

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

DIT UNIVERSITY

Dehradun



Course Structure and Detailed Syllabus

of

M.B.A.

Batch 2017-19

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Year: 1st

Semester: I

Course Category	Course Code	Course Title	L	T	P	Credit
DC	MS601	Business Communication	3	0	0	3
DC	MS602	Business Economics	3	0	0	3
DC	MS603	Business Law	2	0	0	2
DC	MS604	Financial Accounting and Analysis	4	0	0	4
DC	MS605	Management Concepts	2	0	0	2
DC	MS606	Marketing Management	3	0	0	3
DC	MS607	Organizational Behavior	3	0	0	3
DC	MS608	Statistics for Business Decisions	4	0	0	4
		Total Credits				24

Year: 1st

Semester: II

Course Category	Course Code	Course Title	L	T	P	Credit
DC	MS611	Business Research Methods	4	0	0	4
DC	MS612	Consumer Behavior	2	0	0	2
DC	MS613	Corporate Finance	3	0	0	3
DC	MS614	Global Business Environment	2	0	0	2
DC	MS615	Human Resource Management	3	0	0	3
DC	MS616	Managerial Decision Modeling	4	0	0	4
DC	MS617	Operation Management	3	0	0	3
DC	MS618	Business Simulation	1	0	2	2
DC	MS619	Comprehensive Viva-voce	0	0	2	1
		Total Credits				24

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Year: 2nd

Semester: III

Course Category	Course Code	Course Title	L	T	P	Credit
DC	MS701	Business Ethics and Corporate Governance	2	0	0	2
DE	Specialization-I	Elective 1	3	0	0	3
DE		Elective 2	3	0	0	3
DE		Elective 3	3	0	0	3
DE	Specialization-II	Elective 1	3	0	0	3
DE		Elective 2	3	0	0	3
DE		Elective 3	3	0	0	3
DC	MS702	Summer Internship and Report	0	0	4	2
DC	MS703	Business Data Analysis	0	0	2	1
DC	MS704	Industrial Visit	0	0	2	1
		Total Credits				24

Year: 2nd

Semester: IV

Course Category	Course Code	Course Title	L	T	P	Credit
DC	MS711	Strategic Management	3	0	0	3
DE	Specialization-I	Elective 4	3	0	0	3
DE		Elective 5	3	0	0	3
DE	Specialization-II	Elective 4	3	0	0	3
DE		Elective 5	3	0	0	3
DC	MS712	Project and Viva-voce	0	0	8	4
DC	MS713	Comprehensive Viva-voce	0	0	8	1
		Total Credits				20

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List of Electives

Subject Code	Marketing (1)	Subject Code	Finance (2)
MS731M	Digital and Social Media Marketing	MS731F	Cost and Management Accounting
MS732M	Retail Management	MS732F	Security Analysis and Portfolio Management
MS733M	Sales and Distribution Management	MS733F	Financial Markets And Institutions
MS734M	Integrated Marketing Communication	MS734F	Financial Derivatives
MS735M	Service Marketing	MS735F	Tax Planning and Management
MS736M	B-2-B Marketing	MS736F	Risk Management and Insurance
MS737M	Product and Brand Management	MS737F	International Financial Management
Subject Code	Human Resource (3)	Subject Code	Business Analytics (4)
MS731H	Acquisition and Talent Management	MS731A	Business Intelligence and Data Warehousing
MS732H	Organizational Structure and Change	MS732A	Data Analytics Fundamentals
MS733H	Industrial Relation	MS733A	Marketing Analytics
MS734H	Counseling Skills for Managers	MS734A	Human Resource Analytics
MS735H	Labour Laws	MS735A	Financial Analytics
MS736H	Organizational Development and Change Management		
MS737H	Compensation Management		
MS738H	Performance Management		
MS739H	Training and Development		

Summary of Credit

Year	Semester	Credit
First Year	I	24
	II	24
Second Year	III	24
	IV	20
Total		92

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Subject Code	MS601	Subject Title	Business Communication						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	I	Semester	I

Course Objective:

The main objective of this course is to make students learn good oral and written communication skills, especially, through new age channels of communication, so that he or she may communicate more efficiently and effectively in various business situations.

Course Learning Outcomes

After completion of this course students should be able to:

- understand the importance of effective business communication in today's competitive world
- Write effective request applications, emails, Memos, mobile messages, social media messages, and business letters of different tone meeting different purposes.
- Write good project proposals, reports, and policy documents
- Speak effectively in public platforms
- Deliver oral presentations
- Write a resume and other documents related to employment

UNIT-1:

Understanding the Foundation of Business Communication: Attitudes toward Indian Business through the years, characteristics of effective business messages, basic forms of communication, theories of communication, recognize the changing environment, communication in organizational settings, communication barriers, guidelines for overcoming communication barriers, communication of ethics and cross-cultural messages, working in teams, group dynamics, characteristics of effective teams, conflicts in teams, writing collaborative messages, guidelines for critiquing the writing of others, making your team meetings more productive, improving listening skills, improving nonverbal communication.

UNIT-2:

Writing Business Messages and delivering oral presentations: Three-step writing process, planning business messages, analyzing your purpose and audience, selecting the appropriate channel and medium, organizing your message, composing and shaping your messages, writing effective E-Mail messages, writing persuasive messages strategies and types, finding, evaluating and processing information, communication through visuals, writing business reports and proposals, planning oral presentations, writing oral presentations and mastering the art of delivery, overcoming anxiety, handling questions responsively, using visual aids in oral presentations, planning effective slides for oral presentations

UNIT-3:

Analyzing, writing and presenting a business case: Understanding the Case Method of learning, different types of cases, overcoming the difficulties of case method, reading a case properly- previewing, skimming, reading and scanning, case analysis approaches, Do's and don'ts of case reporting, steps for oral case presentations, reviewing the oral case analysis.

UNIT-4:

Corporate Communication: Corporate Communication-definition, concept and theories, an overview of corporate communication function in India, communicating with corporate brand, developing a reputation platform, communicating with key stakeholders: Internal and external communication, assessing the effectiveness of corporate communication, organizing corporate communication.

UNIT-5:

Crisis Communication and Media Management: Defining a corporate crisis, management mind sets that impede crisis management, four states of a crisis, crisis management process, writing a crisis management plan, developing a communication strategy to handle crisis, implement and evaluating a crisis management

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plan, inviting media response, writing press releases, conducting press conferences, preparing for media interview, post interview evaluation.

Text Books:

1. Business Communication Today, Bovee, Schatzman, Pearson (7th Edition)
2. Advanced Business Communication, J.M. Penrose, R.W. Rasberry, R.J. Myers, Thompson Learning (2nd Ed)
3. Essentials of Corporate Communication, B.M. Cees, Van Reil, C.J. Fombrun, Routledge.
4. Strategic Corporate Communication, P.A. Argenti, Tata McGraw-Hill.
5. C.L. Bovee and J.V. Thill, **Business Communication Today**, 10th Edition, Pearson.
6. Dalmar Fisher, Communication in Organization, 2nd Edition, Jaico Publishing House, New Delhi.
7. P.A. Argenti, **Strategic Corporate Communication**, 4th Edition, Tata McGraw-Hill.

Reference Books:

1. Michael B. Goodman and Peter B. Hirsch, **Corporate** Communication- strategic adaptations for global practice, Peter Lang Publishing, New York.
2. B.M. Cees, Van Reil, C.J. Fombrn, **Essentials of Corporate Communication**, 1st edition, Routledge.
3. Owen Hargie, David Dickson and Dennis Tourish, **Communication Skills for effective management**, 1st Edition, Palgrave, Macmillan.
4. Meenakshi Raman and Prakash Singh, **Business Communication, Second Edition**, Oxford University Press.

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Subject Code	MS602	Subject Title	Business Economics						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	I	Semester	I

Course Objective:

The main objective of this course is to make students learn various concepts, principles, tools and techniques of economics and apply them in taking decisions under different economic scenarios.

Course Learning Outcomes

After completion of this course students should be able to:

- understand and apply demand ,supply and marginal analysis in a given economic situations and market conditions
- understand different market structures and their implications on demand, price and profitability
- Evaluate current economic issues and suggest options for addressing these issues;
- Understand basics related to GDP calculation and associated implications.

UNIT-1:

Managerial Economics: Introduction, Nature and Scope, Objectives of the Firm, Theories of the Firm Sales and Revenue Maximization Theory, Profit Maximization Theory, Behavioural Theories.

UNIT-2:

Demand Analysis: Demand- Meaning, Types and Determinants of Demand, Demand Function- Law of Demand, Law of Supply, Elasticity of Demand- Methods, Determinants and Managerial Uses. Demand Forecasting- Purpose, Quantitative and Qualitative Techniques of Demand Forecasting, Criteria for Good Forecasting Method.

UNIT-3:

Production Analysis: Production Function- Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Law of Returns to Scale, Cobb-Douglas Production Function and Constant Elasticity of Substitution, Cost Concepts, Cost Oriented Pricing Methods.

UNIT-4:

Market Analysis: Market Structures, Output and Pricing Decisions- Perfect Competition, Monopoly, Oligopoly and Monopolistic Competition, Profit- Meaning and Theories.

UNIT-5:

Pricing Strategies, Full Cost, Product Line Skimming and Penetration Pricing, Concept of National Income, Methods of measurement of National Income, Concept of Inflation, Measures to Control, Concept and phases of Business Cycle.

Text books & Reference Books:

1. Dean, Joel, Managerial Economics, Prentice Hall India (2007).
2. Peterson, H. Craig, Lewis, W. Chris and Jain, Sudhir K. Managerial Economics, Pearson Education (2006).
3. Mehta, P.L., Managerial Economics: Text and Cases, S. Chand and Co. (2007).
4. Sameulson, Paul A. and Nordhaus, William D., Economics, .
5. Dewett, K.K., Modern Economic Theory, S. Chand and Co. (2006)
6. Mansfield, E., Allen, W.B. and Doetry, N.N., Managerial Economics: Theory, Applications and Cases, WW Norton and Company (2002).

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Subject Code	MS603	Subject Title	Business Law						
LTP	2 0 0	Credit	2	Subject Category	DC	Year	I	Semester	I

Course Objective:

This course is meant to provide a general introduction to the legal environment that affects individuals, businesses, and business transactions. In addition to providing a general, this course will focus on specific legal topics such as contracts, Special contracts, Partnership, companies Act etc.

Course Learning Outcomes

After completion of this course students should be able to:

- Understand basic legal terminology, concepts and cases pertaining to business situations.
- Apply legal reasoning to evaluate issues of legal significance in business transactions.
- Recommend a legal course of action for a business situation

UNIT-1:

Law of Contract: Definition, offer and acceptance, consideration, capacity of parties, free consent, legality of object, Performance and discharge of contract and remedies for breach of contract, Introduction to the concept of agent and different types of mercantile agents.

UNIT-2:

Sale of Goods Act: Meaning, formation of contract, Meaning of condition and warrantee. Difference between transfer of property and possession, principle of caveat emptor, rights of an unpaid seller.

UNIT-3:

Negotiable Instruments: Bills of Exchange, Promissory Note, Cheques: Rules regarding the crossing of cheques, dishonour of cheques and liability of banker and drawer, Holder and holder in due course.

UNIT-4:

Company law: Characteristics of company, distinction between company and partnership, Kinds and formation of company, memorandum and articles of association.

UNIT-5:

Factories Act: Health, Safety and Welfare Provisions. Essentials of Industries (Development & Regulations) Act, 1951.

Text Books:

1. Kapoor N.D., Elements of Mercantile Law, Sultan Chand & Sons (2001).

Reference Books:

1. S.K. Tuteja, Business Law for managers, 1st edition Sultan Chand & Sons, New Delhi 2007.
2. Dr. Avatar Singh, Law of Contract and Specific Relief, 11th Edition, Eastern Book Company, Lucknow, 2013.

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Subject Code	MS604	Subject Title	Financial Accounting and Analysis						
LTP	4 0 0	Credit	4	Subject Category	DC	Year	I	Semester	I

Course Objective:

This course focuses on developing an understanding about various concepts, principles, tools and techniques of accounting, apply the same to evaluate & present the financial position of firms to all stakeholders for financial decision making.

Course Learning Outcomes

After completion of this course students should be able to:

- Understand and explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary.
- Prepare basic entries for business transactions and present the data in an accurate and meaningful manner.
- Prepare and compare basic financial statements interpret basic financial data.
- recognize, record, and classify new accounting data and analyze a company's financial statements
- Interpret the financial position of a company with the help of different financial analysis tools
- Analyze the different financial statements and present in a defined manner.

UNIT-1

Introduction to Accounting: Definition, Nature, Objectives, Scope, Accounting Cycle, types of accounting and Limitations of Accounting, Accounting concepts, conventions and principles; accounting equation, systems of book keeping IFRS.

UNIT-2

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; Posting Transactions into Ledger, Sub-division of Journals, Preparations of Trial Balance, Preparation of final accounts with adjustments.

UNIT-3

Financial Statement Analysis: Financial Statements - Meaning, Nature and Limitations. Reconstruction of Income Statement and Position Statement. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical Vs. Horizontal Analysis. Internal Vs. External Analysis

UNIT-4

Techniques of Financial Analysis: Accounting Ratios - Meaning, Significance and Limitations. Classification of Accounting Ratio. Computation and interpretation of Liquidity Ratios. Leverage Ratios. Activity/ turnover Ratios and Profitability Ratios. Funds Flow Statement - Meaning and Need. Preparation and Interpretation of schedule of working capital changes and Funds Flow Statement. Cash Flow Statement - Meaning, Need, Preparation and Interpretation (AS3)

UNIT-5

Budgetary Control and Decision Making: Concept of Budget and Budgetary Control; Types of Budget: Cash Budget and Flexible Budgets. Cost Volume Profit Making Analysis, Concept of Marginal Costing, Differential Costing and Absorption Costing

Text Books:

Robert n Anthony, Hawkins and Merchant, Accounting TMH

Reference Books:

1. Maheshwari S.N & Maheshwari S K – An Introduction to Accountancy (Vikas, 9th Edition)
2. Tulsian PC — Financial Accounting, Pearson Education
3. Khan, M.Y., and P.K. Jain, Management Accounting, 6th ed., Tata McGraw Hill, New Delhi, 2009
4. Ashish Bhattacharyya, Essentials of Financial Accounting, PHI

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Subject Code	MS605	Subject Title	Management Concepts						
LTP	2 0 0	Credit	2	Subject Category	DC	Year	I	Semester	I

Course Objective:

This course focuses on the theory and fundamental concepts of management including planning, organization, staffing, leadership, and control. Further this course also elaborates on the nature of people's behavior at work and to understand why they behave so

Course Learning Outcomes

After completion of this course students should be able to:

- Understand the importance of management functions in business
- Effectively plan, organize, staff, direct and control resources through taking initiatives in handling an event.
- Display leadership and apply management concepts and principles

UNIT-1

Introduction to Management- Definitions, nature and scope of management, functions and process of management, Management-science or art? Patterns of management analysis from Taylor, Fayol, Max Weber to the present. Growth of professional management in India. International Management cultural and country differences, management and society-Environment, social responsibility and ethics.

UNIT-2

Essentials of Planning- Planning process, types of plans, Forecasting and its techniques, Managerial decision-making process and models, Concepts of MBTO & MBTE. Organization: Organizational theories and design, various forms of organization structures, span of management principles of coordination, Authority, Power, delegation, decentralization and Empowerment.

UNIT-3

Staffing & Managerial Communication: Meaning & process of staffing, recruitment & selection, training & development, job analysis & appraisal. Meaning & scope of communication, Importance of communication in management, the communication process and its types, Barriers to effective communication.

UNIT-4

Leadership and motivation: meaning, nature, scope of leadership, theories of leadership and its implications, leadership styles and managerial grid, importance of motivation and its types, theories of motivation.

UNIT-5

Nature & scope of managerial control, types of control systems and techniques – budgetary and statistical quality control, Japanese management techniques, TQM, Kaizen, JIT, The peter's principle. Concept of coordination. Management of change-Resistance to change, change models, change agents.

Text Books:

1. Essentials of Management; Koontz and O'Donnell. E; McGraw Hill 2.

Reference Books:

1. The Practice of Management; Peter F. Drucker

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Subject Code	MS606	Subject Title	Marketing Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	I	Semester	I

Course Objective:

This course focuses on developing an understanding of marketing theories, concepts, principles and practices amongst students. They should be able to appreciate the role of marketing in business in today's era.

Course Learning Outcomes

After completion of this course students should be able to:

- Understand what marketing is and how firms today are marketing their products and services
- Analyze the environmental factors for developing SWOT for firms
- Perform competition analysis
- Understand buying behavior and resulting implications for marketers
- Carry out marketing research for facilitating business decisions making
- Learn and develop Segmentation, Targeting and Positioning strategies
- Apply tools and techniques to take effective decision with regards to product, price, place and promotion with ethical consideration
- Understand new age marketing tools such as digital marketing, mobile marketing, social media marketing etc.

UNIT-1:

Marketing Concepts: Nature and Scope of Marketing, Core Marketing Concepts, And Company Orientation toward the Marketplace

UNIT-2:

Marketing Enablers: Marketing Environment, Consumer Markets, Business Markets, Buying Decision Process, Participants in the Buying Process

UNIT-3:

Strategic Marketing: Strategic Planning, Marketing Planning, Market Segmentation, Targeting and Positioning.

UNIT-4:

Marketing Mix: Product Decisions, Pricing Methods and Strategies, Promotion Mix, Place, Marketing Plans Implementation, Evaluation and Control.

UNIT-5:

Contemporary Issues in Marketing: Globalization, Consumerism, Green Marketing, Legal Issues Consumer Protection Act.

Text books:

1. Kotler, P., Marketing Management, Prentice Hall (2007)

Reference Books

2. Ramaswamy, V. S. and Kumari, N., Marketing Management-Planning, Implementation and Control, McMillan India (2006)
3. Saxena, R., Marketing Management, Tata McGraw Hill (2003)

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Subject Code	MS607	Subject Title	Organizational Behavior						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	I	Semester	I

Course Objectives:

The course aims at enhancing understanding of the dynamics of interaction between individual and the organization and facilitate a clear perspective to diagnose and effectively handle human behavior issues in organization;

Learning Outcomes:

After the completion of the course the must be able to:

- Identify Key Facets of Organizational Culture
- Gain Self-Knowledge Through Application of Leadership Models
- Uncover What Motivates Subordinates, Colleagues, and Managers
- Recognize the Complexities of Organizational Change
- Diagnose Management Problems and Recommend Appropriate Solutions

UNIT-1:

Organizational Behavior- Nature, Importance and Scope; Models of OB; Managing Workforce Diversity; Emerging Challenges for Management and OB, Determinants of Individual Behavior.

UNIT-2:

Foundations of Individual Behavior- Values, Attitudes, Personality, Perception and Emotions; Transactional Analysis; Johari Window; Motivation- Importance and Theories; Determinants of Personality; Personality Attributes influencing OB; Interactive Behavior and Interpersonal Conflict.

UNIT-3:

Foundations of Organizational Structure, Work Design and Technology, , Organizational Culture & Climate, Organizational Learning- Importance and Theories; Learning and Behavior Modification; Principles of Learning & Reinforcement.

UNIT-4:

Team Building and Group Dynamics; Working Teams and Team Effectiveness; Intra-Team Dynamics; Dynamics of Managerial Leadership; Leadership- Transition of Leadership Theories; Implementation of Leadership Theories in Contemporary Business Environment.

UNIT-5:

Organizational Conflicts; Power & Politics –Concept of Authority & Power; Sources of Power, Unequal Power in Organization, Organizational Politics, Dysfunctional Aspects of Politics, Organizational Communication, Functional and Dysfunctional Conflicts, Stages in Conflict.

Text Books:

1. Organizational Behaviour, Understanding and Managing life at work, 7th Ed., Johns, G., & Saks, A. Pearson.

Reference Books:

1. Johns, G., and Saks, Organizational Behaviour- Understanding and Managing life at work, 7th Ed., Pearson.
2. Gerard H. Seijts, Cases in Organization Behavior, 1st Edition, Sage.
3. Jerald Greenberg, Behavior in Organizations, 10th Edition, Prentice Hall.
4. UdayPareek, Understanding Organizational Behavior, 3rd Edition, Oxford University Press,

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Subject Code	MS608	Subject Title	Statistics for Business Decisions						
LTP	4 0 0	Credit	4	Subject Category	DC	Year	I	Semester	I

Course Objectives:

The objective of this course is to provide an understanding to the student on statistical concepts which include measurements of location and dispersion, probability, probability distributions, sampling, estimation, hypothesis testing, regression, and correlation analysis, multiple regression and business/economic forecasting and interpretation of data.

Learning outcomes:

On successful completion of this course, student should be able to:

- Understand basic statistical concepts such as statistical collection, species characteristics, statistical series, tabular and graphical representation of data, measures of central tendency, dispersion and asymmetry, correlation and regression analysis, time series analysis.
- Choose a statistical method for solving practical problems.
- Perform Test of Hypothesis as well as calculate confidence interval for a population parameter for single sample and two sample cases.

UNIT-1

Introduction to the Practice of Statistics, Measures of Central Tendency- mean, median, mode, Properties and applications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis.

UNIT-2

The Concept of Probability. Sample space and Events, The addition rule and complements Conditional Probability & the General Multiplication Rule. Random variable (discrete and continuous) and probability distribution, Properties of the Normal Distribution, The Binomial Probability Distribution, The Poisson Probability Distribution

UNIT-3

Hypothesis in Business Decisions (Basic Concepts), Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z test, t-test, F-test and Chi-Square test.

UNIT-4

Concept of Correlation and Regression and its types, Karl Pearson correlation, Linear regression defined, An overview on regression, testing the Significance of the Least-Squares Regression Model, Multiple and partial correlation and regression.

UNIT-5

Time Series Analysis: Concept and applications in business decision-making, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear equations

Text Books:

1. Robert n Anthony, Hawkins and Merchant, Accounting TMH

Reference Books

2. Ghosh T P - Accounting and Finance for Managers (Taxman, 1st Edition).
3. Maheshwari S.N & Maheshwari S K – An Introduction to Accountancy (Vikas, 9th Edition)
4. Tulsian PC —Financial Accounting, Pearson Education

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Subject Code	MS611	Subject Title	Business Research Methods						
LTP	4 0 0	Credit	4	Subject Category	DC	Year	I	Semester	II

Course Objective:

This course aims at empowering students with knowledge and ability to generate requisite information for business decision making through carrying out effective research. Students will learn various tools and techniques necessary to create knowledge and information that will aid in managerial decision making.

Course Learning Outcomes:

After completion of this course students should be able to:

- Understand basics of research i.e. research, research types, approaches, concepts etc.
- Learn and carry out effective research using exploratory, descriptive and experimental designs
- Develop an acumen to suggest an appropriate research design for a given business situation
- Understand and apply various statistical tools and techniques for data analysis
- Prepare and present research finding in a well-structured formal report.

UNIT-1:

Introduction to Business Research Methods: Concept and Nature of Research Methods, Types of Research, Applications of Research Methods in Business, Research Process.

UNIT-2:

Types of Research Design: Exploratory, Descriptive and Experimental, Development of Research Designs, Problem identification, Types of Sampling Methods, Sampling Process, Sampling Design Preparation.

UNIT-3:

Types of Data: Primary and Secondary, Sources of Secondary Data, Methods of Primary Data Collection – Interviews, Questionnaires, Schedules and Observation, Likert, Turnstone, Staple, Semantic, Constant Sum, Rating and Ranking Scales, Questionnaire Designing, Manual and Computerized Data Processing Methods.

UNIT-4:

Statistical Techniques for Data Analysis: Testing of Hypothesis, Interpreting Data; Report Writing, Ethical Issues in Business Research and Measurement of Effectiveness.

UNIT-5:

Introduction to Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis, and Conjoint analysis.

Text Books:

1. Umasekaran, B., Research Methods for Business, John Wiley and Sons (2005).

Reference Books:

2. Saunders, M. and Lewis, P., Research Methods for Business Students, Prentice Hall
3. Business Research Method , W. Zikmund Thomson Publication

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Subject Code	MS612	Subject Title	Consumer Behavior						
LTP	2 0 0	Credit	2	Subject Category	DC	Year	I	Semester	II

Course Objectives:

The course focuses on making students gain a thorough grasp of psychological principles which govern the influence of marketing mix on the consumer behavior, identify key psychological reasons for how and why consumers respond in particular situations and utilize the above understanding in order to make an effective marketing mix decision

Learning Outcomes:

On completing this course students will be able to:

- Understand the nature of consumer behavior and various theories underlying the same
- Develop a deep understanding into various facets of consumer behavior
- Correlate the theoretical and practical aspects of consumer behavior
- Think like business and marketing professionals involved in the strategic and operational activities of consumer behavior within an organization

Unit I:

Introduction to Marketing & Consumer Behavior, Psychology & Consumer Behavior, Buyer Various Aspects, Models of Comprehensive Buyer Behavior, Overview of Consumer Behavior Decision Process, Case study

Unit II:

Culture, Social Class Variables Impacting Consumer Behavior, Sub Culture, Reference Group Variables Impacting Consumer Behavior, Family Variables Impacting Consumer Behavior, Learning and Memory, Case Study

Unit III:

Personality and concept of self, Motivation, Emotion, Perception, Information Processing, Problem Recognition, Case Study

Unit IV:

Individual Determinants of Consumer Behaviour – Needs and Motivation, Personality and Self Concept, Perception, Learning, Attitude

Unit V:

Models of Industrial Buying Behavior, Patterns of Industrial Buying Behavior in India, Diffusion of Innovation, Perception, Trust, Selectivities, Cross-cultural Consumer Behavior, Case Study

Text Books

1. Consumer Behaviour and Branding: Concepts, Readings and Cases-The Indian Context, S Ramesh Kumar

Reference Books

2. Hoyer, Wayne and Deborah McInnis. *Consumer Behavior*. Boston: Houghton Mifflin
 3. Kardes, Frank (2008), *Consumer Behavior Science and Practice*, Spouth-Western
 4. Solomon, Michael, Gary Bamossy, Søren Askegaard, and Maragreth Hogg (2009), *Consumer Behaviour: A European Perspective*, 3rd Edition, Pearson
- Reference:**
1. Roger D Blackwell ,Paul W Miniard ,James F Engel, —Consumer Behavior||, 1st India Edition, 2008, South Western
 2. Del Hawkins, David Mothersbaugh, Amit Mookerjee, —Consumer Behavior: Building Marketing Strategy||, 11th Edition, 2010, , Tata McGraw Hill
 3. Consumer Behaviour: Global Edition, 10/E, Michael Solomon, Pearson Higher education
 4. Consumer Behaviour, Jim Blythe, 2nd edition, Sage publication

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Subject Code	MS613	Subject Title	Corporate Finance						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	I	Semester	II

Course Objectives:

The course focuses on making students understand basic fundamentals financial concepts, principles, elements of financial statements, frameworks and tools necessary for analyzing financial decisions.

Learning Outcomes:

On completing this course students will be able to:

- Understand and analytical and practical tools essential for corporate financial decisions
- Evaluate a Corporation's investment decisions from a financial perspective
- Recommend a course of financial action for a given business situation
- Provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of financial theories.

UNIT-1: Introduction to corporate finance

Types of financial management decisions, the role of the financial manager, forms of business organizations, the goal of financial management, balance sheet, income statement, cash flow, Financial statement analysis.

UNIT-II: The time value of money

Time value of money, simple interest vs. compound interest, cash flow diagrams, future value and compounding, present value and discounting, uneven cash flow and annuity, calculate present worth, future worth and annual worth, discounted cash flow valuation, effective interest rate, annual percentage rate, multi period interest, continuous compounding, capital recovery and sinking fund model.

UNIT-III: Capital Structure and Financing Decisions

The elements and role of financial planning, Cost Vs Earning theories of capitalization, Stages of Capitalization, Capital structure-Concept, Optimum CS, Pattern of Capital Structure, Trading on Equity, Capital Gearing- Types, Capital Structure: Basic Concepts, Theories of Capital Structure, Leverage-Financial, Operating and Combined leverage- Computation, Cost of capital-Concept, Computation of C_d , C_p , C_e , C_r , New equity shares, WACC Computation.

UNIT- IV: Investment Decisions

Long term vs. short term investment, Concepts and procedures of capital budgeting, investment criteria (net Present value, payback, discounted payback, average accounting return, Internal rate of return, profitability index), working capital management- Concept and Computation of Working Capital- Forecasting of CA & CL Method and Operating cycle method.

UNIT- V: Dividend Decisions:

Concept and Types of dividend, Procedural aspects of declaration & payment of dividend, Dividend policy- Types- Strict, Liberal, Stable, constant payout ratio & D.P.S. ratio, Factors affecting dividend policy, Dividend decisions and valuation of firm-Walter's VS Gordon Approach- Computation, MM Approach- Computation.

Text Books:

1 Financial Management: Theory and Practice, Brigham & Ehrhardt, 10th edition, Cengage Learning, 2002.

Reference Books:

1. I M Pandey, FINANCIAL MANAGEMENT, 9th, Vikas Publishing House, New Delhi, 2014
2. Berk, Jonathan, and Peter De Marzo, Corporate Finance, 2nd, Prentice Hall, New Jersey, 2010

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS614	Subject Title	Global Business Environment						
LTP	2 0 0	Credit	2	Subject Category	DC	Year	I	Semester	II

Course Objectives:

The course focuses on apprising students the relevance of understanding environmental variables in taking effective business decisions making. Students will learn how to analyze business environmental variables to identify possible expansion opportunities and warding off potential threats in today's globalized business environment.

Learning Outcomes:

On completing this course students will be able to:

- Understand and analyze different environmental variables
- Learn how global events affect the business decisions and market sentiments
- Understand how Industrial policies are dependent on these environmental factors
- Learn International trade theories and their implications for business
- Appreciate the role of world business bodies such WTO, IMF etc. in guiding Global trade

UNIT-1:

Global Business Environment: Definition, Concept and Scope, Components and Significance- Economic, Political, Social, Cultural, Legal and Technological Environment, Dimensions of International Business Environment and Challenges- Recent World Trade and Foreign Investment Trends.

UNIT-2:

Indian Economic Environment: Structure of Indian Economy- Public, Private, Joint and Co- operative Sectors, Overview of Planning in India, Industrial Policy, Trade and Commerce Policy, and Foreign Policy, Emerging Trends in Indian Business Environment, Indian Companies- Competitiveness, Changes and Challenges.

UNIT-3:

Economic Systems and Dynamics: International Trade Theories, Balance of Payments- Concepts, Disequilibrium in BOP and Methods of Correction, Overview of Indian Financial System.

UNIT-4:

Globalization and International Trade: International Economic Integration- Country Evaluation and Selection, Foreign Market Entry Methods, Trade Barriers and Trade Strategy- Free Trade vs. Protection, International Trading Blocks- EU, NAFTA, Asian Common Market, AFTA and SAARC, Impact of WTO on India.

UNIT-5:

International Institutions: WTO, IBRD (World Bank), IMF, IFC and ADB- Objectives, Organization Structure and Functioning.

Text Books:

1. A.C. Fernando, **Business Environment**, Pearson Education.

Reference Books:

1. Hill, Charles W., Arun K. Jain, International Business, Tata McGraw Hill (2008).
2. Richard, M.S. and Luciara, N., Managing in the Global Environment, PHI (2006).
3. Justin Paul, **BUSINESS ENVIRONMENT: TEXT & CASES**, Tata McGraw-Hill Education 3.Cherunilam, F., Business Environment, Himalaya Publishing House (2007).
- 4.Cavusgil, S. Tamer, Gary Knight, John R. Riesenberger, International Business: Strategy, Management and New Realities, Pearson Education (2009).

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS615	Subject Title	Human Resource Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	I	Semester	II

Course Objectives

This course is designed for students seeking to enhance their effectiveness for optimizing the human resource potential of their organization in order to achieve business and strategic objectives. In this course, students will learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration.

Learning Outcomes

- Contribute to the development, implementation, and evaluation of employee recruitment, selection, retention plans, health and safety policies and practices.
- Develop, implement, and evaluate organizational development strategies aimed at promoting organizational effectiveness.
- Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, training and development.
- Recognize, outline, and illustrate the enduring global contexts of International HRM

UNIT-1:

Human Resources Management: Definition, scope, objective and functions of Human Resources Management
 Human Resources Policy: Definition, importance, characteristics of good HR Policy
 Human Resources Planning: Definition, importance, barriers of HR Planning, HR Planning Process.

UNIT-2:

Job Analysis and Design: Definition, Process of Job Analysis, Job Design, Factors affecting job Design, Process of Job Design.
 Human Resource Recruitment: Definition, factors governing recruitment, recruitment process.
 Selection: Definition, Selection Process. Placement: Meaning, Problems in Placement.

UNIT-3:

Orientation: Meaning, typical Orientation Program, Evaluation of and Problems in Orientation, Promotions and Transfers, Retrenchment and VRS.
 Training and Development: Inputs in Training and development, Training Process, deriving Instructional Objectives, Design, Implementation and Evaluation of the Training Programme.
 Performance Management- Different elements of Performance Management, process and evaluation techniques, issues and dilemmas, context and design model of system.

UNIT-4:

Employee Remuneration: Components of Remuneration, Fringe Benefits, Perquisites, Non Monetary benefits, Remuneration Plans, Devising Remuneration Plans, Concepts of Wages, Minimum Wages, Fair Wages.
 Incentive payments: Meaning, Types of Incentive system
 Human Resource Management and Ethics: Importance of HRM ethics, Ethical Issues in HRM
 Employee Welfare: Meaning, Types of Welfare Activities, welfare facilities by the Government, Welfare Activities by the Trade Unions.

UNIT-5:

Balance Scorecard –Factors that led to thinking about scorecard approach, idea Underling BSC, Research by Kaplan and Norton
 Introducing BSC- step By- Step, case studies project work.

Text Books:

1. Gary Dessler: Human Resource Management, Pearson Education India.

Reference Books:

1. Micheal Armstrong, A handbook on Human Resource Management, 10th Edition, Koganpae limited, 2007, USA
2. John Bratton & Jeff Gold, Human Resource Management-Theory & Practices, Palgrave Macmillan, 2012.

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS616	Subject Title	Managerial Decision Modeling						
LTP	4 0 0	Credit	4	Subject Category	DC	Year	I	Semester	II

Course Objectives

The main aim of this course is to introduce students to the techniques of decision modeling & provide students with basic skills and knowledge of decision modeling and its application in management field.

Course Learning Outcomes

After successful completion of course students will be able to

- Identify and develop operational research models from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimization problems.
- Use mathematical software to solve the proposed models.
- Develop a report that describes the model and the solving technique
- Analyses the results and propose recommendations in language understandable to the decision-making processes in management.

UNIT-1:

Overview on decision modelling, types of models, steps involved in decision modelling, problems in developing decision models, modelling through spreadsheet- hands on examples.

UNIT-2:

Linear programming models- concept, assumptions and applications, Formulating a linear programming model, graphical solution to LPP with two variables, Simplex algorithm

UNIT-3:

An introduction to transportation models, VAM and MODI methods, Unbalanced transportation models, Overview of assignment models

UNIT-4:

Overview on decision analysis, steps involved in decision analysis, Decision Tree Analysis, Forecasting models

UNIT-5:

Queuing models, characteristics of a queuing system, types of queuing systems, An overview on simulation modeling, Monte Carlo simulation, role of computers in simulation,.

Text Books:

1. Wayne L. Winston, Practical Management Science: spreadsheet modeling and applications

Reference Books:

1. Managerial Decision Modelling with Spreadsheets; NagrajBalakrishnan et al, Pearson Publication
2. Taha, Hamdy, Operations Research, 7thedition, (USA: Macmillan Publishing Company), 2003

List of Experiments

- Exercise-1:** Linear programming modeling applications with Excel.
- Exercise-2:** Sensitivity analysis Exercises
- Exercise-3:** Solving transportation models using Excel
- Exercise-4:** Solving assignment models using Excel
- Exercise-5:** Using Excel to solve decision making under uncertainty and risk
- Exercise-6:** Using TreePlan to solve decision tree problems with Excel
- Exercise-7:** Using Excel for basic time series forecasting models
- Exercise-8:** Using Excel Units for queuing model computations

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS617	Subject Title	Operation Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	I	Semester	II

Course Objectives

This course provides an understanding of basic concepts, tool, and techniques of production and operation management. The students will learn all necessary terminologies and their relevance in managing operations at the production floor.

Learning Outcomes

Upon completion of this course, students will be able to

- Differentiate between Operation and Production management.
- Identify the roles and responsibilities of operations managers.
- Assess the needs in any organization in context of operations as well as productions.
- Learn importance of functional areas of operation i.e. layout, location, inventory, quality, quantity, purchasing pattern etc.
- Apply understanding of the production and operation concepts in taking better business decisions

UNIT-1:

Introduction to Operations Management: Operations Management Defined, Need of Operations Management, Nature & Scope of Operation Management, Relationship with other functional areas, Concept of Goods vs Services, Overview of Operations Strategy, and Theory of Slack Ropes.

UNIT-2:

Product and Process Design: Introduction to Process design, Product – process matrix, Process design in Services, Product Design and Service Design, Design for manufacturing, Design for Assembly and modular design, Concept of Quality Function Deployment and House of Quality.

UNIT-3:

Facility Layout and Location Selection: Concept of Facility Location and various methods for location selection, Facility Layout: Product layout, Process Layout, Hybrid and other forms of layout, Advantages and Disadvantages.

UNIT-4:

Overview of Supply Chain and Inventory management: Introduction to Supply Chain Management and its importance in Operations management, Bullwhip Effect Inventory Management, WIP, EOQ Model, ABC Classification, Forecasting and its different methods, Capacity Planning and Aggregate Production Planning, MRP, Scheduling.

UNIT-5:

Quality Management: Overview of Quality Management, Quality: Definition, Dimension, Types of Waste, KANBAN System, Total Quality Management (TQM), Overview of Six Sigma.

Text Books:

1. Chase, Aquilano and Jacobs, Production and Operations Management, Tata McGraw- Hill (2006).

Reference Books:

1. Jack R. Meredith and Scott M. Shafer, 5th Edition, International Student Version, Wiley, New Delhi, 2012.
2. R.B. Khanna, Production and Operation Management,
3. P.B. Mahapatra, Operation Management-A Quantative Approach, PHI, Delhi,
4. J.P. Saxena, Production and Operation Management, 2nd Edition, Tata McGraw hill education, New Delhi, 2012.

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS618	Subject Title	Business Simulation						
LTP	1 0 2	Credit	2	Subject Category	DC	Year	I	Semester	II

Course Objectives

The main purpose of this course is to make students understand the importance of cross-functional decision making.

Learning Outcomes

After this course, students shall be able to

- Understand how business decisions are actually taken
- Take cross functional area decision to see there resulting implications on the business
- Have a managerial feel to run a company

About MikesBikes-Intro (MB-I)

It is an Online Business Simulation that will give you the opportunity to run your own company that deals in Bicycle Manufacturing. Students shall be managing all the key functional areas of a Firm involving critical price, marketing, operations, product development, and financial decisions.

Week wise Course Delivery Plan

Week -1	Introduction to Mike Bikes and Learning Plans through team based decisions
Week -2	First Interface with simulation on Single player Version(Practice)
Week -3	Practice Rollover 1 on Multi-player Version
Week -4	Practice Rollover 2 on Multi-player Version
Week -5	Start of Competition – Rollover1 (Year1 decisions to be taken)
Week -6	Competition – Rollover2 (Year2 decisions to be taken)
Week -7	Competition – Rollover3 (Year3 decisions to be taken)
Week -8	Competition – Rollover4 (Year4 decisions to be taken)

Pedagogy

This course shall be delivered through a competition based format where in class is divided into 20 teams having 3-4 members in each team. Simultaneously, 5 teams will be in direct competition i.e. shall be competition with each other and hence shall form WORLD1. In total there will be 4 Worlds having 5 teams in each. Each team shall analyze various reports and take certain decisions so that overall shareholders' value for their respective firm is increased. After every Rollover i.e. submitting their decisions for a given year, the performance of each team shall be analyzed and evaluated.

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS619	Subject Title	Comprehensive Viva-voce						
LTP	0 0 2	Credit	1	Subject Category	DC	Year	I	Semester	II

To assess the students learning in one full year, a comprehensive Viva-Voce based on all the courses of Semester-I and semester-II will conducted at the end of second semester

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS701	Subject Title	Business Ethics and Corporate Governance						
LTP	2 0 0	Credit	2	Subject Category	DC	Year	II	Semester	III

UNIT-1:

Introduction to Business Ethics: An understanding of Ethics ,Meaning of Ethics, Def. of Business Ethics, Ethical Performance ,Types of Ethics, Sources of Ethics, Ethics and Business ,Importance and Scope of Ethics, Factors influencing Business Ethics, Objective of Business Ethics, Morality and Ethics.

UNIT-2:

Values, Norms, Beliefs and Standards: Ethical Codes, Managing Ethics, Ethical Activities, Ethical Dilemmas, Whistle Blowing.

UNIT-3:

Ethical Decision: Making the role of Moral Philosophies in Decision Making, Ethical Organisation, Ethical Issues that arise for Managers, Kohlenberg's Model, Carrol Gilligan's Model.

UNIT-4:

Ethical Practices in Business Management: Application in Marketing, Advertising, Finance- Tax Evasion, Lack of Transparency, Preparing False Financial Statement, Speculation and Insider Trading. Application in HRM area like Compensation, and Work Place Harassment of Employee.

UNIT-5:

Corporate Governance: Introduction, Concept and Need for Corporate Governance, Definitions, Parties to Corporate Governance, Agency Theory, Stewardship Theory, Popular Model for Governance, Anglo-American Model, Japanese Model and Indian Perspective of Corporate Governance.

Text Books:

1. CSV Murthy, Business Ethics (Text and Cases), HPH

Reference Books:

1. Marianne M. Jennings, Cases in Business Ethics, Cenage Learning
2. Dr. Sanjay Mohapatra, Case Studies in Business Ethics and Corporate Governance, Pearson Education.
3. Ananda Das Gupta, Ethics, Business and Society: Managing Responsibly, 2010, SAGE
4. Prof.(Col) P.S. Bajaj, Dr. Raj Agarwal, Business Ethics –An Indian perspective, Biztantra

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS711	Subject Title	Strategic Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	IV

UNIT-1:

Introduction: Basic concepts of strategic management. Strategic decision-making, levels, & Process of strategic management strategic intent: Vision, Mission, Goals and Objectives. Organization Appraisal—organizational capabilities in various Functional areas and Strategic Advantage Profile. Methods and techniques used for organizational appraisal (Value chain analysis, Financial and non-financial analysis, historical analysis, Industry standards and benchmarking, balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).

UNIT-2:

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS), External and internal assessments- porter's five force model, IFE, EFE & CPM matrix used for assessments.

UNIT-3:

Corporate level strategies-- Stability, Expansion, Retrenchment and CoMBTination strategies. Corporate restructuring. Concept of Synergy. Business level strategies— Cost leadership, Differentiation and Focus strategies Strategic Analysis and choice The input, matching (TOWS, SPACE, BCG IE, & grand strategy matrix) and Decision stages (QSPM) of strategic analysis choice.

UNIT-4:

Strategic Implementation-nature of strategic implementation, polices, resource allocation, managing conflicts, managing structure with strategy (functional structure, divisional structure, SBU), restructuring, Reengineering & E- engineering, managing resistance to change, strategic budget allocation, Human resource concerns while implementing Corporate culture & leadership-Leading the strategic execution process.

UNIT-5:

Strategy review evaluation and control-Nature of strategy evaluation, strategy-evaluation framework, measuring organizational performance, taking corrective actions. Levels of strategic control, contingency planning & auditing. Managing strategic change-process, determining need for change, styles and tactics of change management.

Text Books:

1. Fred.R.David Strategic Management-concepts & cases-Prentice Hall Publication

Reference Books:

1. Thomos L Wheelen and J D Hunger- Strategic Management
2. Hamel G and Prahalad C K - Competing for the Future

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS731M	Subject Title	Digital and Social Media Marketing						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

UNIT-1:

INTRODUCTION TO DIGITAL MARKETING

Digital Marketing Fundamentals – Historical evolution of Internet, Digital Marketing Industry Definition, key constituents of Digital Marketing, scope of Digital marketing (Applications), Digital Marketing Plan, Concept of e-Business & e-commerce, Revenue or Business Models, Digital Marketing Environment

UNIT-2:

DIGITAL MARKETING STRATEGY

Digital Marketing Research, Online Consumer Behavior- Online Buying Process, Online buying Behaviour models, Segmentation, Targeting and Positioning (STP) in online environment

UNIT-3:

DELIVERING THROUGH DIGITAL MARKETING

Conceptualizing and Developing a Website – conceptualizing online Product, Researching Site User's requirement, Reviewing Competitors' website, designing the information architecture, Website Prototyping, Domain Name registration, Hosting a website. Website designing tools – Website designing editors (HTML, Dreamweaver

UNIT-4:

DIGITAL MARKETING COMMUNICATION TOOLS

Integrated Marketing Communication (IMC), IMC tools – SEO, SEM (hands on session on Google Adwords, Interactive Advertising), E-Mail Marketing, Online Public Relation, Affiliate Marketing

UNIT-5:

MARKETING THROUGH SOCIAL MEDIA

Marketing through Social Media such as Facebook, Twitter, LinkedIn, Google+, role of Virtual communities and blogs, Social Media for Consumer Insight, Social Media Metrics

Text Books & Reference Books

1. e-Marketing: Strass, El-Ansary, Frost
 2. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media by Liana Li Evans, Pearson Publication.
 3. Social Median Marketing Book; By Dan Zarrel, O'Reilly Media. 2009.
- Digital Marketing: Strategy, Implementation and Practice, 5/E, Dave Chaffey, Pearson.

Text Books & Reference Books

1. e-Marketing: Strass, El-Ansary, Frost
2. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media by Liana Li Evans, Pearson Publication.

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS732M	Subject Title	Retail Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit I:

Nature and Importance of Retailing:

Retailing And Retailers, Place Of Retailing In Marketing Mix, Retailing Economical And Social Importance, Size Of Retail Market, Operating Expenses And Profits. Retailing in India. Classifying Retail Firms: Firm Of Ownership, Operational Structure, Service And Price Orientation, Merchandise Offering.

Unit II:

Store & Non Store Retailing

Type of Merchandiser, Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In Home Retailing, Retailers -Sponsored Cooperative Chain, Manufacturers - Sponsored Franchising System.

Unit III:

Retail Strategy and Planning

Retail Perspective, Understanding the Retail Customer, Store Locations

Unit IV:

Merchandise Management and Retail Decisions

Target Market Selection, Merchandise, Merchandise Planning and Management, Merchandis Buying, Retail Pricing and Merchandise Performance. Location, Size, Store Image, Design, Layout and Shop Design.

Unit V:

Creating & Sustaining Value and Trends in Retailing

Retail Marketing Communication, Servicing the Retail Customer, Supply Chain Management. Growth of Shopping Malls, Factory Outlet, Discount and Discount Malls.

Text Books:

1. David Gilbert, Retail Marketing Management, Pearson India

Reference books:

1. Managing Retailing, 2/e, Piyush Kumar Sinha & Dwarika Prasad Uniyal, Oxford University Press

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS733M	Subject Title	Sales and Distribution Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

UNIT-1:

Introduction to Sales Management: Concept, Nature, Role of Sales Management in Marketing, Salesmanship, Specific Characteristics of a successful salesman, The Evolving Face of Personal Selling. Application of AIDA Model in Personal Selling.

UNIT-2:

Process of Personal Selling, Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post - Sale Activities, Qualities of a Successful Sales person with reference to B-2-B, B-2-C Marketing, tools for personal selling, Sales Aids – Use of technology in sales effective selling techniques, Tele Marketing.

UNIT-3:

Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods, Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis

UNIT-4:

Managing the Sales Force, Procedures and criteria extensively used as selection tools for recruiting and testing sales ability, Sales Force Job Analysis and Description, Training and Development, Compensation and Innovation, Motivating the Sales Team: Motivation Programs - Sales Meetings, Sales Contests, Sales Compensating (Monetary compensation, incentive programs as motivators, NonMonetary compensation – fine tuning of compensation package, Performance Appraisal of Sales Personnel.

UNIT-5:

Distribution concept and definition, steps in distribution, Changing role of Distribution in current context, Distribution function, distribution audit, related functions Physical distribution system, logistics, management, distribution as link between Sourcing and Marketing, Distribution as Service function its needs and levels, standard costs and control of key activities, designing a Distribution system Warehousing – Why? Types and functions, Distribution Requirement Planning (DRP), Concept of Inventory Management Distribution Management. Distribution Resource Planning.

Text Books:

1. Sales Management; Richard Rstill, Edward W. Cundiff
2. Rosann L. Spiro, William J. Stanton, Gregory A. Rich; 11th ed., Management of a Sales Force, Tata McGraw Hill, New Delhi 2008
3. Krishna K Havaladar & Vasant M Cavale, Sales and Distribution Management: Text and Cases, McGrawHill Education, Eighth Edition

Reference Books:

1. Tapan K. Panda & Sunil Sahadev, *Sales and Distribution Management, 2/e*, 2011, Oxford University Press

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS734M	Subject Title	Integrated Marketing Communication						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

UNIT-1:

THE IMC FOUNDATION: Integrated Marketing Communications, Corporate Image and Brand Management, Buyer Behaviors, Promotions Opportunity Analysis

UNIT-2:

IMC ADVERTISING TOOLS: Advertising Management, Advertising Design: Theoretical, Frameworks and Types of Appeals, Advertising Design: Message Strategies and Executional Frameworks

UNIT-3:

IMC MEDIA TOOLS: Advertising Media Selection-active Marketing, Alternative Marketing.

UNIT-4:

IMC PROMOTIONAL TOOLS: Database and Direct Response Marketing, Sales Promotions, Public Relations and Sponsorship Programs

UNIT-5:

IMC INTEGRATION TOOLS: Regulations and Ethical Concerns, Evaluating an Integrated Marketing Program

Text Books & Reference Books

1. Integrated Advertising, Promotion and Marketing Communications, 4/e by Kenneth E. Clow Donald E. Back Pearson Publication
2. Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE)by George Belch, Michael Belch, KeyoorPurani, Tata Mcgrawhill.

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS735M	Subject Title	Service Marketing						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

UNIT-1:

Introduction to Services Marketing – Trends & Opportunities, The Service Sector & Service Characteristics, Classifying Services & The Services Marketing Mix, Customer Behavior in Service Settings, Concept of service marketing triangle, Service marketing mix.

UNIT-2:

Consumer behaviour in services: Search, Experience and Credence property, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services, Customer perception of services - Factors that influence customer perception of service, Service encounters.

UNIT-3:

Expectations and Service Quality, A Gaps Approach to Quality Management: SERVQUAL, Customer satisfaction, Strategies for influencing customer perception, Service Failure and Recovery

UNIT-4:

Employee role in service designing: Importance of service employee, Source of conflict, Quality – productivity trade off. Strategies for closing GAP 3, Importance of customer & customers role in service delivery, Strategies for enhancing - Customer participation, Delivery through intermediaries - Key intermediaries for service delivery, Intermediary control strategies

UNIT-5:

Physical evidence in services: Types of services capes, Role of services capes, Frame work for understand services capes & its effect on behaviour, Guidance for physical evidence strategies. Role of price and value in provider GAP 4, Role of nonmonetary cost, Price as an indicator of service quality Approaches to pricing services, pricing strategies.

Text Books:

1. Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler, Ajay Pandit, **Services Marketing: Integrating Customer Focus across the Firm**, McGraw-Hill Education
2. RajendraNargundkar, **Services Marketing**, McGraw-Hill Education
3. K, Rama Mohan Roa, **Service Marketing, 2/e**, Pearson Education.
4. Harsh Verma, **Service Marketing: Text & Cases**, Pearson Education, 2nd Edition.

Reference Books

1. Audrey Gilmore, **Services Marketing and Management**, SAGE, 2003
2. Steve Baron, Kim Cassidy, Kim Harris and Toni Hilton, **Services Marketing: Text & Cases**, Palgrave Macmillan, 2009

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS736M	Subject Title	B-2-B Marketing						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

UNIT-1:

Product and brand strategy, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, Product life cycle & portfolio analysis, new product development process

UNIT-2:

Forecasting target market potential and sales, Methods of estimating market and sales potential, Sales forecasting,

UNIT-3:

Brands and Brand Management, significance of a brand –brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

UNIT-4:

Customer-based Brand Equity, Brand Positioning and Brand equity, Choosing Brand Elements to Build Brand Equity, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Developing Brand Equity Measurement and Management System, Measuring Sources of Brand Equity , measuring Outcomes of Brand Equity

UNIT-5:

Branding impact on buyers – competitors, Brand loyalty – loyalty programmes –brand equity – role of brand manager – Interrelations with manufacturing, marketing, finance, purchase and R & D – brand audit, brand development through acquisition , takes over and merger

Text Books & Reference Books

1. Kevin Lane Keller, —Strategic brand Management||, Person Education, New Delhi, 2003.
2. Jean Noel, Kapferer, —Strategic brand Management||, The Free Press, New York, 1992.
3. Product management - Donal R. Lehmann, Russel S. Winer
4. S.Ramesh Kumar, —Managing Indian Brands||, Vikas publishing House (P) Ltd., New Delhi, 2002.
5. Jagdeep Kapoor, Brandex, Biztantra, New Delhi, 2005

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS737M	Subject Title	Product and Brand Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

UNIT-1:

Product and brand strategy, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, Product life cycle & portfolio analysis, new product development process

UNIT-2:

Forecasting target market potential and sales, Methods of estimating market and sales potential, Sales forecasting,

UNIT-3:

Brands and Brand Management, significance of a brand –brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

UNIT-4:

Customer-based Brand Equity, Brand Positioning and Brand equity, Choosing Brand Elements to Build Brand Equity, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Developing Brand Equity Measurement and Management System, Measuring Sources of Brand Equity, measuring Outcomes of Brand Equity

UNIT-5:

Branding impact on buyers – competitors, Brand loyalty – loyalty programmes –brand equity – role of brand manager – Interrelations with manufacturing, marketing, finance, purchase and R & D – brand audit, brand development through acquisition, takes over and merger

Text Books & Reference Books

1. Kevin Lane Keller, "Strategic brand Management", Person Education, New Delhi, 2003.
2. Jean Noel, Kapferer, "Strategic brand Management", The Free Press, New York, 1992.
3. Product management - Donal R. Lehmann, Russel S. Winer
4. S.Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., New Delhi, 2002.
5. Jagdeep Kapoor, Brandex, Biztantra, New Delhi, 2005

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS731F	Subject Title	Cost and Management Accounting						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

UNIT-1:

Introduction to Management Accounting: Nature and scope of cost and management accounting, Management Accounting and managerial decisions, Role of management accountant and responsibilities.

UNIT-2:

Responsibility Accounting: Meaning and significance of responsibility accounting, Responsibility centers, cost centers and Investment centers, Methods of transfer prices, Advantages of Responsibility Accounting, problems and solutions.

UNIT-3:

Budgeting: Definition, Types, Fixed and flexible budget, cash budget, concept of zero base budgeting.

UNIT-4:

Standard costing and variance analysis: Standard costing as a technique of cost control, variance analysis, Material, labour and variable overhead variance analysis.

UNIT-5:

Marginal costing and Break-Even analysis: Concept of marginal costing and absorption costing and direct costing. Cost volume profit analysis. Break – Even analysis and its applications in business decisions, concept of margin of safety, Decisions regarding sales mix. Make or buy, discontinuation of product line and acceptance of an offer of supply, Meaning and Importance, methods of capital budgeting evaluation, discounted cash flow method, Net present value method and rate of return method.

Text Books

1. Principles of Management Accounting - Manmohan and Goyal
2. Management Accounting principles and practice -R.K.Sharma and S.K. Gupta
3. Management Accounting and Financial control - R.L. Gupta
4. Management Accounting - I.M. Pandey
5. Management Account - Robert Anthony
6. Pillai & Bhagwati, Cost Accounting, S.Chand Publication,
7. C.A. Bhavesh & N. Chandarana, Cost Accounting and Financial Management, 2nd Edition, Taxmann's

Reference Books:

1. C. VasantaMadhavi, Business In Crisis, Book man India, Taxmann's New Delhi, 2010.
2. Khan & Jain, Cost Accounting, 2nd Edition, Tata McGraw Hill, New Delhi, 2003.
3. Alok Agarwal & Mridu Agarwal, A comprehensive approach to cost accounting, 3rd Edition, Lawpoint Publication, Kolkata, 2013.
4. S.P. Jain & K.L. Narang, Cost and Management accounting, 12th Edition, Kalyani Publishers, Ludhiana, 2012.

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Subject Code	MS732F	Subject Title	Security Analysis and Portfolio Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Introduction: Real Assets Vs Financial Assets, Primary Vs Secondary Markets, Separation of Ownership and Management, Various sectors of Financial System, I-Banking, Globalization, Securitization, Financial Engineering, Overview of Trade Exchanges, Types of Orders, Globalization of Stock markets and insider trading, Domestic Macro Analysis for Investment and Corporate Finance (Wiley Finance) 2nd edition economy, Demand and Supply Shocks, Fiscal and Monetary policy, Economic Indicators, Industry Analysis.

Unit-2: Money Market: Types of money market instruments, LIBOR Market, Types of bonds, Mortgage Backed Securities, Types of stock and their characteristics, Dow Jones, S&P 500, BSE and NSE Index, Bond Market Indicators, Types of Mutual Funds (Open and closed end funds), Real Estate Investment Trust (REIT), Types of Funds, Front End Load, Back End Load.

Unit-3: Security Analysis: Fundamental Analysis, Dividend Discount Models or Gordon's Method, Free Cash Flow Valuation Method, P/E Ratio and Growth Opportunities, Technical Analysis, Random Walk Hypothesis, Efficient Market Hypothesis.

Unit-4: Fixed Income Securities: Bond Characteristics, Prices and Yields, Types of Bonds (Convertible, Corporate, Callable, Puttable, Floating Rate) Bonds, Convexity and Duration of bonds, Bond Pricing between Coupon dates, Bond Prices when held till maturity, Zero Coupon Bonds, Tax effects on bonds, Bond Indentures, Sinking Fund.

Unit-5: Portfolio Management: Harry Markowitz's Theory of Portfolio Management, Risk management and a portfolio investment strategy, Determination of expected risk and return of portfolio, Utility Function and Risk Aversion, Mean Variance Analysis, Portfolio Performance Evaluation, Sharpe Ratio Analysis, CAPM (Capital Asset Pricing Model) Analysis: Capital Allocation Line, Determination of optimal portfolio, Arbitrage Pricing Theory.

Text Books:

1. Investments, Sixth Edition, by ZoviBodie, Alex Kane, and Alan J. Marcus- McGraw Hill Publisher

Reference Books:

1. David G. Luenberger, Investment Science, 2nd, Oxford University Press, Oxford, 2014.
2. John C. Hull; Options, Futures, and Other Derivatives and DerivaGem CD Package, 8th, Prentice Hall, New Jersey, 2011

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Subject Code	MS733F	Subject Title	Financial Markets And Institutions						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Financial Market: An Introduction: Meaning, Nature and Role of Financial System; Financial Markets as a component of Financial System; Financial system and Economic Growth; Financial System Designs: Bank - based and Market-based.

Unit-2: Non-Banking Financial Institutions and Statutory Financial Organization: Small Savings, provident funds and pension funds, Insurance companies, Unit trust of Indian and mutual funds, miscellaneous non-banking financial intermediaries, public Deposits with non-banking companies, an overview of non-banking statutory financial Organizations i.e. IFCI, NIDC, ICICI, IDBI, EXIM bank, TFCI etc.

Unit-3: Money Market: Meaning, Characteristics and Functions of Money Market; Role of the Reserve Bank in the Money Market; Intermediaries in the Money Market; Development of Money Market in India; Money Market Instruments: Treasury Bills, Commercial Paper; Certificate of Deposit; Commercial Bills; Collateralized Borrowing and Lending Obligation; Call Money Market and Term Money Market.

Unit-4: Capital Market: Meaning, Functions and Types of Capital Market; Reforms in the Capital market; Intermediaries; Issue Mechanisms; Types of Primary Issues: Public, Rights and Private Placement; Resource Mobilization from International Capital Markets: ADRs, GDRs and ECBS; Primary Market Scenario in India; Debt Market: Private Corporate. Role of SEBI in the Capital Market.

Unit-5: Secondary Capital Market: Functions of the Secondary Market; Post Reforms Stock Market Scenario; Organization, Management and Membership of Stock Exchanges; Listing of Securities; Trading Arrangements; Stock Market Index; Stock Exchanges in India.

Text Books:

1. M.Y.Khan, —Indian Financial System||, Mc Graw Hill, 6th Edition.
2. Machiraju, H.R., —Indian Financial System||, Economic Times.
3. Bhole, LM and Mahakud, J., —Financial institutions and markets|| Mc Graw Hill, 5th Edition.
4. Bharti V. Pathak, The Indian Financial System-Markets, Institutions and Services, 3rd Edition, Pearson

Reference Books:

1. Anthony Saunders, Financial Institutions Management- A Risk Management Approach, 7th Edition, McGraw Hill Education, 2011.
2. Siddhartha Shankar Saha, Indian Financial System and Markets, 1st Edition, McGraw Hill Education, New Delhi, 2012.
3. Benton E. Gup, Banking and Financial Institution: A guide for Directors, Investors and Borrowers, Wiley Finance, 2011.

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Subject Code	MS734F	Subject Title	Financial Derivatives						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Options Markets: Introduction: Options Trading / American and European Options / Adjustments in Option Contract Terms / The Options Clearing Corporation / Index Options / Futures Options / Foreign Currency Options / Interest Rate Options, Values of Options at Expiration, Option Strategies, The Put-Call Parity Relationship, Callable Bonds / Convertible Securities / Warrants / Collateralized Loans / Levered Equity and Risky Debt.

Unit -2: Option Valuation: Intrinsic and Time Values / Determinants of Option Values, Restrictions on Option Values, Binomial Option Pricing, Black-Scholes Option Valuation, Hedge Ratios and the Black-Scholes Formula / Portfolio Insurance / Hedging Bets on Mispriced Options.

Unit -3: Futures Markets: The Basics of Futures Contracts / Existing Contracts, The Clearinghouse and Open Interest / The Margin Account and Marking to Market / Cash versus Actual Delivery / Regulations / Taxation, Hedging and Speculation / Basis Risk and Hedging, The Spot-Futures Parity Theorem / Spreads / Forward versus Futures Pricing, Expectation Hypothesis / Normal Backwardation / Contango / Modern Portfolio Theory.

Unit -4: Types of Futures and Swaps: Foreign Exchange Futures (The Markets / Interest Rate Parity / Direct versus Indirect Quotes / Using Futures to Manage Exchange Rate Risk), Stock-Index Futures (The Contracts / Creating Synthetic Stock Positions: An Asset Allocation Tool / Index Arbitrage / Using Index Futures to Hedge Market Risk), Interest Rate Futures, Swaps.

Unit-5: Options as Hedging Tools and other Derivatives: Delta hedging, delta covered positions, gamma and trading volatility, kappa and the costs of miss-estimating volatility, theta and time value, rho, Credit Derivatives, Exotic Options, Weather, Energy and Insurance Derivatives, Asian Options / Barrier Options / Look back Options / Currency-Translated Options / Digital Options.

Text Books:

1. Investments, Sixth Edition, by ZoviBodie, Alex Kane, and Alan J. Marcus- McGraw Hill Publisher
2. Investment Science (First edition) by David G. Luenberger, Oxford Press
3. Options, Futures, & Other Derivatives and Deriva Gem CD Package (8th Edition) by John C. Hull (Author)

Reference Books:

1. Steven Shreve, Stochastic Calculus for Finance II: Continuous-Time Models (Springer Finance), Springer, 2008

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Subject Code	MS735F	Subject Title	Tax Planning and Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Introduction to Tax Management: Concept of Tax Planning: Tax avoidance and Tax Evasion Corporate Taxation.

Unit-2: Tax Planning for New Business: Tax planning with reference to location, nature and Form of organization of new business

Unit-3: Tax Planning and Managerial Decisions: Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions: Repairs, Replace renewal or renovation, and shutdown or continue decisions.

Unit-4: Special Tax Provisions: Tax provisions relating to free trade zones, infrastructure Sector and backward areas: Tax incentives for exporters

Unit-5: Tax Payment: Tax deduction and collection at source; Advance payment of tax.

Text Books & Reference Books

1. Corporate Tax Planning and Management – S.C.Mehrotra and Dr.S.P.Goyal, Sahitya
2. Bhavan Publications, Agra.
3. Corporate Tax planning – Monika Duggal, R.B.S.A. Publication, 340, Chaura Rasta, Jaipur
4. Corporate Tax Planning Handbook – R.N. Lakhotiya and SubhashLakhotiya, Vision
5. Books Pvt. Ltd., 24 Feroz Gandhi Road, Lajpath Nagar, III New Delhi – 110 024 India.
6. Direct Taxes: Law and Practice – Singhania V.K., Taxman’s Publication, New Delhi.
7. Direct Tax Planning and Management – Vinod K. Singhania, Taxman’s Publication, New Delhi.
8. Dr. V.K. Singhania& Dr. K Singhania, Direct taxes law & practice, 51 Edition, Taxmann’s , New Delhi, 2014-15.
9. Kaushal Kumar Agarwal, Corporate Tax Planning, 6th Edition, Atlantic Publishers, New Delhi, 2006.
10. SubhashLakhtokia, How to save Income Tax through tax planning, 28th Edition, Vision Books, 2013.
11. Kaushal Kumar Agarwal, Direct Tax Planning & Management,5th Edition , Atlantic Publishers, 2007.
12. Dr Girish Ahuja & Dr. Ravi Gupta, Simplified Approach to Corporate Tax Planning,14th Edition, Bharat Law House, New Delhi, 2013-14.

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Subject Code	MS736F	Subject Title	Risk Management and Insurance						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Introduction to Risk: Risk and Uncertainty, Classification of risks, Risk, peril and hazard, Cost of Risk, Methods of Handling Risk. Risk Management, Nature, Development, Scope, Definition, Objectives. Personal v/s Corporate Risk Management, Corporate Risk Objectives, Risk Management Process.

Unit-2: Risk Identification: Internal and External Risk Exposures and Operative Causes. Risk Evaluation. Statistical concepts involved. Probability Theory and Probability distribution. Measures of Central tendency and dispersion Graphical presentation of Data.

Unit-3: Risk Evaluation: Assessing probability and severity factors. Application of statistical Concepts. Probable Maximum Loss; Ver. Risk Control. Loss Prevention, Loss, Prevention, Loss Minimization, Diversification, Optimal Loss control, Contingency Planning.

Unit-4: Introduction to Insurance: Insurance as a Risk Management Technique: Principle of Indemnity, Insurable Interest, subrogation, utmost good faith, Requisites of insurable Risks, Characteristics of Insurance contract, Functions of Insurers: Types of Insurers, Reinsurance: the concept, uses and advantages. Marketing channels: Agents & brokers Professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker, an overview of IRDA.

Unit-5: Life Insurance and General Insurance: The concept of Life Insurance, types of Life, Insurance contracts, Tax treatment of Life Insurance. Life Insurance Products- Term, Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Adjustable Life Insurance, Endowment Life Insurance, Participating & Nonparticipation Life Insurance. The Actuarial Science: The concept and the responsibilities of an actuary, Provisions of Life Insurance contracts: Settlement Options, Non-forfeiture Options, Dividend, Optional Provisions and Universal Life Policy Provisions, Special Life, Insurance forms: Characteristics, uses, advantages & disadvantages.

Text Books

1. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2nd Edition.

Reference Books

2. Bank Management & Financial Services, Peter.S.Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7th Edition.
3. Managing Banking Risk, Hennie Van Greuning, Sonja Brajovic Bratanovic, Jaico Publishing House 2008
4. Banks & Institutional Management, Vasant Desai, Himalaya Publishing House 2010, 2nd Edition.
5. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition
6. Introduction to Risk Management & Insurance, Mark. S. Dorfman, Prentice-Hall of India Private Limited 2007, 8th Edition.

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Subject Code	MS737F	Subject Title	International Financial Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Global Financial Environment: Fundamentals of International Financial Management, Direct and Indirect Quotes, The challenge of International Finance, Recent changes in Global financial markets, Interest rates in global money markets, international monetary system, International Monetary Fund, Special Drawing Rights (SDR's), Rise of Multinational Corporation, Determination of Exchange Rate.

Unit-2: Foreign Exchange Market and Theories: Organization and structure of forex market, spot market, forward market, mechanics of currency trading, exchange rate quotations and arbitrage, foreign exchange market in India, Arbitrage and law of one price, Purchasing Power Parity (PPP), The Fisher Effect, The International Fisher Effect, Interest Rate Parity Theory, Relationship between Forward Rate and Future Spot Rate, Currency Forecasting.

Unit-3: Currency Derivatives and Financial Management: Currency futures contract, using currency futures, Exchange traded currency futures, Currency Options, Valuation of option, Defining exposure and risk, measuring exposure and risk, Risk management process, Objectives of hedging policy, Managing transactions and operating exposure, , International Cash Management, Accounts Receivable Management, Inventory Management, Short–Term Financing.

Unit-4: Cost of Capital and Capital Budgeting for MNC's: The Cost of Equity Capital, The Weighted Average Cost of Capital for Foreign Projects, Discount Rates for Foreign Investments, The Cost of Debt Capital, Establishing a Worldwide Capital Structure, Valuing Low–Cost Financing Opportunities, Issues in Foreign Investment Analysis, Foreign Project Appraisal: The Case of International Diesel Corporation, Political Risk Analysis, Growth Options and Project Evaluation.

Unit-5: Currency, Swaps, Futures and Options: Major types of Swap structures, Motivations Underlying Swaps, Evolution of Swap Markets, Application of Swaps, Valuation of Swaps, Forward Rate Agreements (FRA's), Interest Rate Futures, Interest Rate Options, Demonstration Problems.

Text books:

1. International Finance : A Business Perspective 2nd Edition, Prakash G Apte
2. Multinational Financial Management 0009 Edition, Alan C. Shapiro
3. Pathak, THE INDIAN FINANCIAL SYSTEM, 3rd, Dorling Kindersley India Pvt Ltd., India, 2011
4. Apte, International Financial Management, 6th, McGraw Hill Education, India, 2013

Reference books:

1. RBI, SatyanandSahoo, Financial Structures and Economic Development in India: An Empirical Evaluation, Press Release, 2013
2. IlaPatnaik, Ajay Shah, Reforming India's Financial System, Press Release, 2014

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Subject Code	MS731H	Subject Title	Acquisition and Talent Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit 1: Talent Acquisition: Concept, Differentiate sourcing from selection, Acquisition work Flow, Job analysis, Person Job Fit and Person Organization Fit, Selection Methods, Legal Compliance , Halo Effect and Recency Effect, Interview, Interview Question design Candidate Evaluation, On-boarding , On-boarding Ideas

Unit 2: Basics of Talent Management - Talent:- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process.

Unit 3: Talent Management System - Components and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies - performance management, evaluating employee potential

Unit 4: Talent Planning - Concept, succession management process; cross functional capabilities and fusion of talents; talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management

Unit 5: Developing and Retaining Talent - Potential identification and development, employee retention-motivation and engagement, engaging talent through coaching and mentoring, Return on talent; developing talent management information system.

Text Books:

1. The Talent management hand Book, Lance A Berger & Dorothy R Berger, TMH
2. Chowdhary, Subir, The Talent Era, Pearson Education, New Delhi

Reference books:

1. Chowdhary, Subir, Management 21C, Financial Times/Prentice Hall International
2. Capelli Peter (2008). Talent on Demand: Managing Talent in Age of Uncertainty. Harvard Business Press.
3. Allan Schweyer (2004). Talent Management Systems: Best practices in Technology Solutions for Recruitment, Retention
4. Kavin Oaks & Pat Galagan, The Executive Guide to Talent Management, First Edition, ASTD, USA, 2011

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Subject Code	MS732H	Subject Title	Organizational Structure and Change						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Concepts of Management and Organization; Organization Structures-Meaning and Importance; Organization Designs and Dimensions; Types of Organizational Structure, Principles of Organization- Parity Principle, Fayol's Guidelines, Unity of Command, Chain of Command, Span of Control, Organization Life Cycles.

Unit-2: Structural Interventions – Industry-Structure Relationship; Organization Design Framework and Environment; Technology Interventions; Strategic Interventions; Organization Culture; Organization Size; Comparison and Choice of Structures, Features of International Organizations, Developments in Organization Structure.

Unit-3: Organizational Change- Meaning- Necessity for Change; Classification of Change; Levers of Organization Change; Models of Organizational Change- Kurt Lewin Three Stage Model and Force Field Analysis, Systems theory, Stream Analysis.

Unit-4: Change Agent-Types and Effectiveness; Leadership and HR Role; Organization's Readiness for Change; Recipients of Change- From eager Acceptance to Resistance; Minimizing the Resistance; Psychological Contract.

Unit-5: Coping with Change; Measuring Change: Designing Effective Control Systems; DICE Model, Organization Identity and Change; Incremental Change Vs Disruptive Change, Organization Structures, Systems and Change.

Text Books:

1. Managing Organizational Change, Palmer DunfordAvin, TMH
2. Management of Organization Changes, K. Harigopal, Response Book
3. Principles of Management-Koontz
4. Organisational structure change and management, Bhattacharya, HPH
5. Change Management: Financial Times Briefing by Richard Newton, Paperback
6. Change Management: Altering Mindsets in A Global Context, V Nilakant and S Ramnarayan, Paperback
7. Stehen P. Robbins and Mary Mathew, Organization Theory-Structure Design and Applications, 3rd Edition, Mathew, Pearson.
8. V. Nilakant and S. Ramnaraya, Change Management: Altering Mindsets in A Global Context,Sage, 2006.

Reference Books:

1. Palmer DunfordAvin, **Managing Organizational Change**, 1st Edition, Tata McGraw Hill.
2. K. Harigopal, **Management of Organization Changes**, Response Book, New Delhi.
3. **HBRs must read on Change**, Harvard Business Review Press, WS Retail (seller).
4. Jay R. Galbraith., Diane Downey and Amy Kates, **Designing Organizations: An Executive Guide to Strategy, Structure**, 1st Edition, AMACOM, New York .

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Subject Code	MS733H	Subject Title	Industrial Relation						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Industrial Relations- Definition - Scope - Functions - Industrial relations in post-independence period - Indian Code of Industrial Relations - Three actors and their roles in IR: Approaches to IR-HR Relations approach-Gandhian approach-Marxian approach and Dunlop's Systems approach. Standing Orders.

Unit-2: Trade Union- Function of Trade Union, Types & structure of Trade Union, Theories on Trade Unionism, Selling Pearl man, Sidney and Beatrice Webb, Karl Marx, Robert Hoxie and Mahatma Gandhi, White Collar Trade Unions, Trade Union Movement in India. Employers' Federation.

Unit-3: Industrial Relation Machinery to solve Industrial Dispute- Negotiation, Mediator. Arbitration- Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation.

Unit-4: Collective Bargaining- Definition Structure, Scope, - Role of Government in collective bargaining, Worker participation in management, Definition, Nature, Objectives – Functions, Works Committee, Joint management, Councils Shop councils, Joint councils, Indian conditions in collective bargaining,.

Unit-5: Industrial Unrest- Co-operation and conflict, implications of industrial unrest - Employees dissatisfaction - Workers complaints and grievances - Disciplinary action - Domestic enquiry - Strikes - Lock - outs - Prevention of strikes and lockouts - Settlement of dispute. Role of Human Resource Development in Developing Industrial Relation- Industrial Relation Democracy, Industrial peace.

Text books:

1. Industrial Relations – Monappa, NaMBTudini&Selvaraj
2. Industrial Relations- Dwivedi R.S.:
3. Industrial Relations in India and Workers involvement in Management- Michael, V.
4. ArunMonappa, RanjeetNambudiri&PatturajaSelevraj, Industrial Relations &labourLaws,Tata McGraw-Hill,Second Edition, 2012, New Delhi.

Reference Books:

1. Sivarethnamohan, Industrial Relations and labour Welfare, PHI, 2010, New Delhi
2. P.R.N. Sinha, InduBala Sinha, Seema PriyadarshaniShekhar, 4th Edition, 2009, Pearson Education (Dorling kenderslay (India) Pvt Ltd),New Delhi, 2009.

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Subject Code	MS734H	Subject Title	Counseling Skills for Managers						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Introduction- Meaning, Functions and Type of Counseling, Goals of Counseling, Emergence and Growth of Counseling Services; Approaches to counseling; Counseling Skills, Helping Relationships - Counseling Interviews, Communication Styles- Empathy and Holistic Listening - Accurate Responding and Effective Feedback.

Unit 2:Counselling process- Beginning, Developing and terminating a counselling relationship and follow up., The Counselling Environment, Intake, Referral procedures, Guidelines for effective counselling.

Unit-3: Counselling Interventions- Performance Counselling- Problem Performers –Problem Situations, Alcoholism, Absenteeism, Conflicts - Stress and Spill over –Employee Assistance and Personnel Counselling – Organizational framework.

Unit-4:Counsellor’s Attitude and Skills of Counselling – Client Relationship, Understanding Client’s Behavior. Assessing Clients problems. Counselling Therapies- Insight Oriented Therapy.Behavior Therapy. Handling Situations of Strikes, Disputes Through Counselling.

Unit-5: Special problems in counselling- Need of Counseling Cell in the Organization. Application of Counseling to Organizational situations., Downsizing, Mentoring and Team Management / Conflict Resolution. Psychotherapy & Employee Counseling:

Text Books:

1. S Narayan Rao, Counseling& guidance, Tata Mcgraw Hill, New Delhi.
2. Jeffrey A Kotter, Counseling theories and practices, Cengage Publishing, New Delhi.
3. Robert C Carson, Abnormal psychology, Tata Mcgraw Hill, New Delhi.
4. Kavita Singh, **Counselling skills for managers**, 1st Edition, Prentice Hall, 2007.
5. S Narayan Rao and T.S. Sahajpal, **Counseling and guidance**, 3rd Edition, Tata Mcgraw Hill, New Delhi

Reference Books:

1. Jeffrey A Kotter and David.S. Sephard, **Counseling theories and practices**, 1st Edition, Wadsworth publishing company.
2. Michael Reddy, **The manager’s guide to counseling at work**, 1st Edition, Wiley Publication.
3. Michael Carrol, **Workplace Counselling**, 1st Edition, . Sage Publications.

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Subject Code	MS735H	Subject Title	Labour Laws						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Introduction- Concept Functions Delimitation of the object of labour law Voluntariness, working for someone else, subordination and wage payment Exclusions, Inclusions: special labour relations.

Unit-2:Industrial Disputes Act, 1947: Definition, Authorities for the settlement of disputes, methods of settlement, collective bargaining, conciliation, arbitration and adjudication, strikes and lockouts, lay off and retrenchment, change of service conditions. Industrial Employment standing orders) Act, 1946 : Certificate, applicability, interpretation, appeal, disciplinary actions and grievance procedure. Industrial Relations Act, 1960

Unit-3: Law Relating to Industrial Relations. Trade Union Act, 1926 : History and analysis of trade union movements in India, registration, status function, immunities and liabilities of trade union, recognition of union. Factory Act 1948 The employer's liability Act 1938 The sales Promotion employees (Conditions of Service) Act, 1976.

Unit-4: The Minimum Wages Act, 1948- Fixing of Minimum Rates of Wages –Minimum Rates of Wages – Procedure for Fixing and Revising Minimum Wages – Advisory Boards and Committees – Wages in Kind –Wages for worker who works for less than normal working day – Wages for two or more classes of work – Minimum time rate wages for piece rate work – Maintenance of Registers and Records.

Unit-5: Law Relating to Social Security & Safely Measures- Workmen's Compensation Act, 1923 Employees provident fund and miscellaneous provisions Act, 1952. Maternity Benefit Act, 1961. Fatal Accident Act 1857 The Payment of Gratuity Act, 1972.

Text books:

1. Industrial Law – P L Malik
2. Industrial Law – J K Bareja
3. Labour Laws for managers – B D Singh
4. Industrial &Labour Laws – S P Jain
5. P.K Padhi, Labour& Industrial Laws, Second Edition, PHI, 2012, New Delhi.
6. H.L Kumar, Labour Laws-Everybody Should Know, 6th Edition, Universal Law Publishing, 2011, New Delhi.

Reference Books:

1. ArunMonappa, RanjeetNambudiri&PatturajaSelevraj, Industrial Relations &labourLaws,Tata McGraw-Hill,Second Edition, 2012, New Delhi.
2. S.C Shrivasta, Industrial Relations and Labour laws, Fifth Edition, Vikas Publishing House, 2009, Mumbai

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Subject Code	MS736H	Subject Title	Organizational Development and Change Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1:

Introduction to Organizational Development

Organizational Development: Definition, need, assumptions, historical development, issues, and future of OD; Models and theories and planned change. Process of OD, issues in consultant- client relationship.

Unit-2:

Organizational Interventions

OD Interventions: Planning interventions; Human Resource Management intervention, Team interventions; Human process interventions, Techno-structural interventions. Inter- group and Third party peacemaking interventions, Comprehensive interventions, Structural interventions, personal interventions, Future of OD, Research on OD.

Unit-3:

Organizational Change

Organizational Change- Meaning- Necessity for Change; Classification of Change; Levers of Organization Change; Models of Organizational Change- Kurt Lewin Three Stage Model and Force Field Analysis, Systems theory, Stream Analysis.

Unit-4:

Bringing Change- Change Agent

Change Agent-Types and Effectiveness; Leadership and HR Role; Organization's Readiness for Change; Recipients of Change- From eager Acceptance to Resistance; Minimizing the Resistance; Psychological Contract.

Unit-5:

Coping with Change

Measuring Change: Designing Effective Control Systems; DICE Model, Organization Identity and Change; Incremental Change Vs Disruptive Change, Organization Structures, Systems and Change.

Text Books:

1. Thomas G. Cummings and Christopher G. Worley, **Organization Development and Change**, 10th Edition, Cengage Learning, 2009.
2. Rolf. P. Lynton and UdayPareek, **Training for Development**, 3rd Edition, Sage Publication, New Delhi.
3. V. Nilakant and S. Ramnaraya, **Change Management: Altering Mindsets in A Global Context**, Sage, 2006.

Reference Books:

1. Gary N. Mclean, **Organization Development**, 1st Edition, Berrett Koehler Publication, 2006.
2. Raymond.A.Noel and Colin Winker, **Employee Training and Development**, 1st Edition, McGraw Hill.
3. **HBRs must read on Change**, Harvard Business Review Press, WS Retail (seller).

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Subject Code	MS737H	Subject Title	Compensation Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit 1: Introduction to Compensation – Compensation, dimensions, Conceptual Framework and components of Compensation programme , Wage vs. Salary; Fringe benefits, Salary Structure, Components, Time rate system, Piece rate System, Wage and salary administration, Payroll Administration.

Unit 2: Wages Theories and Wage Determination - Theories of wages: Economic theories, Marginal Productivity theory, Bargaining theory, Equity theory, Tournament Theory, Agency Theory;

Unit 3: Job Evaluation: Concept, Scope, Methods and techniques, Wage Survey, Wage Policy in India, Process of wage determination in India, Criteria for wage fixation, wage differentials.

Unit 4: Legal Framework of Compensation Administration – Definition of wages under various Legislations, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965, The Equal Remuneration Act 1976, Machinery for Wage settlement - Wage Boards, Legislations, The Pay Commission, and Collective bargaining.

Unit 5: Executive Compensation – Components, Contingent pay: Pay for performance; Knowledge based pay system & market based pay system, Incentive based pay systems and types of incentive plans, Profit Sharing and Stock Options, Compensation management and impact on job satisfaction, motivation and productivity.

Text Books:

1. Milkovich & Newman: Compensation – TMH
2. Barry Gerhart, Sara L Rynes, Compensation, Sage
3. Sinha P.R.N., Wage Determination in India 4. Martocchio – Strategy Compensation, Pearson.
4. Bergess, Lenard R. – Wage & Salary Administration, London, Charles Evami,
6. Micton, Rock . Hand Book of Wage & Salary Administration, Helen.
5. K.N. Subramarniam, Wages in India
6. Pramod Verma – Labour Economics and Industrial Relations
7. Mousumi S. Bhattacharya & Nilanjan Sengupta, Compensation Management, 1st Edition, Excel Books, 2009, New Delhi.
8. Richard I. Henderson, Compensation Management in a knowledge based world, 10th Edition, Pearson Education, 2009, New Delhi.

Reference Books:

1. Mousumi S. Bhattacharya & Nilanjan Sengupta, Compensation Management, First Edition, Excel Books, 2009, New Delhi.
2. Richard I. Henderson, Compensation Management in a knowledge based world, Tenth Edition, Pearson Education, 2009, New Delhi.

Department of MBA
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Subject Code	MS738H	Subject Title	Performance Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Performance Management (PM) Conceptual Frame Work- Introduction to Performance Management, nature, scope, importance, process of Performance Management, Job role and competency analysis, Goal setting process, Organizational, functional and individual Key result areas, Key performance indicators.

Unit-2: Performance Appraisal- Methods and approaches to performance appraisal-Traditional & modern - BO,BSC,BOS, assessment centers, Multirater assessment , Potential appraisal, Documentation and appraisal communication, appraisal interview,feedback , Performance coaching .Obstacles in appraisal, Performance Appraisal Interview, Potential Appraisal. 360° feedback.

Unit-3: Performance Management in Manufacturing, Services and IT Sector with special reference to NALCO, State Bank of India, Infosys and ITC, Strategies for improving performance. Performance Management and development Analyzing Performance problems. Performance Counseling Concept, Principles and Skills competency based Performance Management.

Unit-4: Performance Management Application & Improvement- Performance Management linked Reward Systems Reward Management, Linkage of Performance Management to Reward and Compensation Systems —Do only what you get paid for|| Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

Unit-5: Performance communication – formal & informal methods. Competency mapping – concept, competency mapping process & models, competency assessment personal competency framework, Core competencies PCMM – concept, benefits, HR score card.

Text books:

1. Performance Management, Aquinis- Pearson
2. Performance Management, Chadha, Macmillan
3. Performance Management, Armstrong, Michael, Baron, Jaico
4. Performance Management, Cardy – PHI
5. Arup Verma, Pawan S. Bhudwar& Angelo D. Nisi, Performance Management Systems-A Global Perspective, First Edition, Taylor & Francis, 2008,USA.
6. T.V Rao, Performance Management & Appraisal System, Sage Publication, 2004, New Delhi.

Reference Books:

1. ElizebethHouldsworth&DilumJirasinghe, Managing & Measuring Employee Performance, 1st Edition, Kogan Page Publication, 2006,USA.
2. Michael Armstrong, A Handbook of Performance Management, Fourth Edition, Kogan Page Publication, 2009, USA.

Department of MBA
Detailed Syllabus for MBA
Batch: 2017-19

Subject Code	MS739H	Subject Title	Training and Development						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: The Role of Training and Development

Purpose of training and development. Types of training. Selecting training staff, The relationship of training and development to other functions: performance appraisal, staffing and compensation. Aligning training with strategy, Repositioning Training- Knowledge Competence, Training Learning, Models of training process.

Unit-2: Development and designing of a Training Programme

Systematic approaches to training programmes: conducting needs assessment, ensuring employees' readiness for training, creating a learning environment, ensuring transfer of training, establishing training objectives and preparing the partners, developing an evaluation plan, select training methods, monitor and evaluate the program.

Unit-3: Trainers and Training Styles

Traditional and contemporary training styles- E-Learning, Personal Needs of Trainers, Power and Influence: Two Modes, Trainers Role and Functions, Trainers Dilemmas, Ethical issues in the development of a training programme- such as fair selection of participants, Train the trainers, Managers as Partners at different stages of training

Unit-4: Employee Development and Evaluation

Favorable training climate, current trends in formal education for development, Managerial skills. Choosing resources appropriately and fairly. Mentoring relationship, Difference between coaching, mentoring, counselling and training, Redressing common imbalances in training programs, supporting innovation at work, Issues in evaluation, relevance of feedback.

Unit-5: The Future Trend of Human Resource Development

Contingency factors: internal and external environment. The future workplace. New technology. Training and Development as Source of Competitive Advantage, Impediments to Effective Training, cultural diversity and the role of training, Change management through training

TEXT BOOKS:

1. Rolf. P. Lynton and UdayPareek, **Training for Development**, 3rd Ed., Sage Publication, New Delhi.
2. Rolf P Lynton and UdaiPareek, **Training for organizational transformation**, Part 1, Sage.

REFERENCE BOOKS:

- Ron Stone, **The real value of training**, 1st Edition, McGraw Hills,
- Raymond. A. Noe, **Employee Training and Development**, 5th Edition, McGraw Hill .
- Raymond.A.Noel and Colin Winker, **Employee Training and Development**, 1st Edition, McGraw Hill
- R.K. Sahu, **Training for Development**, 1st Edition, Excel Books, New Delhi.
- Steeven.A. Beebe, Timothy.P.Mottet, and K.David. Roach, **Training and Development**, 1st Edition, Allyn and Bacon, 2004.

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Subject Code	MS731A	Subject Title	Business Intelligence and Data Warehousing						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit 1 : Introduction to BI and Data Warehousing

Brief History of Accessing, Reporting And Analyzing Data, Data to Information Lifecycle, Definition of Business Intelligence (BI), Definition of Data Warehousing, Definition of Corporate Performance Management (CPM), Evolution of BI, Role of DSS, EIS, MIS and dashboards, Data Warehouse and BI, business Drivers For BI, Business and IT Drivers For DW, Applications that use BI And DW ,Data Shadow Systems, BI Applications to Business, Business Analytics versus BI , BI component Framework, Business Layer, Administrative and Operational Layer, Implementation Layer Business Intelligence and Data Warehousing - The Architectures.

Unit 2: Digital Data

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

Unit 3 : OLAP and OLTP

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

Unit 4 : Data Integration

Need for Warehouse, Data Mart, ODS, Kimball's approach versus Inmon's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, ETL, Data mapping, data staging, Approaches to Data integration, needs and advantages, Data Integration Technologies, Data Quality, maintaining data quality, Data Profiling.

Unit 5: Multi-Dimensional Data Modeling

Data Modeling Basics: Entity, Attribute, Cardinality, Types of Data Models: Conceptual data model, Logical data model, Physical model, Normalization modelling, Dimensional modeling, Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake Schema, Designing a dimensional model. MS Excel 2010 Based Activity

Unit 6: Performance Management& Enterprise Reporting

Measures, Metrics, KPIs and Performance Management - Measurement system Terminology, Role of Metrics, KPI and their usage, Sources of data for KPI and Metrics, Reporting Perspectives common to all levels, Common report layout types, Dashboards, Types of Dashboards, How to create dashboards?, BI Road Ahead - BI and mobility, BI and Cloud, BI and ERP, BI and CRM

Text Books:

1. David Loshin, Business Intelligence, Morgan Kaufmann Publishers.
2. Mike Biere, Business intelligence for the enterprise, IBM Press
3. Hoffer Jeffrey, Prescott Mary, Modern Database Management, Pearson.
4. Larissa Terpeluk Moss, ShakuAtre, Business Intelligence Roadmap, Addison-Wesley Information Technology Series.

Reference Books:

1. Cindi Howson, Successful Business Intelligence: Secrets to making Killer BI Applications, TMH
2. Stephen Few, Information dashboard design: The Effective Visual Communication of Data, O'Reilly Media.

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Subject Code	MS732A	Subject Title	Data Analytics Fundamentals						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit 1: Overview of Analytics

What is analytics?, Types of problems in analytics, Case studies of application of analytics in business, When analytics does not work, Analytics vs. data warehousing, OLAP, Statistics, Widely used analytic software, Companies using analytics, Day in the life of a business analyst, Career path in analytics, Qualities of a business analyst

Unit 2: Statistics

Introduction to statistics, Summary statistics(Mean, Median, Mode, Variance),Probability, Probability distribution(Binomial, Poisson, Normal), Hypothesis testing, T-test, Chi-square test, ANOVA, Non parametric testing

Unit 3: Models and Algorithms

Modeling Terminology, Linear Regression, Logistics Regression, Decision Trees, MARS, Rule Induction, K-nearest, Neural Network, Genetic Algorithm

Unit 4: Analytic Methodology

Problem definition, Data selection, Data exploration, Data partition, Data cleansing, Data transformation, Modeling, Validation, Deployment, Assessment, re-start

Unit 5: Data Preparation

Why data preparation, Outlier treatment, Missing values treatment, Categorical variables, Dummy variables, Derived variables, Lag variables, Interaction variables, Variable transformation, Quadratic variables, Date, time variables, Sampling and partitioning, Preliminaries.

Unit 6: Data Analysis Techniques

Correlations, **Regression** (Basics of Regression, Linear Regression, Logistic Regression, Interpretation of modeling results, Violation of regression assumptions, **Decision Trees** (What are decision trees, Examples of trees, Terminology in decision trees, Data preparation for trees, How to create a tree? Measure of effectiveness (Gini, Chi-square, Information gain, Reduction in variance, Use of decision trees, When to use Decision trees? Widely used software for Decision trees, **Clustering** (What is clustering? types of clustering, K-means clustering, Measures of homogeneity, Data preparation, Hierarchical clustering, Cluster evaluation, Cluster profiling, When to use, Important considerations, **Pitfalls to avoid while modeling** (Misleading patterns, Biased population, Data at wrong level

Text Books:

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

Reference Books:

1. Minelli (2013), Big Data,Big Analytics: Emerging Business Intelligence and Analytic trends for today's business,2nd Edition ,Wiley India.
2. Levin and Rubin, (2013), Stastics for Management , 7th edition, Pearson Publication
3. Hair and Anderson(2013), Multivariate Data Analysis, 6th edition, Pearson Publication

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Subject Code	MS733A	Subject Title	Marketing Analytics						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

UNIT-1:

An Introduction to marketing analytics, need and importance, Overview on based on experimental design, application of multiple regression models.

UNIT-2:

Developing marketing strategies, profiling customers based on Discriminant and logit analysis). Analysis exercises.

UNIT-3:

Developing marketing strategies, Segmentation & Targeting (Cluster analysis). Analysis exercises.

UNIT-4:

Positioning (MDS), Developing marketing programs, New Product Decisions, Design Process (conjoint analysis), Sales force and Channel Decisions **UNIT-5:**

Price & Sales Promotion Decisions, Advertising and Communication Decisions, Project Proposal Presentations, Data analysis exercises. Future of Marketing Analytic

Text Books :

1. Lilien, Gary L. and Arvind Rangaswamy (2004), Marketing Engineering: Computer- Assisted Marketing Analysis and Planning, Revised Second Edition, Trafford Publishing. (ISBN 141202252-5) [Required]
2. Hair, Joseph, F. Jr., William C. Black, Barry J. Babin, Rolph E. Anderson, and Ronald L. Tatham (2006), Multivariate Data Analysis, 6th Edition, Pearson Prentice Hall. [Recommended, Optional]
3. Collica, Randall S. (2007), CRM Segmentation and Clustering: Using SAS Enterprise Miner, SAS Publishing. [Recommended, Optional] Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, 2/E Gary L. Lilien. Arvind Rangaswamy, both of Penn State University ISBN-10: 0130355496 • ISBN- 13: 9780130355492 ©2002 • Prentice Hall • Cloth, 518 pp Published 01/08/2002 •

Reference Books:

1. Principles of Marketing Engineering, Gary L. Lilien, Arvind Rangaswamy, and Arnaud De Bruyn, Trafford Publishers, 2007.
2. *Marketing Analytics: Strategic Models and Metrics*, by Stephan Sorger, Create Space Independent Publishing Platform

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Subject Code	MS734A	Subject Title	Human Resource Analytics						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit 1: Introduction to Human resource Analytics, The Era/evolution of HR Analytics, Current State of HR Analytics.

Unit 2: Why analytics is important, The Strategic workforce framework, workforce analytics. Competency Mapping, Balance Scorecard, HR Matrix, Right Sizing and Emotional Intelligence.

Unit 3: Introduction to Human Capital Management: Purpose of HCM, Concept and methodologies, Issues and challenges, HCM data used for measurement, Approaches to measurement, Human and intellectual capital and ROI.

Unit 4: Reporting and data visualization: Data exploration, visualization, correlation and reporting. Predictive analysis-Trend analysis, Ratio analysis.

Unit 5- Markov Analysis, Probability Technique, Work Load Analysis, Work Study Analysis, Modeliing or Multiple productive Techniques, Multi variate analysis, HR analytics and Business Intelligence, Contemporary Practices in HR analytics- Cases.

Text Books & Reference Books:

1. The New HR Analytics By Jac-Fitz-Enz, Amacom (1 June 2010)
2. HR Analytics: Driving Return on Human Capital Investment- An Oracle White Paper September 2011.
3. Strategic Human Capital Management Jon Ingham, Elsevier Publication

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Subject Code	MS735A	Subject Title	Financial Analytics						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	II	Semester	III / IV

Unit-1: Introduction to Accounting, Basic Accounting Principles, Income Statement, Balance Sheet, Cash Flow Statement, Financial Ratio Analysis, Reading the Annual Report, Relevance of Economics, Microeconomics, Macroeconomics, Time value of money, Long term financing, Cost of capital, Risk and return, Capital Structure, Dividend Policy, Working Capital Requirements, Equity and Industry Analysis

Unit-2: Formatting of Excel Sheets, Use of Excel Formulae Function, Advanced Modeling Techniques, Data Filter and Sort, Charts and Graphs, Table formula and Scenario building, Lookups, pivot tables, Macros, Recording of Macros, understanding Visual Basic Environment (VBE)

Unit-3: Project evaluation, Stage of project, Construction & development phase, Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers, Prepare Cash Flow Statements, Discounted Cash Flow Valuation, Pro-Forma Statements

Unit-4: Advanced macros & VBA, Recording Macros, Understanding the Basics of Macro Coding, Applications of Macros to Financial Modeling, Developing Sensitivity Table, Developing Scenario Analysis, Developing Simulation

Unit-5: Investment Banking – Merger & Acquisitions, Types of M&A: Merger, Acquisition, Consolidation, Spin-off, Developing M&A Models: Integration of Financial Statements between (Target and Acquirer), Developing Merger Model, Developing Synergies.

Text Books & Reference Books :

1. Day Alastair, Mastering Financial Modeling in Microsoft Excel, 2nd Edition, Pearson Publishers (2009)