFERENCES

1. Kamna Malik and Praveen Chouhary, *“Software Quality – A practioner’s Approach”*Tata McGraw –Hill Education Private Limited,New Delhi ,second Reprint 2011.
2. Stephen H.Kan, *“Metrics and Models in Software Quality Engineering”*,Pearson,Tenth Impression 2011
3. Mordechai Ben-Menachem/GaryS.Marliss, *“Software Quality – Producing Practical,Consistent Software,Cengage Learning”*,Fourth Indian Reprint 2011.

MB 15S11	E-BUSINESS TECHNOLOGY AND MANAGEMENT	L	T	P	C
		2	2	0	3

## COURSE RATIONALE:

The purpose of learning this course on E-Business Technology and Management is to identify several considerations that affect the choice of IT applications, IT platforms, data access policies, and systems development methods in the present scenario.

## COURSE OBJECTIVES:

At the end of this course on E-Business Technology and Management, the learner will be able to learn the following.

1. Advantages of conducting business online.
2. How to use the web to market products worldwide at a nominal price.
3. Understand the Web Advertising techniques for improving the Profitability.
4. Identify the need for the firm to have a competitive strategy.
5. Experience the Readily available customer service in encouraging the customer to know more about the product or service.

Introduction to Internet – E Business - The Second Wave of global E-Business – Business models – Revenue models – Business processes – E-Commerce opportunities – B2B, B2C, C2C business models

**E-Business Technology Basics – Internet protocols - TCP/IP – Domain names – Electronic mail protocol – Marking-up languages in WWW – Intranets and Extranets – XML - Web Server and E-mail Technologies – Web server basics**

**E-Business revenue models – Effective Web presence - Selling to Consumers Online-Selling to Businesses Online – Functions of EDI – Internet and Supply chain Management – Electronic Market place**

**Introduction to M-Commerce – Online auction - Virtual Communities - Online Security – Security for Client computers – Communication channel security – Threats to online users – CERT - Online Payment Systems – Payment gateway – Electronic wallets – E-Cash**

**Internet technologies and Banking Industry – Retail business in internet – Strategies for developing E-Commerce website – Social media and e-business – Staffing and Career options for E-Commerce**

**REFERENCES**

1. Gary P. Schneider, *“E-Commerce – Strategy, Technology and Implementation”*-2011 Course Technology-First India Edition, 2012.
2. Jibitesh Mishra, *“E-Commerce”*, Macmillan publishers India Ltd, 2011.
3. Paul Phillips, *E-Business “Strategy, Text and Cases”*, Tata McGraw-Hill , Edition, 2011.
4. Elias.M.Awad, *“Electronic Commerce”*, Pearson education, 3<sup>rd</sup> edition,
5. Ward A.Hanson, Kirthi Kalyanam, *“E-Commerce & Web marketing*, Cengage learning, 2009.

MB 15S12	OBJECT ORIENTED ANALYSIS AND DESIGN	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The purpose of learning this course on Object Oriented Analysis and Design is to discuss concepts for systematically establishing, defining and managing the requirements for large, complex, changing and software-intensive systems, from technical, organizational and management perspectives. The course will consider the past, present and future paradigms and methodologies in requirements management. The course will cover informal, semi-formal and formal approaches, while striking a balance between theory and practice. The

course will involve building models of requirements management process and resulting documents, concerning both functional and non-functional goals/requirements/specifications, using a systematic decision-making process.

### **COURSE OBJECTIVES:**

At the end of this course on Object Oriented Analysis and Design, the learner will be able to:

1. Understand the need for requirements for large-scale systems.
2. Identify the stakeholders involved in requirements management.
3. Outline the requirements management processes.
4. Create models of requirements.
5. Elicit functional requirements.
6. Appreciate need for non-functional requirements.
7. Understand scenario analysis
8. Understand object-oriented requirements engineering

Introduction to Classes, Objects – Inheritance – System Concepts – System Development Lifecycle – System Analyst – Roles of System Analyst - Requirements Engineering: Why, What and How – Unified process – Booch Methodology

Modeling techniques - Unified Modeling Language – Use Case Model - Object relations, attributes & methods – Static, Dynamic Behaviour Model – Class design - Requirements Engineering Processes - Requirements Models-Requirements Analysis, Modeling and Specification – Non functional Requirements

Elicitation: Essential Concepts-Scenario Analysis – User Interface Design – Controls and Security – DBMS – OODBMS – Case studies

User interface Design - View layer classes & interfaces – Quality Assurance - Test Plan – Test Cases – Debugging – Continuous testing - Case studies

Trends in system development – Configuration and Change Management - Managing Implementation - System usability – Measuring User Satisfaction

### **REFERENCES**

1. Karl E. Wiegers , *“Software Requirements 2”*-, Microsoft Press 2003.
2. Alistair Cockburn , *“Writing Effective Use Cases”*-, Addison-Wesley Professional,2000.
3. Howard Podeswa , *“The Business Analyst's Handbook”* -, Course Technology PTR 2008.
4. Howard Podeswa , *“UML For The IT Business Analyst* -, Course Technology PTR 2009.
5. Kathleen Hass, Don J. Wessels, Kevin Brennan , *“Getting It Right: Business Requirement Analysis Tools and Techniques”*- ,*Management Concepts*, 2007
6. Alec Sharp , *“Workflow Modeling: Tools for Process Improvement and Application Development*, 2nd Ed. -, Artech House, 2008.
7. *“A Guide to the Business Analysis Body of Knowledge”* 2nd Ed. - International Institute of Business Analysis 2009.
8. Axel van Lamsweerde , *“Requirements Engineering: From System Goals to UML Models to Software Specifications”*,, John Wiley Sons 2009.
9. *“System and Software Requirements Engineering”*: Tutorial, (Editors), IEEE Computer Society Press 1994.

MB15S13	WEB TECHNOLOGY MANAGEMENT	L	T	P	C
		2	2	0	3

**COURSE RATIONALE:**

The purpose of learning this course on Web Designing is to impart knowledge of Web site construction and design. Students will learn coding and then be introduced to popular Web design and graphics programs. The goal is to emphasize more than just the skills associated with individual programs, but the integration of several programs into designing effective and attractive Web sites.

**COURSE OBJECTIVES:**

At the end of this course on Web Designing, the learner will be able to:

1. Understand HTML, Flash and other Web design technologies
2. Create Web sites that are functional and well designed

3. Use the interactive multimedia and communication environments, including issues of diversity and inclusiveness

**Introduction - Current Design Trends – communication – visual appeal – multimedia elements - Web design application programs - Understanding the Process- Analysis, Design, Production & Delivery**

**Designing Interactive Nonlinear Structure & Audience - Designing Effective content & Delivery - Connections & Speeds - Determining Best connection - Designing Audience**

**Web Browser – Browser considerations - HTML – origins – basics of a document –Headings – Paragraphs & Divisions – using lists – Block elements – texts - Fonts, Colours - Tags & Formatting – The <TABLE> tag**

**Web Page Design with Tables – HTML formatting for Tables – HTML Text level Tags - Table structure - Table tags – linking table text - Table Attributes**

**Using Graphics in tables – graphics with <IMG> Tag – Padding In & Padding out – Linking Table Graphics - Integrating Graphics and Text - Using Multimedia in Tables – Incorporating media with HTML tables – using audio & video in tables**

## **REFERENCES**

1. James L.Mohler, Jon M. Duff, *“Designing Interactive Web site”*, Cengage Learning , 2000.
2. Joel Sklar, *“Principles of Web Design”*,Cengage Learning, 2000.
3. Joel Sklar, *“Textbook of Web Design”*,Cengage Learning, 2009.
4. Paul Swang Sanda.S. Katila, *“Introduction to web Design and Programming”*, Thomson, 2009.
5. NagpalD.P., *“Web Design Technology”*, S.Chand, 2009.

MB 15S14	C++ PROGRAMMING	L	T	P	C
		2	2	0	3

### **COURSE RATIONALE:**

The purpose of learning this course on C++ Programming is to teach students the elements and style of the C++ language. Topics covered include language syntax, data types, the concepts of variable, scope and storage, arrays, pointers, structures, objects, functions and function call structure, parameter passing, and the sequence, selection (if-then-else), and repetition control structures (for, while, repeat-until loops).

### **COURSE OBJECTIVES:**

At the end of this course on C++ Programming, the learner will be able to:

1. Perform an analysis on a problem statement to create a basic program design.
2. Understand different functions for input and output, various data types, basic operators, files and functions.
3. Write basic structured C++ programs using functions, arrays and data structures.

**C++ Programming Basics - Programming characteristics of object-oriented languages. C and C++ - Loops and Decisions - Structures - Functions Returning values from functions - Reference arguments- Overloaded function.**

**Objects and Classes - Implementation of class in C++, C++ Objects as physical object, C++ object as data types constructor- Object as function arguments – The default copy constructor, returning object from function – Structures and classes - Classes objects and memory static class data – Const - and classes. Arrays and Strings - The standard C++ String class - Operator Overloading- Overloading binary operators, data conversion, pitfalls of operators overloading and conversion keywords.**

**Inheritance - Derived class and based class. Derived class constructors, member function, inheritance in the English distance class, class hierarchies, inheritance and graphics shapes, public and private inheritance, aggregation: Classes within classes, inheritance and program development. Pointers -**



address of operator and pointer and arrays - Pointer and Faction pointer and C-types string.

Virtual Functions - friend function, Static function, Assignment and copy initialization - dynamic type information. Streams and Files - Streams classes, Stream Errors, Disk File I/O with streams, file pointers - Multi file Programs

Object-Oriented Design – Principles of Object -Oriented Design – OOD guidelines-optimization techniques- OOD quality metrics

## REFERENCES

1. Robert Lafore, "*Object-Oriented Programming in C++*", Galgotia Publications Pvt. Ltd., 3rd Edition, 2006.
2. Bjarne Stroustrup, "*The C++ Programming Language*", Pearson, 2002.
3. Gopalan, N. P. Sivaselvan, B. Mala, *Object - Oriented Programming using C++* ",PHI, 2010.
4. Balaguruswami E., "*Object - Oriented Programming with C++* ",Tata Mc Graw Hill, 2011.