FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

MASTER OF BUSINESS ADMINISTRATION (MBA) SECTORAL PROGRAMS

1. MBA (Retail Management)
2. MBA (Banking and Insurance Management)
3. MBA (Information and Telecommunication Management)
4. MBA (Infrastructural Management)
5. MBA (Pharmaceutical Management)
6. MBA (Hospital Management)

For the Examination 2019-20
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) 
SECTORAL PROGRAMS FOR THE EXAMINATION OF 2019-20

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

SCHEME OF EXAMINATION FOR MBA 
(RETAIL MANAGEMENT)

FIRST SEMESTER

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<td>MBARM-1001</td>
<td>PRINCIPLES AND PRACTICES OF MANAGEMENT</td>
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<td>MBARM-1002</td>
<td>MANAGERIAL ECONOMICS</td>
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<td>MBARM-1003</td>
<td>ACCOUNTING FOR MANAGEMENT</td>
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<td>MBARM-1004</td>
<td>BUSINESS STATISTICS</td>
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<td>MBARM-1005</td>
<td>ORGANIZATIONAL BEHAVIOUR</td>
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<td>MBARM-1006</td>
<td>LEGAL AND ETHICAL ASPECTS OF BUSINESS</td>
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<td>MBARM-1007</td>
<td>MANAGEMENT INFORMATION SYSTEMS</td>
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TOTAL 28 700

SECOND SEMESTER

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<td>PRINCIPLES OF MARKETING</td>
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<td>MBARM-2005</td>
<td>WORKSHOP ON SOFT SKILLS</td>
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<td>INTRODUCTION TO RETAILING</td>
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<td>MBARM-2008</td>
<td>PRODUCT AND BRAND MANAGEMENT</td>
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<td>MBARM-2009</td>
<td>SUMMER TRAINING AND VIVA-VOCE*</td>
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<td>MBARM-2010</td>
<td>COMPREHENSIVE VIVA-VOCE**</td>
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TOTAL 36 900
At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.**

Note: - The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.

### THIRD SEMESTER - RETAIL MANAGEMENT

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<td>FRANCHISING MANAGEMENT</td>
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<td>VISUAL MERCHANDISING</td>
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<td>MBARM-M-3005</td>
<td>MARKETING RESEARCH AND CONSUMER BEHAVIOUR</td>
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<td>MBARM-M-3006</td>
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<td>MBARM-F-3009</td>
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<td>Mergers, Acquisitions and Corporate Restructuring</td>
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<td>MBARM-O-3017</td>
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Note:- The student has to opt for ONE Specialization Group and select TWO papers out of the papers offered.
FOURTH SEMESTER – RETAIL MANAGEMENT

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*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.
**Comprehensive Viva-Voce in the 4th Semester will be based on papers taught in 3rd and 4th Semesters.
Learning Objectives:

The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C


Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination. Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

**Learning Objectives:**

To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today’s global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

**Section – A**

**Introduction to Managerial Economics:** Nature, Scope and Importance of Managerial Economics. **Basic Concepts in decision making:** Opportunity cost principle, incremental principle, time element in decision making. **Distinction between micro and macroeconomics. Demand Concepts and Analysis:** Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Law of Demand. **Elasticity of Demand:** Concept, Types, Measurement and importance

**Section – B**

**Theory of Consumer Behavior:** Cardinal Utility Approach and Ordinal Utility (Indifference Curves) Approach. **Demand Forecasting:** Sources of Data Forecasting-Expert Opinions, Surveys and Market Experiments, Time Series Analysis-Trend Projection, Barometric Forecasting, Leading Indicators, Composite and diffusion Indices. **Production Function:** Concept, types: Cobb Douglas and CES Production Function, Returns to Factor and Returns to Scale. **Cost concepts and Analysis:** Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs, Break-even Analysis. **Revenue Curves:** Concept and Types

**Section – C**

**Perfect Competition:** Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run. **Monopoly:** Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run, Price Discrimination. **Imperfect Competition: Monopolistic Competition** Price output determination in short and long run, Product variation and selling expenses behaviour, **Oligopoly** Characteristics, Price Rigidity, interdependence, the Cournot Model, Cartels and Collision, Price leadership

**Section – D**

**National Income:** Concept of National Income, National Income Accounting Methods: Output, Income & Expenditure Methods, **Consumption Function and Investment Function:** Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator, **Business Cycle-Introduction,** Meaning and Features, Measures to Control Business Cycles, Business Cycles and Business Decisions, **Inflation and Deflation:** Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation

**Suggested Readings:**

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A


Section – B


Section – C

**Cost Accounting:** Meaning, scope and classification of costs, Absorption costing, Marginal costing and break even analysis, Use of cost data in managerial decision making. **Cost Control Techniques:** Preparation of budgets and their control, Zero base budgeting, Standard costing and variance analysis, Responsibility Accounting, Target costing, Kaizen costing, Activity based costing. **Responsibility Accounting:** Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

Section – D

**Price Level Accounting:** Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, **Social Accounting:** Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. **Human Resource Accounting:** Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:

2. Hanif Mukherjee: Financial Accounting, Tata Mcgraw Hill
4. Hilton Ronald: Managerial Accounting, Mcgraw Hill Professional
Learning Objectives:

The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
Learning Objectives:

The objective of studying Organisational Behaviour is to investigate the impact that individuals, groups and structure have on behaviour within organizations. The purpose is to apply such knowledge towards improving the effectiveness of organizations.

Section – A

**Introduction to OB:** Contributing Disciplines to OB, OB in context of Globalisation. **Values, Attitudes and Job Satisfaction:** Values, Types of Values, Components of Attitude and their Sources, Cognitive Dissonance Theory, Job Satisfaction. **Perception:** Factors Influencing Perception, Perceptual Selectivity, Attribution Theory, Errors in Perception, Rational decision making model, Linkage between Perception and Individual Decision Making.

Section – B

**Personality:** The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence. **Motivation:** Meaning, Early Theories of Motivation, Contemporary Theories of Motivation. **Group Dynamics:** Types of Groups, Stages of Group Development, Five Stage Model, Group Processes, Group Decision Making, Teams vs Groups, Types of Teams, Model for Team Effectiveness

Section – C

**Leadership:** Concept, Leadership Theories- Trait Theories, Behavioural Theories and Contingency Theories, Leadership Styles, Level 5 Leaders. **Power and Politics:** Definition, Bases of Power, Strategies of Power Acquisition, Factors influencing Political Behaviour in Organisations. **Conflict Management:** Sources of Conflict, Types of Conflict, Process of Conflict, Levels of Conflict- Individual, Group and Organizational level conflict.

Section – D

**Stress Management:** Concept, Sources of Stress, Consequences of Stress, Emotion focused/ Problem focused Coping Strategies. **Organisational Culture:** Definition, Concept, Characteristics, Levels of Organisational Culture, Socialisation Process. **Organisational Structure:** Concept, Elements of Organisational Structure, Types of Organisational Structures and their Impact on Human Behaviour

Suggested Readings:

3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Learning Objectives:

The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A


Section – B


Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Learning Objectives:

Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A


Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C

Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D

Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, Managing Projects: importance of projects, selecting projects, managing project risk, Managing Global Systems: technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

**International Economic Environment:** Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A

**Introduction to Marketing:** Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix.  
**Marketing Environment:** Marketing Environment, New Marketing Realities, New Consumer Capabilities, Demographic Environment, Social-Cultural Environment, Natural Environment, Technological Environment and Political-Legal Environment, SWOT analysis.

Section – B


Section – C

**Product Decisions:** Product characteristics, classifications, differentiation, packaging and labeling, Product Life Cycle. **Pricing Strategies:** Understanding Pricing. Setting the Price, Initiating and Responding to Price Changes, Reactions to Competitor’s Price Changes.

Section – D

**Marketing Channels:** Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling. **Marketing Communication:** The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:

5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India  
Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A


Section – B


Section – C


Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining- Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. Quality of Work-life: Concept, Strategies for Improving QWL.

Suggested Readings:

Learning Objectives:

To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

**Section – A**

**Meaning and importance of communication in business:** Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication.

**Presentations, Book Reviews and Summaries**

**Section – B**

**Time Management and Goal Setting:** Identification of Time Wasters, Prioritisation of Work (ABC Method), Goal Setting. **Listening Skills:** Listening to Specific Information, Identifying Main Issues, Seeing Beyond the Surface. **Team Assignment:** Effects of Competition on Individual and Group Behaviour, Competitive and Collaborative Team Behaviour, Team/ Group Dynamics, Team Assignment.

**Section – C**

**Stress Management:** Symptoms of Stress, Coping Approaches. **Report Writing:** Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

**Section – D**

**Interpersonal Skills:** Negotiations, social skills, assertive skills, cross-cultural communications.

**Leadership Skills:** Concepts of leadership, leadership styles, insights from great leaders.

**Suggested Readings:**

2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

Data Collection: Sources of Data- Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. Sampling Design: Meaning and need of Sampling and review of Sampling Methods. Measurement and Scaling Techniques. Formulation of Hypothesis.

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)- One way and Two way ANOVA.

Section – D


Suggested Readings:

1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
7. William G. Zikmund : Business Research Methods, Thomson South Western Publication
Learning Objectives:

The prime objective of the subject to give in-depth understanding of all aspects of retail business. This course provides an understanding of retailing as an economic and social process.

Section – A

Retailing Environment: An overview: Introduction, Evolution & Challenges of Retailing; Types of Retailers: Delivery value through retail formats; Ethical & Security Issues in retailing; Retailing in other countries; opportunity in Retailing; multichannel retailing.

Section – B

Strategic Retail Planning: Strategic Retail Planning Process; Understanding the Retail Customer; Role of Customer services and Relationship Marketing in Retail; Retail location & Site decision : Evaluating Areas for location ;Retail buying ;Retail Market Segmentation,

Section – C

Retail Mix: Product Merchandise; Pricing decisions in retailing; IMC in retailing; managing retail services; Category management ;Merchandise management process overview ; Store design objectives.

Section – D

Retail Operations: Supply chain management & vendor relationÂ’s role in Retail; Role of Information Technology in retailing; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path. Store operations - size & place allocation ; Store Maintenance ;Inventory Management; FDI in Retailing ; Future of Retailing

Suggested Readings:

3. Chetan Bajaj, Rajnish Tuli and Nidhi Varma Srivastava: Retail Management, Oxford University Press
Learning Objectives:

To provide a comprehensive understanding of brands, brand equity & strategic brand management. An important goal of this course is to enrich the learners about current issues and developments in brand management.

Section – A


Section – B


Section – C


Section – D

Brand Management: Brand definition; Brand equity; Branding Challenges; Brand name decision, Brand Strategy Decision; Brand Repositioning; Packaging and Labeling; Managing Brand and Product line portfolios-BCG Matrix, GE Model, Ansoffâ€™s Matrix.

Suggested Readings:

1. Kevin Keller: Strategic Brand Management, Pearson Education.
2. YLR Moorthi: Brand Management: The Indian Context, Vikas Publications.
Learning Objectives:

The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically, it introduces students to the purpose, principles, problems, and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution, and control methods; introduce students to project management software and applications.

Section – A

Introduction to Project Management: Meaning and Definition of a Project, Objectives of a Project, Project Life cycle; Steps in Project Planning; Generation and Screening of Project Ideas—Generation of ideas, monitoring the environment, Regulatory framework for Projects, Corporate Appraisal, Preliminary Screening, Project Rating Index, Porter model for estimation of profit potential of industries.

Section – B

Market and Demand Analysis—Situational analysis and Specification of objectives, Collection of secondary information, Conduct of market survey, Characterization of the market, Demand forecasting, Market planning; Technical Analysis—Study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts; Project Costing and Finance—Cost of project, Cost of production, Means of Financing Project, Working capital requirements and its financing, Profitability Projections, Projected Cash flow statement and projected Balance Sheet.

Section – C

Project Appraisal—Time Value of Money, Project Appraisal Techniques—Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio, Social Cost Benefit Analysis, Assessment of various methods. Risk Analysis—Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, and Application of project appraisal techniques in current environment. Social cost benefit analysis (SCBA)—Rationale for SCBA, UNIDO approach to SCBA, Little and Mirrlees approach to SCBA.

Section – D

Project Management—Need for Project Management, Project Management Framework, forms of project organization, human aspects of project management, prerequisites for successful project implementation; Network techniques for project management—Development of project network, time estimation, determination of critical path, scheduling when resources are limited, PERT and CPM models, Project review and administrative aspects—initial review, performance evaluation, abandonment analysis

Suggested Readings:

3. Esty, B. C., Modern Project Finance: A Case Book, John Wiley and Sons
Paper Code: MBARM-3002

Custom  Relationship Management

Credit=4

Marks=100

Learning Objectives:

The objective of the course is to invoke critical thinking and analysis of the concept of customer relationship management and enabling them to develop and manage CRM strategy.

Section – A

Customer Relationship Management: Changing nature of marketing and customer service, Introduction to CRM, History and development of CRM, Relationship marketing and customer relationship management, Organization and CRM, Customer value and Customer Satisfaction, CRM as an integral business strategy, Business environment of CRM, CRM business models.

Section – B

Consumer Research, Finance and Sales Strategy: Managing customer relationships; consumer research and CRM; CRM and financial aspect of business; Sales strategy and CRM. CRM and Technology: CRM Technology and sales; marketing strategy and CRM; CRM, marketing automation and communication.

Section – C

CRM - Measurement and Data Management: CRM measurement; CRM program measurement and tools; relationship life cycle; Customer Profiling; Customer Identification; CRM and Data Management; Technology and Data Platforms; Database and Customer Data Development.

Section – D

CRM strategies: Developing and Implementing CRM strategy; Understanding privacy and ethical consideration in CRM; Future of CRM. CRM in Practice-CRM in Manufacturing, Insurance, Airlines, hotels, telecom, Pharmaceutical Industry, Retailing.

Suggested Readings:

Learning Objectives:

The objective of this course is to create an in-depth understanding of Franchising and the legal aspects related to Franchising.

Section – A


Section – B

Choosing Franchisees: Right Profile of choosing franchisees, Sources of Revenue, The Role of Real Estate, Infrastructure/Services Provided, Profit Pie to Share. Multi-Level Franchising, Company Owned Stores. Managing and marketing the franchisee business. Franchisor support services.

Section – C


Section – D

Legal and Global Aspects of Franchising: Franchise Legal Documents, Trademarks, Copyrights, Patents, & Trade Secrets, Transfer/Exit Strategy, Succession (Family Issues), Termination, International Franchising.

Suggested Readings:

Learning Objectives:

The course has been designed to enable the participants to have knowledge and skills regarding visual merchandising, core designing strategies, mannequins and promotional activities.

Section – A

Introduction to Visual Merchandising: Definition, need, significance and importance. Challenges in Visual Merchandising, Ways to overcome the visual merchandising challenges. Planograms, Image Mix; Related areas of visual merchandising and Display: Point of purchase displays, Exhibits and Trade shows-Industrial Display

Section – B

Basis of Design: Point, line, texture, colour, form, shape and space. Principles of design: balance of a display, point of emphasis in a display, rhythm in a display, harmony in a display; Color principles: Identify the basic colors and their properties. Explain the psychological effects of color. Colour Blocking

Section – C

Display: Mannequins and its Alternatives, Window Display, Display materials, types of ready-made materials used to construct displays: use of paper and fabric in display. Façade; Merchandising Presentation: principles, categories, Dominance factors in merchandising presentation

Section – D

Store Ambience: Layout and Fixture, Wall Set Ups, Lighting and atmospherics. Optimizing techniques in retail space; Visual Merchandising and planning: Visual merchandising planning, setting up a display shop, store planning and design, visual merchandising and changing face of retail. Customer safety. Future of visual merchandising.

Suggested Readings:

3. Tony Morgan: Visual Merchandising, Laurence King
8. S. Pradhan: Retail Merchandising, Tata McGraw Hill.
Learning Objectives:

The course is intended to help participants get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also help students to understand the various factors affecting consumer behavior and to understand the process of consumer buying.

Section – A

Introduction to Consumer Behavior: Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Situational characteristics and consumption behavior, Consumer decision making process, Post purchase behavior.

Section – B

Factors Influencing Consumer Behavior: Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior, the buying motive, high involvement and low involvement buying situations, Consumer behavior in adapting new products, participants in buying decisions, Group influence- Definition, types of group (primary, secondary, formal etc.), Family influence, roles, FLC application.

Section – C

Introduction to Marketing Research: Meaning, scope and importance of marketing research, Defining the market research problem and developing an approach, Research design formulation, Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales. Preparing a written research report, organization of the report, Ethical issues in marketing research.

Section – D

Applications of marketing research; Research design classification, Product research- developing products, Specifications and attributes, Concept of test marketing, Advertising research, Market and sale analysis research, Sales forecasting, Demand measurement. Case studies.

Suggested Readings:

7. A. Parasuraman et.al.: Marketing Research, Biztantra.
Learning Objectives:
The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer’s point of view and to understand the concept, methods and strategies of sales management.

Section – A

Introduction to Advertising: Advertising- an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication, Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy. Advertising appeals: pre and post-testing. Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns.

Section – B

Integrated Marketing Communications: Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies, their role and importance, management problems of agencies, client-agency relations. Advertising in India: Problems and Prospects. Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, Developing effective communications.

Section – C

Sales Management: Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public. Functions and qualities of a Sales Executive. Routing and Scheduling. International Sales Management.

Section – D


Suggested Readings:
2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.
Learning Objectives:
The objective of this course is to develop a conceptual framework of international marketing management so as to provide necessary knowledge and tools to develop marketing strategies for a variety of products and services.

Section – A
Framework of International Marketing: Scope of International Marketing - International Marketing vs Domestic Marketing - Trade Barriers such as Tariff and Non-Tariff Barriers. Transition from Domestic to International Business. Pre-export behaviour - Motivation to export. Special difficulties in International Marketing. Advantages or importance of International Marketing. Balance of Trade and Balance of Payments.
International Marketing Environment: Factors/Dimensions influencing International Marketing - Controllable and Uncontrollable factors in International Marketing. Globalisation and Role of Multinational Enterprises (MNEs).

Section – B

Section – C

Section – D
India's Foreign Trade: Recent Tends in India's Foreign Trade - India's Commercial Relations and Trade Agreements with other countries. Institutional Infrastructure for Export Promotion in India - Export Assistance - Export Finance - Export Processing Zones (EPZs) - Special Economic Zones (SEZs) -Role of ECGC, EXIM Bank of India, Commodity Boards, STC, MMTC, etc. Role and Functions of Export Promotion Councils. Overview of Export - Import Policy of India, Export Regulations: Procedure for export of goods - Quality control and Pre-shipment Inspection Export and Import Documentation. Export Payment - Different Modes of Payment and Letters of Credit.

Suggested Readings:
Learning Objectives:

This course aims to provide an in-depth perspective into Internet Marketing, and help participants to appreciate internet as an integral part of an organisation's marketing mix. The primary objective of the course is to focus on how the Internet can serve as an invaluable resource for marketing of products and services.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Judy Strauss & Raymond Frost: E-Marketing, PHI Learning
4. P.T. Joseph: E-Commerce- A Managerial Perspective- -Prentice Hall India
9. Keen, Peter and Mark Mc-Donald: The e Process Edge, Tata Mc-Graw Hill, Delhi
Learning Objectives:

The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Elton et. al.: Modern Portfolio Theory and Investment Analysis, Wiley Publications
2. Reilly Brown, Investment Analysis and Portfolio Management, Cengage Learning
3. Bodie et, al. Investments, Tata Mcgraw hill
Learning Objectives:

The objective of the course is to acquaint the learners with the various methods of cost determination and tools and techniques of cost control from strategic perspective

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

5. S C Vaidya and Suveera Gill, Cost Management A Strategic Approach, 2009
Learning Objectives:
This course aims at developing understanding and analytical skills among participants regarding applications of Financial Engineering.

Section – A

Section – B
Credit Analysis, Risks: sovereign and country risks, industry risks, management factor, financial risk analysis. Credit ratings: credit spreads, interest coverage ratio and its effect on industries classification, process of credit ratings.

Section – C

Section – D
Forwards and Futures: introduction, features, hedging with forward contracts, futures pricing models, difference between forwards and futures contracts. Hedging with Futures: hedging concepts including long hedge & short hedge, the basis, risks in hedging. Minimum variance hedge ratio, price sensitivity hedge ratio and stock index futures hedging, Hedging strategies. Credit Derivatives: Credit default swap and Total return swap. Application and Case studies.

Suggested Readings:
4. Don Chance: An introduction to Derivatives and Risk Management Cengage Press, Delhi
Learning Objectives:

Liberalized economy has generated many opportunities of combining businesses to create wealth. The emphasis is to understand about mergers, acquisition and corporate restructuring.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Aurora, Shetty and Kale, Mergers and Acquisition, Oxford University Press.
2. Weston, Chung and Hoag, Mergers, Restructuring and Corporate Control, PHI Learning
3. Krishnamurti and Vishwanath, Mergers, Acquisition and Corporate Restructuring, Sage
4. Vadapalli, Mergers, acquisition and Business Valuation, Excel Publication.
5. DePamphilis: Mergers, acquisitions and other restructuring activities, Elsevier Limited
Learning Objectives:
The objective of this course is to give students a complete exposure to all aspects of International HRM. The course emphasizes importance of Human Capital in the organizations of today. It also provides a comprehensive overview of International Human Resource Management (IHRM) practices being used by IHRM practitioners in multinational enterprises.

Section – A
Introduction to IHRM drivers of globalization, variables that moderate differences between HRM and IHRM. IHRM trends and future challenges: Ethics in international business, strategies IHRM. Sustaining International Business Operations: Approaches to staffing- ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates

Section – B
Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria. Training and development: Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments. Compensation: Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation. Re-entry and Career Issues: Repatriation Process, Individual reactions to re-entry, Multinational responses, Designing repatriation programme.

Section – C
HRM in host country context: standardisation and adaptation of work practices, retaining, developing and retrenching staff. Culture and IHRM: Concept of Culture, Cross Cultural Studies, Hofstede’s Model of National Culture. Industrial Relations: Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals. Performance Management: Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

Section – D
IHRM Trends and future challenges in Infrastructure industry: International business ethics and HRM, research issues and theoretical developments in international HRM. HRM in cross border mergers and acquisitions: Motives behind mergers and acquisitions, HR Interventions. IHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India. Cases on IHRM practices.

Suggested Readings:
Learning Objectives:

The aim of this course is to provide valuable insights in managing change in such a way that knowledge and skills are transferred to build the organisation’s capability to achieve goals and solve problems. It provides an insight into the dynamics of Organisational Development and OD Interventions.

Section – A


Section – B


Section – C


Section – D

Structural Interventions: Job Design, Quality Circles, MBO, Work Restructuring, Quality of Work-life. Role and Style of OD Practitioner: External and Internal Practitioner, Competencies of OD Practitioner, OD Practitioner styles, Ethical Guidelines and Dilemmas for OD Practitioners.

Suggested Readings:

Wendell L French, Cecil H Bell, Jr.: Organization Development - Behavioral Science Interventions for Organization Improvement, Pearson Education.


5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.
Learning Objectives:
The objective of this course is to enhance the understanding of Indian corporate environment relating to legislative framework. Emphasis would be given to provisions and case laws of various acts, as are applicable to the sectoral organizations.

Section – A

Section – B

Section – C

Section – D

*Case studies on applicability of labour laws in sectoral organizations.

Suggested Readings:
Learning Objectives:

This course integrates concepts and current day practices to provide insight into Performance Management systems and models in order to understand and appreciate the intricacies of Reward Management in organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

This Module offers practical understanding to learn the scientific methods of Supply Chain Management, including material and equipment planning, procurement, logistics, inventory management, and financial issues pertaining to supply chains.

Section – A

Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network 1st Tier, 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven R Principles, Service after sale, Customer delight)

Section – B

Role of Logistics in Supply Chains: Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, Transport Economics: Distance – volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy.

Section – C

Inventory Management: Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Supply chain process integration, performance measurement, Value Chain. Planning demand and supply: Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning

Section – D


Suggested Readings:

4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management, Pearson Education.
Learning Objectives:

The paper aims to make the learners understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies.

Section – A


Section – B


Section – C


Section – D

Stores Management: Types of Stores, Functions, Coding Methods. Inventory Planning and Control: Concepts, Types of inventory, Inventory Control Systems, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Selective Control of Inventory. Maintenance Management: Concepts, Objectives, Functions, Types of Maintenance.

Suggested Readings:

2. N.G. Nair: Production & Operation Management, Tata McGraw Hill
3. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
4. Ritzman Krajewski: Operations Management, Pearson Education Asia
7. Gaither: Operations Management, Thomas Learning
Learning Objectives:

The objective of this course is to develop abilities to evaluate existing management practices so as to design and reengineer processes.

Section – A

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

Section – B

The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

Section – C

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement. Planning for change, refined mission and scope, design options and alternatives, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes.

Section – D

Recent trends and Issues in BPR: downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change. Case studies.

Suggested Readings:

Learning Objectives:

This course is designed to help participants understand the importance of managing Technology and innovation, leading to better appreciation of them being a source of competitive advantage.

Section – A


Section – B

Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations

Section – C

Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering. Creative and Lateral Thinking Management: Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

Section – D


Suggested Readings:

Learning Objectives:

Objective: The objective of this course is to create in-depth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable participants to appraise various strategies issues.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to acquaint learners with concepts of corporate governance and to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in developed and developing countries.

Section – A

**Introduction to Corporate Governance**: Meaning, Significance of Corporate Governance Conceptual framework of Corporate Governance. Theories and Principles of Corporate Governance, Emergence of Corporate Governance in India, Pioneers in Good Governance Practices, Future of Corporate Governance in India

Section – B

**The External Agents and Institutions of Corporate Governance**: The purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state) and their role in Corporate Governance. **The Internal Agents and Institutions of Corporate Governance**: Role of Board of Directors, Managers, and Shareholders in Ensuring Corporate Governance Corporate Social Responsibility

Section – C

**Accountability of managers and stockholders**: Defining and enforcing managers’ duties, mechanisms of stockholders accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control)

Section – D

**Facilitators, Role Players and Regulators**: Role of regulators, government enforcement in Corporate Governance, legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press). Clause 49 of the listing agreement. Corporate Governance provision in the companies acts 2013. Role of SEBI in Promoting Corporate Governance in India. Globalisation and Corporate Governance, Emerging Trends in Corporate Governance.

Suggested Readings:

2. U.C. Mathur: Corporate Governance & Business Ethics, Macmillan.
3. C.V. Baxi: Corporate Governance, Excel books.
4. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
6. Jill Solomon: Corporate Governance & Accountability, Wiley India.
9. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.
Learning Objectives:

The primary objective of this course is to develop potential entrepreneurs, helping them in understanding how to sense the entrepreneurial opportunity and start up a venture. The course will sensitize students about the competencies required and institutional framework promoting entrepreneurial spirit in India.

Section – A


Section – B


Section – C


Section – D


Government initiatives and schemes: Start Up India, Make in India, Skill India.

Suggested Readings:

1. Drucker: Innovation and Entrepreneurship -Routledge
5. Singhvi and Chandak: Business Environment and Entrepreneurship, Taxman
OPERATIONS RESEARCH

Credit=4

Marks=100

Learning Objectives:
Upon completion of this course, students will be able to: Formulate a real-world problem as a mathematical programming model and Implement and solve the model in EXCEL.

Section – A

Section – B
Advanced Linear Programming Applications: Data Envelopment Analysis, Revenue Management, Portfolio Models and Asset Allocation, Game Theory, Distribution and Network Models: Transportation Problem, Assignment Problem, Transshipment Problem, Shortest-Route Problem, Maximal Flow Problem.

Section – C
Integer Linear Programming: Types of IL Programming Models, Graphical and Computer Solutions for IL Program, Nonlinear Optimization Models: Unconstrained Problem, Constrained Problem, Project Scheduling: PERT/CPM, Inventory Models

Section – D
Decision Analysis: Decision Making without Probabilities, Decision Making with Probabilities, Goal Programming, Forecasting: Components of Time Series, Smoothing Methods

Suggested Readings:
Learning Objectives:

This course is intended to provide insights into the strategic role of Supply Chain Management in Retail industry.

Section – A

Introduction to SCM: Material Handling & Wastage Control; Packing & Packaging; Vendor Managed Inventories, Just in Time (JIT); Sourcing decision in Supply Chain- selection of source, technical up-gradation of vendor. Vendor performance evaluation, vendor rationalization; Strategic sourcing; Supplier Relationship Management (SRM); Contract for product availability.

Section – B

Logistics and SCM: Network design in SCM; Competitive advantage through logistics and supply chain design; Responsive Supply Chain & Bullwhip effect in SCM. Process view of SCM; Pull/ Push view of SCM; Collaborative supply chain, Value Chain, Value System and Supply Chain.

Section – C

Reporting Tools and Export-Import Procedures: Reporting tools for finance in SCM; Financial & supply chain management fundamental tools; Audit and control of distribution; Import and Export Procedures; Approach to supply chain assessment and excellence.

Section – D

IT & SCM: Co-ordination in the Supply Chain; Information Technology & the Supply chain; e-business & the supply chain; Sustaining Competitive advantage ï Supply Chain process integration, performance measurement; Key operational aspects in Supply Chain; Global Supply Chain perspective.

Suggested Readings:

2. RP Mohanty: Supply Chain Management - Theories and Practice, Biztantra Innovation in Management.
Learning Objectives:

To develop the skills of marketing of services, to understand the importance and role of services in the total marketing concept and to have an understanding about the conceptual issues in service marketing.

Section – A

Introduction to Services: Concepts, Categories: Core , supplementary, High contact and low contact services ;characteristics of services; overview of service Industry; challenges confronted and Factors responsible for Growth ;Services Marketing Mix; Service environment: Purpose, Theory behind consumer Responses to service Environment, Servicescape Model : Dimensions of Service environment.

Section – B

Strategies for differentiation; Pricing of Services; Distribution of Services ; Strategies for promotion; STP in Service Firms; Managing Processes in Sevices: Mapping the service system, understanding Service process, Service Blue printing, Decisions in Service Processes, service process Matrix; Exploring Business Models: Pricing Services and Revenue Management.

Section – C

Service consumer behavior: Encounter types; customer defined service standards; customers Perception and expectations of services, Consumer Decision making process, Customer Delight; The Role of customer in Service Delivery ;Element of risk in service buying ; Role of information Technology in Services ; Employee role in service delivery; Service outsourcing ; service leadership.

Section – D

Managing Demand and capacity: Service branding; Service recovery and empowerment, Managing Quality and Excellence: Service Quality and Gaps, improving service Quality and productivity, Models of service quality and Excellence; Ethical Aspects in Service Marketing; Emerging Issues in Service Marketing : Service Innovation and design; Service strategies: Service Marketing Strategies in Retail sector ;Service Marketing in e-Commerce sector

Suggested Readings:

3. Harsh V. Verma: Services Marketing-Text and Cases, Pearson Education
4. Valarie A Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit: Services Marketing-Integrated Customer Focus Across the Firms, McGraw Hill Education
Learning Objectives:

The objective of the course is to impart knowledge on the various dimensions of strategic marketing.

Section – A

**Introduction to Marketing Strategies:** Expanding total market, dealing with competition - Identifying and analyzing competitors, Defending and expanding market share; STP Strategy and its inputs. Assessing marketing capabilities of competitors; Understanding requirements of consumers; Developing brand loyalty and measuring brand equity. Market Challenger strategy, market follower strategy, and niche strategy, Marketing Strategies for domestic and global companies.

Section – B

Central role of strategic planning, Corporate and Division strategic planning, Trends in marketing practices, internal marketing, socially responsible marketing. Scanning the marketing environment. Identifying market structure and trends. Introduction to Viral Marketing, Ambush Marketing, Affiliate Marketing.

Section – C

**IT and Marketing:** Introduction to Internet age and marketing, marketing in an information-intensive environment: the internet and international marketing, Implications of the Internet age for marketing. Data mining in marketing, Ethical, Legal, and Social impact, issues and challenges facing managers, privacy in the information age

Section – D

**Conceptual foundation of Relationship Marketing:** evolution of relationship marketing, its significance in Indian context, Relationship marketing in Mass markets, relationship marketing and marketing strategy. **Direct Marketing** - Meaning, Benefits and growth of direct marketing, Customer databases and direct marketing, Forms of direct marketing. Ethical issues in direct marketing.

Suggested Readings:

7. Soren Hougaard Mogens Bjerre: Strategic Relationship Marketing, Springer Publisher
Learning Objectives:

The course aims at imparting the knowledge about industrial marketing and also to orient participants to the realities of marketing of products and services in rural India.

Section – A


Section – B


Section – C


Section – D

Intervention of IT in Rural Markets. Rural marketing environment, Segmenting the Rural Market, Targeting and Positioning. Products and service mix for rural areas. Role of Cooperative Govt. and Financial institutions. Problems in rural marketing, future of rural marketing. Case Studies

Suggested Readings:

2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
Learning Objectives:

Participants are expected to appreciate importance of integrated marketing communications. Purpose is to equip participants to develop a basic integrated marketing communications plan for various products and services.

Section – A

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC. Advertising objectives and Budgeting: Goal setting - DAGMAR approach.

Section – B

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

Section – C


Section – D


Suggested Readings:

Learning Objectives:

How to perform valuations of various companies in different industries. The students learn different techniques of valuation and can apply such techniques to real world companies so as to understand stock selection process in financial markets.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

2. Equity Asset Valuation, 3ed Paperback ì 2016by Jerald E. Pinto, Elaine Henry, Thomas R. Robinson, CFA Institute
Learning Objectives:

The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to understand the various components of the employee-management relations. The course attempts to sensitise students on methods and measures that can be undertaken to build harmonious industrial relations.

Section – A


Section – B

**Grievance Handling**: Definition, Sources of Grievances, Grievance Redressal Machinery. **Industrial Disputes**: Concept, Classification of Industrial Disputes, Causes, Strikes, Types of Strikes, Lockouts, Prevention of Strikes and Lockouts. **Discipline and Disciplinary Action**: Concept, Causes of Indiscipline/Misconduct, Objectives of Discipline, Types of Indiscipline/Misconduct, Procedure for Disciplinary Action, Types of Disciplinary Actions.

Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of the course is to provide the participants with the necessary skills and understanding of the training and development concepts that will help them in designing and delivering better training for employees in financial organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

2. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
Learning Objectives:

The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers and analyse the future prospects of ERP implementation in Indian scenario.

Section – A


Section – B

Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

Section – C

Implementation of ERP: Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project timeline plan, Project organization plan, Structure and coding, Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements, Sample system architecture.

Section – D

ERP Implementation in Organizations: Introduction to ERP Project success and failure with case studies. ERP adoption models – The role of SAAS model and Cloud Computing in ERP adoption, Continuous business improvement through ERP.

Suggested Readings:

Learning Objectives:

Objectives: This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in organizations.

Section – A

Introduction: The concept of productivity, Needs for productivity culture, Management and productivity, Factors affecting productivity, Efforts in productivity management, Organizational effectiveness and productivity. Sources of productivity: Labor, capital, efficiency in use of labor and capital, productivity and standard of living.

Section – B

Measurement of Productivity: Productivity cycle, Productivity measurement and its need, Total productivity mode, Limitations of partial measures of productivity, Productivity evaluation in organizations, Productivity and industrial relations. Productivity and business cycles: Cyclical pattern of labor productivity, market impact on productivity.

Section – C


Section – D


Suggested Readings:

3. Chandra: Dynamics of Productivity, South Publisher.
5. Prokopenko: Productivity Management, Oxford & IBH.
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA)
SECTORAL PROGRAMS FOR THE EXAMINATION OF 2019-20

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### SCHEME OF EXAMINATION FOR MBA
(BANKING AND INSURANCE MANAGEMENT)

#### FIRST SEMESTER

<table>
<thead>
<tr>
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<td>MBABI-1004</td>
<td>BUSINESS STATISTICS</td>
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<td>ORGANIZATIONAL BEHAVIOUR</td>
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<td>LEGAL AND ETHICAL ASPECTS OF BUSINESS</td>
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#### SECOND SEMESTER

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<td>WORKSHOP ON SOFT SKILLS</td>
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At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.

*Note*: - The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.

### THIRD SEMESTER - BANKING & INSURANCE

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*Note*: The student has to opt for ONE Specialization Group and select TWO papers out of the papers offered.
# FOURTH SEMESTER – BANKING & INSURANCE

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<td>REGULATORY FRAMEWORK</td>
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<td>MARKETING OF FINANCIAL SERVICES</td>
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*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.*

**Comprehensive Viva-Voce in the 4th Semester will be based on papers taught in 3rd and 4th Semesters.*
Learning Objectives:

The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C

Planning: Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies.

Decision-Making: Importance and steps in Decision Making, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships
Delegation-authority, responsibility, accountability, Steps to make delegation effective
Decentralization-purpose and types of decentralization, Span of Management.

Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination.

Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

Learning Objectives:

To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today’s global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshy: Managerial Economics, Thomson
9. Macroeconomics, 2e by Erol D'souza, Pearson Education.
Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A


Section – B


Section – C


Section – D

Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, Social Accounting: Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. Human Resource Accounting: Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:

Learning Objectives:

The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

Section – A

Section – B

Section – C

Section – D

Suggested Readings:
3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
Learning Objectives:

The objective of studying Organisational Behaviour is to investigate the impact that individuals, groups and structure have on behaviour within organizations. The purpose is to apply such knowledge towards improving the effectiveness of organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Learning Objectives:

The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A


Section – B


Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Learning Objectives:

Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A


Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C

Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D

Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, Managing Projects: importance of projects, selecting projects, managing project risk, Managing Global Systems: technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

International Economic Environment: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

**Section – A**

**Introduction to Financial Management:** Meaning, Scope, Finance Function, Financial Goals, Agency Problem, Relationship of Finance with Accounts and Economics. **Sources of Finance:** Features, Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR, Derivative instruments, Commercial Papers, Certificate of Deposits, Trade credit, Bank finance, money market instruments **Cost of Capital:** Meaning, Calculation of Cost of Debt Capital, Equity Capital, Preference Capital, Retained Earnings, Weighted Average Cost of Capital.

**Section – B**


**Section – C**

**Management of Working Capital:** Meaning of working capital, Need of managing working capital, Determinants of working capital, Operating Cycle, and Estimation of working capital. **Inventory Management:** Meaning, Need to hold Inventory, Objective of Inventory, Inventory Management, Factors affecting inventory investment, Determination of Economic Order Quantity, Evaluation of Discount Proposal, Determination of maximum, minimum, average, safety and reordering level of inventory, Models for classification of inventory, Inventory Control System. **Cash Management:** Meaning, Facets of Cash Management, Motives for Holding Cash, Optimal Cash Balance: Baumols model, Miller-Orr model, , Short-Term and Long-Term Cash Forecasting.

**Section – D**

**Receivable Management:** Meaning and objectives of receivable management, Factors affecting receivables, Credit Policy Variable, Credit Evaluation, Credit Decisions, Control of Account Receivable. **Dividend Decisions:** Meaning and Types of Dividend, Issues in Dividend Policy, Traditional Model, Walter Model, Gordon Model, Miller and Modigliani Model. **Corporate Restructuring:** Meaning and need of corporate restructuring, Financial and Operational restructuring, merger and amalgamation: meaning types and motives.

**Suggested Readings:**

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A


Section – B


Section – C


Section – D

Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling. Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:

5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A


Section – B


Section – C


Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining- Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. Quality of Work-life: Concept, Strategies for Improving QWL.

Suggested Readings:

Learning Objectives:
To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A

Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication.

Presentations, Book Reviews and Summaries

Section – B


Section – C

Stress Management: Symptoms of Stress, Coping Approaches. Report Writing: Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications.

Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. Sampling Design: Meaning and need of Sampling and review of Sampling Methods. Measurement and Scaling Techniques. Formulation of Hypothesis.

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D


Suggested Readings:

1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
7. William G. Zikmund: Business Research Methods, Thomson South Western Publication
Learning Objectives:

To familiarize students with the basic principles of Banking sector and throw a light on the changing scenario of banking principles, practices and governance and discuss the perspectives in the current banking environment.

Section – A


Section – B

Banker-Customer Relationship: Debtor-Creditor Relationship, Bank as a Trustee, Anti-Money laundering, Deposit Products or Services, Payment and Collection of cheques and other negotiable instruments. Banking Sectors in India: Types of Banking Sectors, Introduction to Retail Banking, Retail Banking Products, Introduction to Wholesale Banking & International Banking, Wholesale Banking Products, Financial Intermediaries.

Section – C

Accounts: Types of Customer Accounts, Procedure for opening an account, Risks in account opening and Closure. Loans and Advances: Principles of lending, Different types of loans, Credit appraisal techniques, Credit management and credit monitoring. Bank Assurance: Benefits for banks and insurance companies, Mutual funds, their types, Electronic Banking.

Section – D


Suggested Readings:

2. A. Ranga Reddy, C. Rangarajan: Rural Banking and Overdues Management, Mittal Publications
Learning Objectives:

The course has been designed to develop understanding of basic concepts of insurance, to impart knowledge of life and non-life insurance including reinsurance management to students. It also aims to improve the ability to evaluate the alternative for the purpose of decision making and to deepen insights into practical applications of insurance and risk management techniques in a dynamic business environment.

Section – A

Risk Management: Concept of Risk, Perils and Hazards of Risk, types of risk, source of risk, method of handling risk. Introduction of Insurance: Concept and nature of insurance, Purpose and need of insurance, working of insurance, insurance as security tools, insurance and economic development, Role of bancassurance in Indian Scenario. History of Insurance: Segments of insurance i.e. life insurance, non-life insurance, history of life insurance, history of non-life insurance, Recent trends in Insurance in India.

Section – B


Section – C


Section – D


Suggested Readings:

4. PAS Mani: Life Insurance in India, Western Printers and Publication.
Learning Objectives:
The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.

Section – A

Introduction to Project Management: Meaning and Definition of a Project, Objectives of a Project, Project Life cycle; Steps in Project Planning; Generation and Screening of Project Ideas- Generation of ideas, Monitoring the environment, Regulatory framework for Projects, Corporate Appraisal, Preliminary Screening, Project Rating Index, Porter model for estimation of profit potential of industries.

Section – B

Market and Demand Analysis- Situational analysis and Specification of objectives, Collection of secondary information, Conduct of market survey, Characterization of the market, Demand forecasting, Market planning; Technical Analysis- Study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts; Project Costing and Finance: Cost of project, Cost of production, Means of Financing Project, Working capital requirements and its financing, Profitability Projections, Projected Cash flow statement and projected Balance Sheet.

Section – C

Project Appraisal: Time Value of Money, Project Appraisal Techniques- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio, Social Cost Benefit Analysis, Assessment of various methods. Risk Analysis: Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, and Application of project appraisal techniques in current environment. Social cost benefit analysis (SCBA)- Rationale for SCBA, UNIDO approach to SCBA, Little and Mirrlees approach to SCBA.

Section – D

Project Management: Need for Project Management, Project Management Framework, forms of project organization, project control, human aspects of project management, prerequisites for successful project implementation; Network techniques for project management: Development of project network, time estimation, determination of critical path, scheduling when resources are limit, PERT and CPM models, Project review and administrative aspects- initial review, performance evaluation, abandonment analysis

Suggested Readings:

3. Esty, B. C., Modern Project Finance: A Case Book, John Wiley and Sons
Learning Objectives:

The objective of this course is to familiarize learners with the importance and techniques used for effective operations and working of the international banking dynamics.

Section – A

**International and multinational banking:** Introduction to International Banking, Organizational Features of International Banking: Resident representatives, bank agencies, foreign branches, foreign subsidiaries and affiliates, consortium banks. Policy Implications of International Banking, Global trends and developments in International Banking: financial markets interdependence and securitization, deregulation, technology and financial innovations. Operations of foreign branches of Indian banks, correspondent banking-Bank accounts NOSTRO and VOSTRO accounts, SWIFT, CHIPS, CHAPS, FEDWIRE

Section – B

International Private Banking, Wholesale banking & Retail banking, International inter-bank business, Profitability of International Banking Operations, Role and function of overseas banking, foreign lending, international lending policies and practices, the payment mechanism, settlement system followed in US, UK, and Switzerland and Japan, International financial center’s offshore banking units; International Financial Institutions: IMF, IBRD, BIS, IFC, ADB, WTO.

Section – C

Investment Banking, The Eurocurrency market, international debt management, Major recommendations of the various expert group on forex markets, letter of credit mechanism and UCPDC/ URC/ Buyer’s /Sellers credit, bilateral trade, counter trade, high seas sales.

Section – D

Various facilities to exporters and importers including forfeiting and factoring, NRI accounts – Indian rupee and foreign currency accounts, risk and credit analysis, management of foreign exchange risk, current banking practice in the analysis and control of foreign portfolio risk, A modern Portfolio Theory Oriented approach to assessment of the riskiness of bank’s foreign claims, loans to government and sovereign risk.

Suggested Readings:

2. Bose, R. N., Fundamentals of International Banking, Macmillan India Pvt Ltd.
3. Less, F. A., International banking and finance
5. Roussakls, E. N., International banking principles and practice
Learning Objectives:

The focus of the course is directed towards the various operations performed in banks and the different ways of managing risk faced by banks giving knowledge about the use of technology in banking.

Section – A


Section – B

Services Design and Delivery Strategies in Banks: Products and Services Offered by Banks, Response of Banks with Newer Services & Delivery Mechanisms and Delivery Strategies in a Bank. Information technology in Indian Banks: Key issues and Challenges. Introduction to e-Banking: Origin of e-Banking, Role of Technology in e-Banking, Significance, latest trends in e-banking, Constraints.

Section – C


Section – D


Suggested Readings:

5. S. Padmalatha and Justin Paul: Management of Banking and Financial Services, Pearson Education.
Learning Objectives:

The course aims at providing in-depth knowledge of various aspects of Life & General Insurance including premium computation, underwriting, computation of benefits and knowledge of claims, nomination, assignment.

Section – A

**Computation of Premium:** Introduction, Age Factor, Factors of Calculating the Premium, Loadings, Basic elements and factors in computation of Life Insurance premiums, Extra Premium. **Underwriting Procedure:** Classification of risk, Moral hazard, Financial underwriting. Underwriting practices followed by private and public insurers in India. **Computation of Benefits:** Introduction, Grace period, Lapse and non-forfeiture options - Surrender Value, Guaranteed Surrender Value, Paid Up Value.

Section – B

**Insurance Documents:** Introduction, Documents, Prospectus, Proposal Form, First Premium Receipt, Policy Document, Endorsement, Renewal Notice, Bonus Notice. **Claims:** Introduction, Maturity Claim, Death Claims. **Nomination and Assignment**

Section – C

**Fire Insurance:** Introduction, Features, Coverage, Underwriting procedure, Claim procedure. **Health Insurance:** Introduction, Features, Types of health Insurance, Coverage, Underwriting procedure, Claim procedure.

Section – D

**Vehicle Insurance:** Introduction, Features, Coverage, Underwriting procedure, Claim procedure. **Personal Accidents Insurance:** Introduction, Features, Types of Personal Accidents Insurance, Coverage, Underwriting procedure, Claim procedure.

Suggested Readings:

Learning Objectives:

The course is intended to help participants get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also help students to understand the various factors affecting consumer behavior and to understand the process of consumer buying.

Section – A

Introduction to Consumer Behavior: Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Situational characteristics and consumption behavior, Consumer decision making process, Post purchase behavior.

Section – B

Factors Influencing Consumer Behavior: Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior, the buying motive, high involvement and low involvement buying situations, Consumer behavior in adapting new products, participants in buying decisions, Group influence- Definition, types of group (primary, secondary, formal etc.), Family influence, roles, FLC application.

Section – C

Introduction to Marketing Research: Meaning, scope and importance of marketing research, Defining the market research problem and developing an approach, Research design formulation, Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales. Preparing a written research report, organization of the report, Ethical issues in marketing research.

Section – D

Applications of marketing research: Research design classification, Product research- developing products, Specifications and attributes, Concept of test marketing, Advertising research, Market and sale analysis research, Sales forecasting, Demand measurement. Case studies.

Suggested Readings:

7. A. Parasuraman et.al.: Marketing Research, Biztantra.
Learning Objectives:

The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer’s point of view and to understand the concept, methods and strategies of sales management.

Section – A

Introduction to Advertising: Advertising- an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication, Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy. Advertising appeals: pre and post-testing. Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns.

Section – B

Integrated Marketing Communications: Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies, their role and importance, management problems of agencies, client-agency relations. Advertising in India: Problems and Prospects. Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, Developing effective communications.

Section – C

Sales Management: Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public. Functions and qualities of a Sales Executive. Routing and Scheduling. International Sales Management.

Section – D


Suggested Readings:
2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.
Learning Objectives:
The objective of this course is to develop a conceptual framework of international marketing management so as to provide necessary knowledge and tools to develop marketing strategies for a variety of products and services.

Section – A

**Framework of International Marketing:** Scope of International Marketing - International Marketing vs Domestic Marketing - Trade Barriers such as Tariff and Non-Tariff Barriers. Transition from Domestic to International Business. Pre-export behaviour - Motivation to export. Special difficulties in International Marketing. Advantages or importance of International Marketing. Balance of Trade and Balance of Payments.

**International Marketing Environment:** Factors/Dimensions influencing International Marketing - Controllable and Uncontrollable factors in International Marketing. Globalisation and Role of Multinational Enterprises (MNEs).

Section – B


**International Marketing Research:** Marketing Information System - Market Research - Marketing Research - Methodology for Marketing Research - International Research Strategy - Desk Research and Field Research - Market Oriented Information - International Marketing Intelligence -- Competitive Intelligence.

Section – C

**International Sales Contract:** Major Laws - INCO Terms - Standard clauses of International sales Contract - Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes.


Section – D

**India's Foreign Trade:** Recent Tends in India's Foreign Trade - India's Commercial Relations and Trade Agreements with other countries. Institutional Infrastructure for Export Promotion in India - Export Assistance - Export Finance - Export Processing Zones (EPZs) - Special Economic Zones (SEZs) -Role of ECGC, EXIM Bank of India, Commodity Boards, STC, MMTC, etc. Role and Functions of Export Promotion Councils. Overview of Export - Import Policy of India, Export Regulations: Procedure for export of goods - Quality control and Pre-shipment Inspection Export and Import Documentation. Export Payment - Different Modes of Payment and Letters of Credit.

**Suggested Readings:**

Learning Objectives:

This course aims to provide an in-depth perspective into Internet Marketing, and help participants to appreciate internet as an integral part of an organisation's marketing mix. The primary objective of the course is to focus on how the Internet can serve as an invaluable resource for marketing of products and services.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Judy Strauss & Raymond Frost: E-Marketing, PHI Learning
4. P.T. Joseph: E-Commerce- A Managerial Perspective- Prentice Hall India
9. Keen, Peter and Mark Mc-Donald: The e Process Edge, Tata Mc-Graw Hill, Delhi
Learning Objectives:

The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Elton et. al.: Modern Portfolio Theory and Investment Analysis, Wiley Publications
2. Reilly Brown, Investment Analysis and Portfolio Management, Cengage Learning
3. Bodie et, al. Investments, Tata Mcgraw hill
Learning Objectives:

The objective of the course is to acquaint the learners with the various methods of cost determination and tools and techniques of cost control from strategic perspective

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:
This course aims at developing understanding and analytical skills among participants regarding applications of Financial Engineering.

Section – A

Section – B
Credit Analysis, Risks: sovereign and country risks, industry risks, management factor, financial risk analysis. Credit ratings: credit spreads, interest coverage ratio and its effect on industries classification, process of credit ratings.

Section – C

Section – D
Forwards and Futures: introduction, features, hedging with forward contracts, futures pricing models, difference between forwards and futures contracts. Hedging with Futures: hedging concepts including long hedge & short hedge, the basis, risks in hedging. Minimum variance hedge ratio, price sensitivity hedge ratio and stock index futures hedging, Hedging strategies. Credit Derivatives: Credit default swap and Total return swap. Application and Case studies.

Suggested Readings:
4. Don Chance: An introduction to Derivatives and Risk Management Cengage Press, Delhi
Learning Objectives:

Liberalized economy has generated many opportunities of combining businesses to create wealth. The emphasis is to understand about mergers, acquisition and corporate restructuring.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Aurora, Shetty and Kale, Mergers and Acquisition, Oxford University Press.
2. Weston, Chung and Hoag, Mergers, Restructuring and Corporate Control, PHI Learning
3. Krishnamurti and Vishwanath, Mergers, Acquisition and Corporate Restructuring, Sage
4. Vadapalli, Mergers, acquisition and Business Valuation, Excel Publication.
5. DePamphilis: Mergers, acquisitions and other restructuring activities, Elsevier Limited
Learning Objectives:

The objective of this course is to give students a complete exposure to all aspects of International HRM. The course emphasizes importance of Human Capital in the organizations of today. It also provides a comprehensive overview of International Human Resource Management (IHRM) practices being used by IHRM practitioners in multinational enterprises.

Section – A

Introduction to IHRM drivers of globalization, variables that moderate differences between HRM and IHRM. IHRM trends and future challenges: Ethics in international business, strategies IHRM. Sustaining International Business Operations: Approaches to staffing- ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates.

Section – B

Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria. Training and development: Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments. Compensation: Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation. Re-entry and Career Issues: Repatriation Process, Individual reactions to re-entry, Multinational responses, Designing repatriation programme.

Section – C

HRM in host country context: standardisation and adaptation of work practices, retaining, developing and retrenching staff. Culture and IHRM: Concept of Culture, Cross Cultural Studies, Hofstede’s Model of National Culture. Industrial Relations: Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals. Performance Management: Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

Section – D

IHRM Trends and future challenges in Infrastructure industry: International business ethics and HRM, research issues and theoretical developments in international HRM. HRM in cross border mergers and acquisitions: Motives behind mergers and acquisitions, HR Interventions. IHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India. *Cases on IHRM practices.

Suggested Readings:

Learning Objectives:

The aim of this course is to provide valuable insights in managing change in such a way that knowledge and skills are transferred to build the organisation’s capability to achieve goals and solve problems. It provides an insight into the dynamics of Organisational Development and OD Interventions.

Section – A

**Introduction to Organisational Development:** Definition, Growth, Relevance of OD. **Underlying Assumptions and Values:** Assumptions and Implications about People as Individuals, Assumptions and Implications about People in Groups, Assumptions and Implications about People in Organisations. **Foundations of OD:** Models and Theories of Planned Change, Systems Theory, Participation and Empowerment, Teams and Teamwork, Parallel Learning Structures, Normative Re-Educative Strategy: Applied Behavioural Science, Action Research.

Section – B

**OD Interventions:** Definition, Nature, Major Families of OD Interventions, Classification of OD Interventions. **Team Interventions:** Team Building Interventions, Family Group Diagnostic Meeting Family Group Team Building Meeting, Role Analysis Technique, Role Negotiation Technique, Responsibility Charting, Force Field Analysis, Gestalt Approach. **Inter-group Interventions and Third Party Peacemaking Interventions:** Inter-group Team Building Interventions, Third Party Peacemaking Interventions, Organisation Mirror Intervention, Partnering.

Section – C


Section – D

**Structural Interventions:** Job Design, Quality Circles, MBO, Work Restructuring, Quality of Work-life. **Role and Style of OD Practitioner:** External and Internal Practitioner, Competencies of OD Practitioner, OD Practitioner styles, Ethical Guidelines and Dilemmas for OD Practitioners.

Suggested Readings:

5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.
Learning Objectives:
The objective of this course is to enhance the understanding of Indian corporate environment relating to legislative framework. Emphasis would be given to provisions and case laws of various acts, as are applicable to the sectoral organizations.

Section – A

Section – B

Section – C

Section – D

*Case studies on applicability of labour laws in sectoral organizations.

Suggested Readings:
6. S.N. Dhyani: Industrial Relations System, Sultan Chand and Sons
Learning Objectives:

This course integrates concepts and current day practices to provide insight into Performance Management systems and models in order to understand and appreciate the intricacies of Reward Management in organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

This Module offers practical understanding to learn the scientific methods of Supply Chain Management, including material and equipment planning, procurement, logistics, inventory management, and financial issues pertaining to supply chains.

Section – A

Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network 1st Tier, 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven R Principles, Service after sale, Customer delight)

Section – B

Role of Logistics in Supply Chains: Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, Transport Economics: Distance – volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy.

Section – C

Inventory Management: Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Supply chain process integration, performance measurement, Value Chain. Planning demand and supply: Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning

Section – D


Suggested Readings:

4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management, Pearson Education.
Learning Objectives:

The paper aims to make the learners understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies.

Section – A


Section – B


Section – C


Section – D

Stores Management: Types of Stores, Functions, Coding Methods. Inventory Planning and Control: Concepts, Types of inventory, Inventory Control Systems, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Selective Control of Inventory. Maintenance Management: Concepts, Objectives, Functions, Types of Maintenance.

Suggested Readings:

2. N.G. Nair: Production & Operation Management, Tata McGraw Hill
3. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
4. Ritzman Krajewski: Operations Management, Pearson Education Asia
5. Sarin Buffa: Modern Production and Operations Management, John Wiley
7. Gaither: Operations Management, Thomas Learning
Learning Objectives:

The objective of this course is to develop abilities to evaluate existing management practices so as to design and reengineer processes.

Section – A

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

Section – B

The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

Section – C

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement. Planning for change, refined mission and scope, design options and alternatives, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes.

Section – D

Recent trends and Issues in BPR: downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change. Case studies.

Suggested Readings:

Learning Objectives:

This course is designed to help participants understand the importance of managing Technology and innovation, leading to better appreciation of them being a source of competitive advantage.

Section – A

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms; Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad; Technological Intelligence and Forecasting, Global Trends in Technology Management.

Section – B

Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change; Role of Leadership; Managing Transformations

Section – C

Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering. Creative and Lateral Thinking Management: Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

Section – D


Suggested Readings:

Learning Objectives:

Objective: The objective of this course is to create in-depth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable participants to appraise various strategies issues.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to acquaint learners with concepts of corporate governance and to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in developed and developing countries.

Section – A

Introduction to Corporate Governance: Meaning, Significance of Corporate Governance Conceptual framework of Corporate Governance. Theories and Principles of Corporate Governance, Emergence of Corporate Governance in India, Pioneers in Good Governance Practices, Future of Corporate Governance in India

Section – B

The External Agents and Institutions of Corporate Governance: The purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state) and their role in Corporate Governance. The Internal Agents and Institutions of Corporate Governance: Role of Board of Directors, Managers, and Shareholders in Ensuring Corporate Governance Corporate Social Responsibility

Section – C

Accountability of managers and stockholders: Defining and enforcing managers’ duties, mechanisms of stockholders accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control)

Section – D

Facilitators, Role Players and Regulators: Role of regulators, government enforcement in Corporate Governance, legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press).

Clause 49 of the listing agreement. Corporate Governance provision in the companies acts 2013. Role of SEBI in Promoting Corporate Governance in India.

Globalisation and Corporate Governance, Emerging Trends in Corporate Governance.

Suggested Readings:

2. U.C. Mathur: Corporate Governance & Business Ethics, Macmillan.
3. C.V. Baxi: Corporate Governance, Excel books.
4. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
6. Jill Solomon: Corporate Governance & Accountability, Wiley India.
9. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.
Learning Objectives:

The primary objective of this course is to develop potential entrepreneurs, helping them in understanding how to sense the entrepreneurial opportunity and start up a venture. The course will sensitize students about the competencies required and institutional framework promoting entrepreneurial spirit in India.

Section – A


Section – B


Section – C


Section – D


Government initiatives and schemes: Start Up India, Make in India, Skill India.

Suggested Readings:

1. Drucker: Innovation and Entrepreneurship -Routledge
5. Singhvi and Chandak: Business Environment and Entrepreneurship, Taxman
Learning Objectives:
Upon completion of this course, students will be able to: Formulate a real-world problem as a mathematical programming model and Implement and solve the model in EXCEL.

Section – A

Section – B
Advanced Linear Programming Applications: Data Envelopment Analysis, Revenue Management, Portfolio Models and Asset Allocation, Game Theory, Distribution and Network Models: Transportation Problem, Assignment Problem, Transshipment Problem, Shortest-Route Problem, Maximal Flow Problem.

Section – C
Integer Linear Programming: Types of IL Programming Models, Graphical and Computer Solutions for IL Program, Nonlinear Optimization Models: Unconstrained Problem, Constrained Problem, Project Scheduling: PERT/CPM, Inventory Models

Section – D
Decision Analysis: Decision Making without Probabilities, Decision Making with Probabilities, Goal Programming, Forecasting: Components of Time Series, Smoothing Methods

Suggested Readings:
Learning Objectives:

The course has been designed to develop understanding of basic requirements of various legal & regulatory aspects of Banking & Insurance.

Section – A

**RBI Act 1934:** Chapters of RBI Act 1934, Schedules of RBI Act 1934, Functions of RBI, Tools for Monetary Control-CRR, SLR, Bank Rate, REPO rate, Reverse REPO Rate. **Banking Regulation Act 1949:** Salient Provisions of the Act.

Section – B


Section – C


Section – D

**Remedies for the Policy Holders:** Introduction to Protection of Policy holder Right, Ombudsman Scheme and Applicability of principles of management and organization structure to insurance company. **Consumer Protection Act 1986.** **Micro-Insurance:** Micro-insurance scenario in India, Trends and Challenges.

Suggested Readings:

6. Arundep Singh and N.S. Toor: Legal and Regulatory Aspects of Banking, Skylark Publications.
8. T.M.C. Asser: Legal Aspects of Regulatory Treatment of Banks in Distress, International Monetary Fund.
Learning Objectives:

The objective of the course is to acquaint the students with the various aspects of Marketing of Financial Services.

Section – A

**Concept of marketing in financial services sector:** Critical aspects of Marketing of Financial Services, Marketing Mix, Market Segmentation. **Concept of Relationship Marketing:** Relationship marketing of Financial Services, Types of relationships. **Consumer Behaviour in Financial Services:** Understanding Consumer Needs, Defining goals and objectives, Purchase process of Services, Components of customer expectations.

Section – B

**Designing the Communication Mix for Financial Services:** Various communication challenges, Educational and Promotional objectives, Advertising and communication – advertising as a communication process, media for advertisements-Drafting of statutory advertisements for public issue of shares etc. **Pricing and Revenue Management:** Objectives of Pricing Strategies, The Pricing Tripod, Total cost of service.

Section – C

**Service Environment:** Planning a Service Environment, Selection of Environmental design elements, Impact of Service Environment on Customers. **Customer Feedback:** Aspects of Customer Feedback, Importance, Impact on Retention, Building a customer feedback system. **Role of Technology in Marketing of Financial Services:** Role of Internet, E-Banking, Using websites for Service Delivery.

Section – D

**Ethics in Marketing:** Ethical issues in the marketing of financial services, Ethics in relation to the individual and society as a whole, Unethical behaviour in financial services marketing: fraud, misrepresentation, misselling, misleading information, discrimination.

Suggested Readings:

Learning Objectives:

This course provides an introduction to risk management and the issues involved in identifying, measuring, computing and managing various risks.

Section – A


Section – B

Arbitrage through options and forwards. Currency Options: Meaning, significance, players in currency option market, short and long currency options, Hedging, valuation.

Section – C


Section – D

Credit risk: Meaning, non-performing assets. Credit rating, recovery rates, credit default swap, securitization. Historical default experience, Reducing exposure to Credit Risk, Credit Spread Options, Collateralized Debt Obligation. Value at Risk (VaR) – Meaning, measures and significance, difference between VaR and expected shortfall, Credit VaR.

Suggested Readings:

1. John C. Hull: Options Futures & Other Derivatives, Pearson Education.
2. Vohra and Bagri: Options & Futures, Tata McGraw Hill.
Learning Objectives:

The course aims at imparting the knowledge about industrial marketing and also to orient participants to the realities of marketing of products and services in rural India.

Section – A


Section – B


Section – C


Section – D

Intervention of IT in Rural Markets. Rural marketing environment, Segmenting the Rural Market, Targeting and Positioning. Products and service mix for rural areas. Role of Cooperative Govt. and Financial institutions. Problems in rural marketing, future of rural marketing. Case Studies

Suggested Readings:

2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
Learning Objectives:

Participants are expected to appreciate importance of integrated marketing communications. Purpose is to equip participants to develop a basic integrated marketing communications plan for various products and services.

Section – A

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC. Advertising objectives and Budgeting: Goal setting - DAGMAR approach.

Section – B

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

Section – C


Section – D


Suggested Readings:

Learning Objectives:

How to perform valuations of various companies in different industries. The students learn different techniques of valuation and can apply such techniques to real world companies so as to understand stock selection process in financial markets.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

2. Equity Asset Valuation, 3ed Paperback ï 2016by Jerald E. Pinto, Elaine Henry, Thomas R. Robinson, CFA Institute
Learning Objectives:

The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to understand the various components of the employee-management relations. The course attempts to sensitise students on methods and measures that can be undertaken to build harmonious industrial relations.

Section – A

**Industrial Relations:** Concept, Nature, Objectives, Evolution of IR in India, Approaches to IR. **Trade Unionism:** Concept, Functions of Trade Unions, Approaches, Structure of Trade Unions. **Collective Bargaining:** Concept, Objectives, Process of Collective Bargaining, Principles of Collective Bargaining.

Section – B

**Grievance Handling:** Definition, Sources of Grievances, Grievance Redressal Machinery. **Industrial Disputes:** Concept, Classification of Industrial Disputes, Causes, Strikes, Types of Strikes, Lockouts, Prevention of Strikes and Lockouts. **Discipline and Disciplinary Action:** Concept, Causes of Indiscipline/ Misconduct, Objectives of Discipline, Types of Indiscipline/ Misconduct, Procedure for Disciplinary Action, Types of Disciplinary Actions.

Section – C


Section – D

**Labour Welfare:** Concept, Scope, Objectives, Classification of Welfare Work, Agencies for Administering Labour Welfare in India. **Human Engineering:** Concept, Time Study, Motion Study. **Fatigue:** Nature, Fatigue Reduction, Fatigue Tests, Environmental Conditions. **Accident Prevention:** Introduction, Scope, Causes, Industrial Safety Programmes.

Suggested Readings:

Learning Objectives:

The objective of the course is to provide the participants with the necessary skills and understanding of the training and development concepts that will help them in designing and delivering better training for employees in financial organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

2. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
Learning Objectives:

The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers and analyse the future prospects of ERP implementation in Indian scenario.

Section – A


Section – B

Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

Section – C

Implementation of ERP: Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project timeline plan, Project organization plan, Structure and coding, Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements, Sample system architecture.

Section – D

ERP Implementation in Organizations: Introduction to ERP Project success and failure with case studies, ERP adoption models ñ The role of SAAS model and Cloud Computing in ERP adoption, Continuous business improvement through ERP.

Suggested Readings:

Learning Objectives:

Objectives: This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in organizations.

Section – A

Introduction: The concept of productivity, Needs for productivity culture, Management and productivity, Factors affecting productivity, Efforts in productivity management, Organizational effectiveness and productivity. Sources of productivity: Labor, capital, efficiency in use of labor and capital, productivity and standard of living.

Section – B

Measurement of Productivity: Productivity cycle, Productivity measurement and its need, Total productivity mode, Limitations of partial measures of productivity, Productivity evaluation in organizations, Productivity and industrial relations. Productivity and business cycles: Cyclical pattern of labor productivity, market impact on productivity.

Section – C


Section – D


Suggested Readings:

3. Chandra: Dynamics of Productivity, South Publisher.
5. Prokopenko: Productivity Management, Oxford & IBH.
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA)  
SECTORAL PROGRAMS FOR THE EXAMINATION OF 2019-20

*Note:*
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

**Instructions to the paper setters:**

*IF THERE ARE TWO UNITS:* Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

*IF THERE ARE FOUR UNITS:* Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

*N.B:* Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### SCHEME OF EXAMINATION FOR MBA  
(INFORMATION TECHNOLOGY & TELECOMMUNICATION MANAGEMENT)

#### FIRST SEMESTER

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**TOTAL** 28 700

#### SECOND SEMESTER

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**TOTAL** 36 900
At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.**

**IT & TELECOMMUNICATION MANAGEMENT**

*Note: - The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.*

**THIRD SEMESTER**

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FOURTH SEMESTER – IT & TELECOMMUNICATION

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*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.

**Comprehensive Viva-Voce in the 4th Semester will be based on papers taught in 3rd and 4th Semesters.
Learning Objectives:

The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C


Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination. Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

Learning Objectives:

To provide students with an understanding of basic economic principles of production & exchange—essential tools in making business decisions in today’s global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
9. Macroeconomics, 2e by Eroll D'souza , Pearson Education.
Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A


Section – B


Section – C

**Cost Accounting:** Meaning, scope and classification of costs, Absorption costing, Marginal costing and break even analysis, Use of cost data in managerial decision making. **Cost Control Techniques:** Preparation of budgets and their control, Zero base budgeting, Standard costing and variance analysis, Responsibility Accounting, Target costing, Kaizen costing, Activity based costing. **Responsibility Accounting:** Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

Section – D

**Price Level Accounting:** Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, **Social Accounting:** Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. **Human Resource Accounting:** Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:

Learning Objectives:

The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
Learning Objectives:

The objective of studying Organisational Behaviour is to investigate the impact that individuals, groups and structure have on behaviour within organizations. The purpose is to apply such knowledge towards improving the effectiveness of organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Learning Objectives:

The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A


Section – B


Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Learning Objectives:

Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A


Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C

Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D

Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, Managing Projects: importance of projects, selecting projects, managing project risk, Managing Global Systems: technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

**International Economic Environment**: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A

Introduction to Marketing: Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix.

Section – B


Section – C


Section – D

Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling. Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:
5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A

**Introduction to HRM:** Meaning, Scope, Importance of HRM, Challenges faced by HRM. **Job Analysis and Job Design:** Concept, Methods of Job Analysis, Job description and Job specification, Traditional and Modern Approaches to Job Design, Flexible Work Arrangements, Competency Mapping. **Human Resource Planning:** Definition, Need and Importance, Process of HRP, Demand Forecasting and Supply Forecasting of Workforce.

Section – B

**Recruitment:** Definition and Concept, Factors Affecting Recruitment, External and Internal Sources of Recruitment. **Selection Process:** Steps in Selection Process, Types of Selection Tests and Selection Interviews, Placement and Induction. **Managing Careers:** Concept, Career Stages, Career Anchors, Benefits of Career Planning to the Individual and Organisation, Internal Mobility- Promotions, Demotions and Transfers. **Employee Training and Management Development:** Importance, Objectives, Process, Methods of Training and Development.

Section – C


Section – D

**Industrial Relations:** Concept, Objectives, Trade Unions and their Functions, Collective Bargaining- Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. **Quality of Work-life:** Concept, Strategies for Improving QWL

Suggested Readings:

Learning Objectives:
To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A

Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication.

Presentations, Book Reviews and Summaries

Section – B


Section – C

Stress Management: Symptoms of Stress, Coping Approaches. Report Writing: Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications.

Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. Sampling Design: Meaning and need of Sampling and review of Sampling Methods. Measurement and Scaling Techniques. Formulation of Hypothesis.

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D


Suggested Readings:

1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
7. William G. Zikmund : Business Research Methods, Thomson South Western Publication
Learning Objectives:

The objective of this course is to provide the understanding of fundamental concepts of telecom networks and cyber security. To help the participants to recognize the current and emerging technologies which are shaping the present and future of telecom networks.

Section – A


Section – B


Section – C


Section – D

Tools and methods used in identifying cybercrime: Proxy servers and Anonymizers, Phishing and identity theft, Password cracking, keyloggers and spywares, virus and worms, Trojan horses and backdoors, stegnography, DoS and DDoS attacks, SQL injection, Buffer overflow, attacks on wireless networks.

Suggested Readings:

5. B.A. Forouzan: Data Communications and Networking, McGraw Hill.
Learning Objectives:
The objective of this course is to develop understanding the importance of business intelligence and data mining and its usage in industry. To help the participants understand relationship between data mining, statistics and machine learning.

Section – A
Introduction: Data Mining Process, Data Mining functionalities, Data Mining Systems, Supervised and Unsupervised Learning, Building a Model, Excel for Data mining problems, data exploration and dimension reduction.

Section – B
Evaluating Classification and Predictive Performance, Judging Classification Performance, Evaluating Predictive Performance, Multiple Linear Regression, Explanatory versus Predictive modelling, Classification Methods, Naïve Rule, Naïve Bayes algorithm, k-Nearest Neighbors.

Section – C
Classification and Regression Trees, Classification Trees, Measures of Impurity, Classification Rules from Trees, Regression Trees, Logistic Regression Model, logistic Regression for Profiling problems, Neural Nets, Fitting A Network To Data.

Section – D
Discriminant Analysis, Fisher’s Linear Classification Functions, Classifying more Than Two Classes, Association Rules, Selecting Strong Rules, Cluster Analysis, Measuring Distance between Two Records, Measuring Distance between Two Clusters, Hierarchical Clustering, Non-hierarchical clustering.

Suggested Readings:
1. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, “Data Mining for Business Intelligence, Concepts, Techniques, and Applications” Wiley
Learning Objectives:

The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.

Section – A

Introduction to Project Management: Meaning and Definition of a Project, Objectives of a Project, Project Life cycle; Steps in Project Planning; Generation and Screening of Project Ideas- Generation of ideas, Monitoring the environment, Regulatory framework for Projects, Corporate Appraisal, Preliminary Screening, Project Rating Index, Porter model for estimation of profit potential of industries.

Section – B

Market and Demand Analysis- Situational analysis and Specification of objectives, Collection of secondary information, Conduct of market survey, Characterization of the market, Demand forecasting, Market planning; Technical Analysis- Study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts; Project Costing and Finance: Cost of project, Cost of production, Means of Financing Project, Working capital requirements and its financing, Profitability Projections, Projected Cash flow statement and projected Balance Sheet.

Section – C

Project Appraisal: Time Value of Money, Project Appraisal Techniques- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio, Social Cost Benefit Analysis, Assessment of various methods. Risk Analysis: Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, and Application of project appraisal techniques in current environment. Social cost benefit analysis (SCBA)- Rationale for SCBA, UNIDO approach to SCBA, Little and Mirrlees approach to SCBA.

Section – D

Project Management: Need for Project Management, Project Management Framework, forms of project organization, human aspects of project management, prerequisites for successful project implementation; Network techniques for project management: Development of project network, time estimation, determination of critical path, scheduling when resources are limit, PERT and CPM models, Project review and administrative aspects- initial review, performance evaluation, abandonment analysis

Suggested Readings:

3. Esty, B. C., Modern Project Finance: A Case Book, John Wiley and Sons
Learning Objectives:
The objective of the course is to introduce the concept of cloud computing, its architecture, use the service models and deployments, service management and security of cloud.

Section – A

Cloud Computing - Overview, Architecture ï Deployment models, virtualization, XML basics, web services, service oriented architecture

Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to give overview of regulatory authorities, the importance of drafting and implementing new and existing policies, procedures, laws, and regulations in creating the necessary legal enabling framework to support ICTs. It will help to understand the major themes and the future of regulation in an age of exponential technological development.

Section – A


Section – B

Intelligent Networks, Green Telecom, Telecom Infrastructure, NGN, IPv6, Emergency Telecommunications, Net Neutrality

Section – C

Next Generation Public Protection and Disaster Relief (PPDR) communication networks, Promoting Local Telecom Equipment Manufacturing, Issues related to Digital Radio Broadcasting in India, Regulatory Principles of Tariff Assessment, Sustainable Telecommunications

Section – D

The Telecom Regulatory Authority of India (Amendment) Act, 2014, Cable Television Networks (Second Amendment) Rules, 2012, National Telecom Policy 2012, ITU

Suggested Readings:


5. Consultation Papers from TRAI, http://www.trai.gov.in

6. The International Journal of ICT Economy, Governance and Society
Learning Objectives:
The objective is to introduce the students with concepts and challenges of big data (3 VÂ’s: volume, velocity, and variety) and teach them in applications and tools to manage and analyze the big data.

Section – A
Introduction To Big Data: Introduction, distributed file system, big data and its importance, drivers for big data, big data analytics, big data applications. algorithms using map reduce, matrix-vector multiplication by map reduce. Introduction to Hadoop: big data, apache Hadoop & Hadoop ecosystem, moving data in and out of Hadoop, understanding inputs and outputs of Map reduce - data serialization.

Section – B
Hadoop Architecture: Hadoop architecture, Hadoop storage: hdfs, common Hadoop shell commands, anatomy of file write and read, namenode, secondary namenode, and datanode, hadoop mapreduce paradigm, map and reduce tasks, job, task trackers, cluster setup, ssh & hadoop configuration, hdfs administering, monitoring & maintenance.

Section – C

Section – D
Hadoop Security Design: Kerberos, default Hadoop model without security, Hadoop kerberos security implementation & configuration, Hadoop ecosystem security: configuring kerberos for Hadoop ecosystem components, pig, Hive, oozie, flume, hbase, sqoop.

Suggested Readings:
Learning Objectives:

The course is intended to help participants get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also help students to understand the various factors affecting consumer behavior and to understand the process of consumer buying.

Section – A

Introduction to Consumer Behavior: Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Situational characteristics and consumption behavior, Consumer decision making process, Post purchase behavior.

Section – B

Factors Influencing Consumer Behavior: Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior, the buying motive, high involvement and low involvement buying situations, Consumer behavior in adapting new products, participants in buying decisions, Group influence- Definition, types of group (primary, secondary, formal etc.), Family influence, roles, FLC application.

Section – C

Introduction to Marketing Research: Meaning, scope and importance of marketing research, Defining the market research problem and developing an approach, Research design formulation, Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales. Preparing a written research report, organization of the report, Ethical issues in marketing research.

Section – D

Applications of marketing research; Research design classification, Product research- developing products, Specifications and attributes, Concept of test marketing, Advertising research, Market and sale analysis research, Sales forecasting, Demand measurement. Case studies.

Suggested Readings:

7. A. Parasuraman et.al.: Marketing Research, Biztantra.
Learning Objectives:
The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer’s point of view and to understand the concept, methods and strategies of sales management.

Section – A

Introduction to Advertising: Advertising- an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication, Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy. Advertising appeals: pre and post-testing. Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns.

Section – B

Integrated Marketing Communications: Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies, their role and importance, management problems of agencies, client-agency relations. Advertising in India: Problems and Prospects. Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, Developing effective communications.

Section – C

Sales Management: Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public. Functions and qualities of a Sales Executive. Routing and Scheduling, International Sales Management. Salesmanship: Theoretical aspects of Salesmanship, the process of selling, Sales forecasting methods, Sales budget. Sales force management, Recruitment, Selection, Training, Motivation and Compensation of the field sales force. Evaluation and control of sales force, Sales Territories, Sales Quotas.

Section – D


Suggested Readings:
2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.
Learning Objectives:
The objective of this course is to develop a conceptual framework of international marketing management so as to provide necessary knowledge and tools to develop marketing strategies for a variety of products and services.

Section – A

Section – B

Section – C

Section – D
India's Foreign Trade: Recent Tends in India's Foreign Trade - India's Commercial Relations and Trade Agreements with other countries. Institutional Infrastructure for Export Promotion in India - Export Assistance - Export Finance - Export Processing Zones (EPZs) - Special Economic Zones (SEZs) -Role of ECGC, EXIM Bank of India, Commodity Boards, STC, MMTC, etc. Role and Functions of Export Promotion Councils. Overview of Export - Import Policy of India, Export Regulations: Procedure for export of goods - Quality control and Pre-shipment Inspection Export and Import Documentation. Export Payment - Different Modes of Payment and Letters of Credit.

Suggested Readings:
Learning Objectives:

This course aims to provide an in-depth perspective into Internet Marketing, and help participants to appreciate internet as an integral part of an organisation's marketing mix. The primary objective of the course is to focus on how the Internet can serve as an invaluable resource for marketing of products and services.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Judy Strauss & Raymond Frost: E-Marketing, PHI Learning
4. P.T. Joseph: E-Commerce- A Managerial Perspective- -Prentice Hall India
9. Keen, Peter and Mark Mc-Donald: The e Process Edge, Tata Mc-Graw Hill, Delhi
Learning Objectives:

The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Elton et. al.: Modern Portfolio Theory and Investment Analysis, Wiley Publications
2. Reilly Brown, Investment Analysis and Portfolio Management, Cengage Learning
3. Bodie et, al. Investments, Tata Mcgraw hill
STRATEGIC COST MANAGEMENT

Credit=4
Marks=100

Learning Objectives:

The objective of the course is to acquaint the learners with the various methods of cost determination and tools and techniques of cost control from strategic perspective

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:
This course aims at developing understanding and analytical skills among participants regarding applications of Financial Engineering.

Section – A

Section – B
Credit Analysis, Risks: sovereign and country risks, industry risks, management factor, financial risk analysis. Credit ratings: credit spreads, interest coverage ratio and its effect on industries classification, process of credit ratings.

Section – C

Section – D
Forwards and Futures: introduction, features, hedging with forward contracts, futures pricing models, difference between forwards and futures contracts. Hedging with Futures: hedging concepts including long hedge & short hedge, the basis, risks in hedging. Minimum variance hedge ratio, price sensitivity hedge ratio and stock index futures hedging, Hedging strategies. Credit Derivatives: Credit default swap and Total return swap. Application and Case studies.

Suggested Readings:
4. Don Chance: An introduction to Derivatives and Risk Management Cengage Press, Delhi
Learning Objectives:

Liberalized economy has generated many opportunities of combining businesses to create wealth. The emphasis is to understand about mergers, acquisition and corporate restructuring.

Section – A


Section – B

**Valuation:** Meaning, Factors to be considered for Valuation, Types of values: Going concern Value, Liquidation Value and Market Value, Methods of Valuation: Asset based Valuation method, Earning based valuation, Market based valuation, Book value approach, Stock and Debt approach, Direct Comparison Approach and Discounted Cash flow method of valuation. **Cross Border Acquisition:** Meaning, Need, Benefits of Cross Border Acquisition and Difficulties in Cross Border Acquisition. **Post Merger Issues:** Tools for Integration, Strategies for Post Merger Success, Post merger growth strategies, Human aspects in mergers and acquisition, Failures in Post-merger Integration and Successful Post-merger Integration.

Section – C


Section – D

**Due Diligence:** Concept, Need, Transaction requiring Due-diligence, Process, Types: Financial, Legal, Operational, Intellectual, IT and Human resource Due Diligence, Due diligence and M&A failure. **Strategic Alliance:** Types, Reasons, Implications of Strategic Alliance, Strategic Management of Alliances. Divestitures: Meaning, Types, Reasons for Divestiture, Benefits of Divestiture. **Case studies.**

Suggested Readings:

1. Aurora, Shetty and Kale, Mergers and Acquisition, Oxford University Press.
2. Weston, Chung and Hoag, Mergers, Restructuring and Corporate Control, PHI Learning
3. Krishnamurti and Vishwanath, Mergers, Acquisition and Corporate Restructuring, Sage
4. Vadapalli, Mergers, acquisition and Business Valuation, Excel Publication.
5. DePamphilis: Mergers, acquisitions and other restructuring activities, Elsevier Limited
Learning Objectives:

The objective of this course is to give students a complete exposure to all aspects of International HRM. The course emphasizes importance of Human Capital in the organizations of today. It also provides a comprehensive overview of International Human Resource Management (IHRM) practices being used by IHRM practitioners in multinational enterprises.

Section – A

Introduction to IHRM drivers of globalization, variables that moderate differences between HRM and IHRM. IHRM trends and future challenges: Ethics in international business, strategies IHRM. Sustaining International Business Operations: Approaches to staffing- ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates

Section – B

Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria. Training and development: Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments. Compensation: Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation. Re-entry and Career Issues: Repatriation Process, Individual reactions to re-entry, Multinational responses, Designing repatriation programme.

Section – C

HRM in host country context: standardisation and adaptation of work practices, retaining, developing and retrenching staff. Culture and IHRM: Concept of Culture, Cross Cultural Studies, Hofstede’s Model of National Culture. Industrial Relations: Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals. Performance Management: Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

Section – D

IHRM Trends and future challenges in Infrastructure industry: International business ethics and HRM, research issues and theoretical developments in international HRM. HRM in cross border mergers and acquisitions: Motives behind mergers and acquisitions, HR Interventions. IHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India. *Cases on IHRM practices.

Suggested Readings:

Learning Objectives:

The aim of this course is to provide valuable insights in managing change in such a way that knowledge and skills are transferred to build the organisation’s capability to achieve goals and solve problems. It provides an insight into the dynamics of Organisational Development and OD Interventions.

Section – A


Section – B


Section – C


Section – D

Structural Interventions: Job Design, Quality Circles, MBO, Work Restructuring, Quality of Work-life. Role and Style of OD Practitioner: External and Internal Practitioner, Competencies of OD Practitioner, OD Practitioner styles, Ethical Guidelines and Dilemmas for OD Practitioners.

Suggested Readings:

5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.
Learning Objectives:
The objective of this course is to enhance the understanding of Indian corporate environment relating to legislative framework. Emphasis would be given to provisions and case laws of various acts, as are applicable to the sectoral organizations.

Section – A

Section – B

Section – C

Section – D

*Case studies on applicability of labour laws in sectoral organizations.

Suggested Readings:
6. S.N. Dhayani: Industrial Relations System, Sultan Chand and Sons
Learning Objectives:

This course integrates concepts and current day practices to provide insight into Performance Management systems and models in order to understand and appreciate the intricacies of Reward Management in organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

This Module offers practical understanding to learn the scientific methods of Supply Chain Management, including material and equipment planning, procurement, logistics, inventory management, and financial issues pertaining to supply chains.

Section – A

Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network 1st Tier, 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven Rs Principles, Service after sale, Customer delight)

Section – B

Role of Logistics in Supply Chains: Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, Transport Economics: Distance – volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy.

Section – C

Inventory Management: Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Supply chain process integration, performance measurement, Value Chain. Planning demand and supply: Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning

Section – D


Suggested Readings:

4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management, Pearson Education.
Learning Objectives:

The paper aims to make the learners understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies.

Section – A


Section – B


Section – C


Section – D

Stores Management: Types of Stores, Functions, Coding Methods. Inventory Planning and Control: Concepts, Types of inventory, Inventory Control Systems, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Selective Control of Inventory. Maintenance Management: Concepts, Objectives, Functions, Types of Maintenance.

Suggested Readings:

2. N.G. Nair: Production & Operation Management, Tata McGraw Hill
3. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
4. Ritzman Krajewski: Operations Management, Pearson Education Asia
6. Gaither: Operations Management, Thomas Learning
Learning Objectives:

The objective of this course is to develop abilities to evaluate existing management practices so as to design and reengineer processes.

Section – A

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

Section – B

The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

Section – C

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement. Planning for change, refined mission and scope, design options and alternatives, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes.

Section – D

Recent trends and Issues in BPR: downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change. Case studies.

Suggested Readings:

Learning Objectives:

This course is designed to help participants understand the importance of managing Technology and innovation, leading to better appreciation of them being a source of competitive advantage.

Section – A

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

Section – B

Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change – strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations

Section – C

Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering. Creative and Lateral Thinking Management: Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

Section – D


Suggested Readings:

Learning Objectives:

Objective: The objective of this course is to create in-depth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable participants to appraise various strategies issues.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to acquaint learners with concepts of corporate governance and to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in developed and developing countries.

Section – A

Introduction to Corporate Governance: Meaning, Significance of Corporate Governance Conceptual framework of Corporate Governance. Theories and Principles of Corporate Governance, Emergence of Corporate Governance in India, Pioneers in Good Governance Practices, Future of Corporate Governance in India

Section – B

The External Agents and Institutions of Corporate Governance: The purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state) and their role in Corporate Governance. The Internal Agents and Institutions of Corporate Governance: Role of Board of Directors, Managers, and Shareholders in Ensuring Corporate Governance Corporate Social Responsibility

Section – C

Accountability of managers and stockholders: Defining and enforcing managers’ duties, mechanisms of stock holders accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control)

Section – D

Facilitators, Role Players and Regulators: Role of regulators, government enforcement in Corporate Governance, legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press). Clause 49 of the listing agreement. Corporate Governance provision in the companies acts 2013. Role of SEBI in Promoting Corporate Governance in India. Globalisation and Corporate Governance, Emerging Trends in Corporate Governance.

Suggested Readings:

2. U.C. Mathur: Corporate Governance & Business Ethics, Macmillan.
3. C.V. Baxi: Corporate Governance, Excel books.
4. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
6. Jill Solomon: Corporate Governance & Accountability, Wiley India.
9. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.
Learning Objectives:

The primary objective of this course is to develop potential entrepreneurs, helping them in understanding how to sense the entrepreneurial opportunity and start up a venture. The course will sensitize students about the competencies required and institutional framework promoting entrepreneurial spirit in India.

Section – A


Section – B


Section – C


Section – D


Government initiatives and schemes: Start Up India, Make in India, Skill India.

Suggested Readings:

1. Drucker: Innovation and Entrepreneurship -Routledge
5. Singhvi and Chandak: Business Environment and Entrepreneurship, Taxman
Learning Objectives:

Upon completion of this course, students will be able to: Formulate a real-world problem as a mathematical programming model and Implement and solve the model in EXCEL.

Section – A


Section – B

Advanced Linear Programming Applications: Data Envelopment Analysis, Revenue Management, Portfolio Models and Asset Allocation, Game Theory, Distribution and Network Models: Transportation Problem, Assignment Problem, Transshipment Problem, Shortest-Route Problem, Maximal Flow Problem.

Section – C

Integer Linear Programming: Types of IL Programming Models, Graphical and Computer Solutions for IL Program, Nonlinear Optimization Models: Unconstrained Problem, Constrained Problem, Project Scheduling: PERT/CPM, Inventory Models

Section – D

Decision Analysis: Decision Making without Probabilities, Decision Making with Probabilities, Goal Programming, Forecasting: Components of Time Series, Smoothing Methods

Suggested Readings:

Learning Objectives:

The objective of this course is to give basic idea of Python and its use as a data analysis tool. The students will learn about loading data from a variety of common formats, manipulating data efficiently with Pandas and basic web scraping.

Section – A


Section – B

Data Aggregation, Group Operations, Time series: Group by Mechanics, Data Aggregation, Group wise Operations and Transformations, Pivot Tables and Cross Tabulations, Date and Time Date Type tools, Time Series Basics, Data Ranges, Frequencies and Shifting.

Section – C

Web Scraping: Data Acquisition by Scraping web applications, submitting a form, Fetching web pages, Downloading web pages through form submission, CSS Selectors. Visualization in Python: Matplotlib package, Plotting Graphs, Controlling Graph, Adding Text, More Graph Types, Getting and setting values, Patches.

Section – D

Exploratory analysis in Python using Pandas: Introduction to series and dataframes, Analytics Vidhya datase, Loan Prediction Problem, Data Munging in Python using Pandas, Building a Predictive Model in Python: Logistic Regression, Decision Tree, Random Forest

Suggested Readings:

Learning Objectives:

The objective of this course is to impart knowledge about concepts of IoT and the various building blocks, applications and ecosystems associated with the IoT. To understand the architecture and standards as well as connectivity protocols in IoT.

Section – A


Section – B

Smart Objects: The "Things" in IoT: Sensors, Actuators, and Smart Objects, Sensor Networks, Connecting Smart Objects: Communications Criteria, IoT Access Technologies, IEEE 802.15.4, IEEE 802.15.4g and 802.15.4e, IEEE 1901.2a, IEEE 802.11ah, LoRaWAN, NB-IoT and Other LTE Variations

Section – C


Section – D


Suggested Readings:

3. Nitesh Dhanjani, “Abusing the Internet of Things: Blackouts, Freakouts, and Stakeouts”
4. Daniel Kellmereit and Daniel Obodovski, “The Silent Intelligence”
Learning Objectives:

The objective of this course is to demonstrate professional level competencies in the areas of project management and project management leadership. To conduct project planning activities that accurately forecast project costs, timelines, and quality.

Section – A


Section – B


Section – C


Section – D

Project Risk: Risk Management, RMMM Strategy, Quantitative Risk Analysis, Risk Checklists, Procurement Management: Outsourcing, Procurement Planning, Project Termination: The Project Audit, Lessons Learned, Change Control, Configuration Control or Enhanced Change Control, Software Quality: Importance, Definition, Quality models, product and process matrices, QMS, Process Capability models, techniques for enhancing Software Quality

Suggested Readings:

Learning Objectives:

The course aims at imparting the knowledge about industrial marketing and also to orient participants to the realities of marketing of products and services in rural India.

Section – A

**Introduction to Industrial Marketing:** Definition of Industrial & Consumer Product, Basis of Classification, Difference between Industrial & Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process. Industrial Buying Process, Buying Situation Analysis, Buying Motivations of Organizational Buyers, Purchaser’s Evaluation of Potential Suppliers, Environmental Influences on Organizational Buying

Section – B

**Marketing Strategies:** Segmenting the Industrial Market, Targeting & Positioning, New Industrial Product Development, Managing Business Marketing Channels, Industrial Pricing Process

Section – C


Section – D

**Intervention of IT in Rural Markets.** Rural marketing environment, Segmenting the Rural Market, Targeting and Positioning. Products and service mix for rural areas. Role of Cooperative Govt. and Financial institutions. Problems in rural marketing, future of rural marketing. Case Studies

Suggested Readings:

2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
Learning Objectives:

Participants are expected to appreciate importance of integrated marketing communications. Purpose is to equip participants to develop a basic integrated marketing communications plan for various products and services.

Section – A

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. Advertising: Purpose, Role, Functions, Types, Advertising V s Marketing mix, Advertising appeal in various stages of PLC. Advertising objectives and Budgeting: Goal setting - DAGMAR approach.

Section – B

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

Section – C


Section – D


Suggested Readings:

Learning Objectives:
How to perform valuations of various companies in different industries. The students learn different techniques of valuation and can apply such techniques to real world companies so as to understand stock selection process in financial markets.

Section – A

Section – B

Section – C

Section – D

Suggested Readings:
2. Equity Asset Valuation, 3ed Paperback ũ 2016by Jerald E. Pinto, Elaine Henry, Thomas R. Robinson, CFA Institute
Learning Objectives:

The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to understand the various components of the employee-management relations. The course attempts to sensitise students on methods and measures that can be undertaken to build harmonious industrial relations.

Section – A

**Industrial Relations:** Concept, Nature, Objectives, Evolution of IR in India, Approaches to IR. **Trade Unionism:** Concept, Functions of Trade Unions, Approaches, Structure of Trade Unions. **Collective Bargaining:** Concept, Objectives, Process of Collective Bargaining, Principles of Collective Bargaining.

Section – B

**Grievance Handling:** Definition, Sources of Grievances, Grievance Redressal Machinery. **Industrial Disputes:** Concept, Classification of Industrial Disputes, Causes, Strikes, Types of Strikes, Lockouts, Prevention of Strikes and Lockouts. **Discipline and Disciplinary Action:** Concept, Causes of Indiscipline/ Misconduct, Objectives of Discipline, Types of Indiscipline/ Misconduct, Procedure for Disciplinary Action, Types of Disciplinary Actions.

Section – C


Section – D

**Labour Welfare:** Concept, Scope, Objectives, Classification of Welfare Work, Agencies for Administering Labour Welfare in India. **Human Engineering:** Concept, Time Study, Motion Study. **Fatigue:** Nature, Fatigue Reduction, Fatigue Tests, Environmental Conditions. **Accident Prevention:** Introduction, Scope, Causes, Industrial Safety Programmes.

Suggested Readings:

Learning Objectives:

The objective of the course is to provide the participants with the necessary skills and understanding of the training and development concepts that will help them in designing and delivering better training for employees in financial organizations.

Section – A


Section – B


Section – C


Section – D

Special Issues in Training and Development: Training Issues Resulting from the External Environment, Cross-cultural Training, Diversity Training Programmes. Use of Role-Playing, Discussion Method, Management Games, Simulation, Computer based training

Suggested Readings:

2. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
Learning Objectives:

The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers and analyze the future prospects of ERP implementation in Indian scenario.

Section – A


Section – B

Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

Section – C

Implementation of ERP: Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project timeline plan, Project organization plan, Structure and coding, Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements, Sample system architecture.

Section – D

ERP Implementation in Organizations: Introduction to ERP Project success and failure with case studies. ERP adoption models – The role of SAAS model and Cloud Computing in ERP adoption, Continuous business improvement through ERP.

Suggested Readings:

Learning Objectives:

Objectives: This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in organizations.

Section – A

Introduction: The concept of productivity, Needs for productivity culture, Management and productivity, Factors affecting productivity, Efforts in productivity management, Organizational effectiveness and productivity. Sources of productivity: Labor, capital, efficiency in use of labor and capital, productivity and standard of living.

Section – B

Measurement of Productivity: Productivity cycle, Productivity measurement and its need, Total productivity mode, Limitations of partial measures of productivity, Productivity evaluation in organizations, Productivity and industrial relations. Productivity and business cycles: Cyclical pattern of labor productivity, market impact on productivity.

Section – C


Section – D


Suggested Readings:

3. Chandra: Dynamics of Productivity, South Publisher.
5. Prokopenko: Productivity Management, Oxford & IBH.
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA)
SECTORAL PROGRAMS FOR THE EXAMINATION OF 2019-20

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### FIRST SEMESTER

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**TOTAL 28 700**

### SECOND SEMESTER

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**TOTAL 36 900**

### SCHEME OF EXAMINATION FOR MBA (INFRASTRUCTURAL MANAGEMENT)
At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.**

Note: - The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.
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*Note:* The student has to opt for ONE Specialization Group and select TWO papers out of the papers offered.
## FOURTH SEMESTER – INFRASTRUCTURAL MANAGEMENT

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### FUNCTIONAL SPECIALIZATION GROUP – A: MARKETING

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### FUNCTIONAL SPECIALIZATION GROUP – B: FINANCE

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### FUNCTIONAL SPECIALIZATION GROUP – C: HUMAN RESOURCE MANAGEMENT

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### FUNCTIONAL SPECIALIZATION GROUP – D: OPERATIONS MANAGEMENT

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**Total** 40 1000

*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.

**Comprehensive Viva-Voce in the 4th Semester will be based on papers taught in 3rd and 4th Semesters.*
Learning Objectives:

The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C

Planning: Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies.

Decision-Making: Importance and steps in Decision Making, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships

Delegation-authority, responsibility, accountability, Steps to make delegation effective

Decentralization-purpose and types of decentralization, Span of Management.

Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination.

Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

Learning Objectives:

To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
9. Macroeconomics, 2e by Eroll D'souza, Pearson Education.

Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A


Section – B


Section – C


Section – D

Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, Social Accounting: Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. Human Resource Accounting: Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:

Learning Objectives:

The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
Learning Objectives:

The objective of studying Organisational Behaviour is to investigate the impact that individuals, groups and structure have on behaviour within organizations. The purpose is to apply such knowledge towards improving the effectiveness of organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Learning Objectives:

The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A


Section ï B


Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Learning Objectives:

Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A


Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C

Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D

Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, Managing Projects: importance of projects, selecting projects, managing project risk, Managing Global Systems: technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

International Economic Environment: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A

**Introduction to Marketing:** Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix. **Marketing Environment:** Marketing Environment, New Marketing Realities, New Consumer Capacities, Demographic Environment, Social-Cultural Environment, Natural Environment, Technological Environment and Political-Legal Environment, SWOT analysis.

Section – B


Section – C

**Product Decisions:** Product characteristics, classifications, differentiation, packaging and labeling, Product Life Cycle. **Pricing Strategies:** Understanding Pricing, Setting the Price, Initiating and Responding to Price Changes, Reactions to Competitor’s Price Changes.

Section – D

**Marketing Channels:** Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling. **Marketing Communication:** The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:

5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A


Section – B


Section – C


Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining- Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. Quality of Work-life: Concept, Strategies for Improving QWL.

Suggested Readings:

Learning Objectives:

To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A

Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication. Presentations, Book Reviews and Summaries

Section – B


Section – C

Stress Management: Symptoms of Stress, Coping Approaches. Report Writing: Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications. Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:

2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. Sampling Design: Meaning and need of Sampling and review of Sampling Methods. Measurement and Scaling Techniques. Formulation of Hypothesis.

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D


Suggested Readings:

1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
7. William G. Zikmund: Business Research Methods, Thomson South Western Publication
Learning Objectives:

Infrastructure is a thrust area in India today. The objective of the course is to introduce the infrastructure sector highlighting its importance to Indian economy and its role in providing growth impetus; to introduce various sub-sectors of infrastructure sector highlighting their market size, Government Initiatives and future road map

Section – A

Introduction: Definition by various committees, nature, importance and scope of infrastructure sector, Market Size, Investments, Government Initiatives and Future Road Map.

Role of Infrastructure to Indian Economy: Relationship of Infrastructure and GDP: Multiplier effects of infrastructure development on economic development of the nation, Allocation to Infrastructure Sector in recent Union Budget of Government of India. Infrastructure and Constructed Environment: SWOT Analysis and Porter Five Force Analysis of infrastructure Sector

Section – B

Eight Core Infrastructure Industries: Coal, Crude Oil, Natural Gas, Refinery Products, Fertilizers, Steel, Cement and Electricity, Growth Drivers for Infrastructure in India: Infrastructure Demand, Government Initiatives, Public Private Partnerships, Foreign Investments, Housing Development

Opportunities in Infrastructure: Urban Indian Real Estate, Investments need to Fill Infrastructure Gap

Section – C

Transportation Sector Components - Roads and Highways, Mass Transit Systems, Railways, Metro


Section – D


Suggested Readings:

2. India Infrastructure Report, Oxford University Press
3. India Brand Equity Foundation available at https://www.ibef.org/
Learning Objectives:

Infrastructure sector, unlike other Sectors wherein market forces alone are enough for development, need much regulatory clarity and frameworks for both private and public investments. Projects in the sector typically involve many partners with the state playing a crucial role. As such appropriate contractual arrangements, credit enhancement and other forms of financial support from the state, and non-distortionary subsidies became crucial to the growth of infrastructure. The objective of the course is to provide insights into legal and regulatory framework in different subsectors of Infrastructure.

Section – A

Transportation Sector: Highways- National, State, Expressways and Toll roads; Government policy to develop the highways and other roads, NHAI; Mass Transit Systems, Airports, AAI and Railways. Investment policies and regulatory issues in the development of the transport infrastructure.

Section – B


Section – C

Telecommunication Sector: TRAI, Government telecommunication policies, launching of 2G and 3G services and connected issues with respect to allocation of Spectrum etc. Telecom dispute settlement

Section – D

Urban and Rural Infrastructure: Initiatives-Jawaharlal Nehru National Urban Renewal Mission (JNNURM) Swarna Jayanti Shahri Rozgar Yojana (SJSRY); Interest Subsidy Scheme for Housing the Urban Poor (ISSHU); National Rural Employment Guarantee Act (NREGA), Swarnjayanti Gram Swarozgar Yojana (SGSY), Indira Awaas Yojana (IAY), National Social Assistance Programme (NSAP), Integrated Watershed Management Programme (IWMP), National Land Records Modernization Programme (NLRMP). Policies and Regulatory issues concerning with urban and rural infrastructure in India.

Suggested Readings:

2. Dhandapani Alagiri: Transport Sector in India ų Recent Development, ICFAI
3. R. Ramanathan: Indian Transport towards the new millennium ų performance, analysis and policy, Concept Publishing
5. Masayasu Ishiguro and Takamasa Akiyama: Energy Demand in Five Major Asian Developing Countries ų
Learning Objectives:

The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.

Section – A

Introduction to Project Management: Meaning and Definition of a Project, Objectives of a Project, Project Life cycle; Steps in Project Planning; Generation and Screening of Project Ideas- Generation of ideas, Monitoring the environment, Regulatory framework for Projects, Corporate Appraisal, Preliminary Screening, Project Rating Index, Porter model for estimation of profit potential of industries.

Section – B

Market and Demand Analysis- Situational analysis and Specification of objectives, Collection of secondary information, Conduct of market survey, Characterization of the market, Demand forecasting, Market planning; Technical Analysis- Study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts; Project Costing and Finance: Cost of project, Cost of production, Means of Financing Project, Working capital requirements and its financing, Profitability Projections, Projected Cash flow statement and projected Balance Sheet.

Section – C

Project Appraisal: Time Value of Money, Project Appraisal Techniques- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio, Social Cost Benefit Analysis, Assessment of various methods. Risk Analysis: Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, and Application of project appraisal techniques in current environment. Social cost benefit analysis (SCBA)- Rationale for SCBA, UNIDO approach to SCBA, Little and Mirrlees approach to SCBA.

Section – D

Project Management: Need for Project Management, Project Management Framework, forms of project organization, human aspects of project management, prerequisites for successful project implementation; Network techniques for project management: Development of project network, time estimation, determination of critical path, scheduling when resources are limit, PERT and CPM models, Project review and administrative aspects- initial review, performance evaluation, abandonment analysis

Suggested Readings:

3. Esty, B. C., Modern Project Finance: A Case Book, John Wiley and Sons
**Learning Objectives:**

To introduce various project delivery methods used in the infrastructure projects highlighting the usefulness and risks associated with different delivery methods. Course also seeks to impart knowledge about the contracting process and the associated risks and how to undertake a mutually beneficial negotiation.

**Section – A**

Project Delivery Methods: Contracting Methods employed in Infrastructure Projects, Construction Management; Build-Operate-Transfer; Design-Build-Operate-Transfer; Turnkey etc. Critical Analysis of project delivery methods w.r.t. infrastructure projects.

**Section – B**


**Section – C**

Risks: Revenue Risks- Off take Contracts, Operating Risks - General Project Operation, General Operating Cost Overrun, Maintenance, Degradation, Completion Risks - Site Acquisition, Cost Overrun, Completion Delay, Third Party Risks, Hedging Contracts for managing risks

**Section – D**

Negotiations: Basic Negotiation tools would be discussed such as types of negotiations, Preparation Barriers to Agreement, Negotiation Skills, Principles of Game Theory such as Nash Equilibrium etc.

**Suggested Readings:**


Learning Objectives:

Infrastructure Projects typically involve many partners with the state playing a crucial role. The objective of this course is to make learners aware about appropriate contractual arrangements, credit enhancement and other forms of financial support from the state, and non-distortionary subsidies etc. It is pertinent to know about the various sources of finance available to cater to the needs of infrastructure and crucial role of project finance in infrastructure development.

Section – A

Introduction: Investments in Infrastructure, Greenfield Vs. Brown field Investments. Infrastructure as an Asset: Large Upfront Investments, Strong and Stable cash flows, Long life, Irreversible investment. Sources of Funds for Infrastructure Projects: Domestic Commercial Banks, NBFCs, Insurance and Pension Funds, External Commercial Borrowings, Real Estate Investment Trusts and Infrastructure Investment Trusts, Specialized Infrastructure Financing Institutions- IDFC, IL&FS, IIFCL, Takeout and Modified Takeout Finance Scheme, Bond Markets, Securitization, Toll Operate Transfer, Multilateral Agencies

Section – B

Introduction to Project Finance: Traditional On-Balance sheet Financing/ Corporate Finance, Corporate Finance to Project Finance: Development and features of project finance, project finance Vs. corporate finance. Structuring the Project: Key Project Parties, Key Contractual Parties, Key Transaction Documents and Contracts, Key Project Documents, Financing Documents, Capturing Cash Flows, Security Documents

Section – C


Section – D

Revenue from Infrastructure Projects: Flow of Revenue, Rate Setting, Rate Regulation, Rate of Return (RoR)/Cost of Service Analysis. Credit Risk Management in Project Finance: Major Drivers of Credit Risk Management, Calculation of Credit Risk, Risk Assessment of Infrastructure Loans by Banks, Risk Based Pricing. Focus on Sectors: Application of Project Finance
Suggested Readings:

5. Willie Tan. Principles of Project and Infrastructure Finance, Taylor & Francis Group

http://www.legemcity.com/pdf/2.pdf

Paper Code: MBAIM-3004 PUBLIC PRIVATE PARTICIPATION IN INFRASTRUCTURAL PROJECTS Credit=4 Marks=100

Learning Objectives:

With the increasing role of the private sector, the need for appropriate forms of public private partnerships and especially private finance initiatives cannot be overemphasized. With the advent of Privatization since the last two decades, Public Private Partnerships (PPP) have been a popular way of financing infrastructure projects. The objective of this course is to familiarize students with the various issues in Public Private Partnerships that they are likely to face once they join the industry.

Section – A


Roles of Government in success of PPP Projects

Section – B


Section – C


Section – D

PPP vis-à-vis Social Infrastructure: PPP in Education Sector, PPP in Healthcare Services. PPP Funding - Viability Gap Funding Scheme of Government of India. Project Finance and its application in Public Private Partnership, Risk allocation frameworks of major infrastructure projects procured through various PPP modes.
Suggested Readings:

5. Michel Bellier and Yue Maggie Zhou: Private Participation In Infrastructure In China: Issues And Recommendations For The Road, Water, And Power Sectors, World Bank Publications.

Paper Code: MBAIM-M-3005  MARKETING RESEARCH AND CONSUMER BEHAVIOUR  Credit=4  Marks=100

Learning Objectives:

The course is intended to help participants get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also help students to understand the various factors affecting consumer behavior and to understand the process of consumer buying.

Section – A

Introduction to Consumer Behavior: Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Situational characteristics and consumption behavior, Consumer decision making process, Post purchase behavior.

Section – B

Factors Influencing Consumer Behavior: Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior, the buying motive, high involvement and low involvement buying situations, Consumer behavior in adapting new products, participants in buying decisions, Group influence- Definition, types of group (primary, secondary, formal etc.), Family influence, roles, FLC application.

Section – C

Introduction to Marketing Research: Meaning, scope and importance of marketing research, Defining the market research problem and developing an approach, Research design formulation, Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales. Preparing a written research report, organization of the report, Ethical issues in marketing research.

Section – D

Applications of marketing research; Research design classification, Product research- developing products, Specifications and attributes, Concept of test marketing. Advertising research, Market and sale analysis research, Sales forecasting, Demand measurement. Case studies.
Suggested Readings:
7. A. Parasuraman et.al.: Marketing Research, Biztandra.
Learning Objectives:
The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer’s point of view and to understand the concept, methods and strategies of sales management.

Section – A

**Introduction to Advertising:** Advertising- an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication, Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy. Advertising appeals: pre and post-testing. Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns.

Section – B

**Integrated Marketing Communications:** Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies, their role and importance, management problems of agencies, client-agency relations. Advertising in India: Problems and Prospects. Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, Developing effective communications.

Section – C

**Sales Management:** Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public. Functions and qualities of a Sales Executive. Routing and Scheduling. International Sales Management.

Section – D

**Salesmanship:** Theoretical aspects of Salesmanship, the process of selling, Sales forecasting methods, Sales budget. Sales force management, Recruitment, Selection, Training, Motivation and Compensation of the field sales force. Evaluation and control of sales force, Sales Territories, Sales Quotas. Case Studies.

Suggested Readings:

2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.
Learning Objectives:

The objective of this course is to develop a conceptual framework of international marketing management so as to provide necessary knowledge and tools to develop marketing strategies for a variety of products and services.

Section – A

Framework of International Marketing: Scope of International Marketing - International Marketing vs Domestic Marketing - Trade Barriers such as Tariff and Non-Tariff Barriers. Transition from Domestic to International Business. Pre-export behaviour - Motivation to export. Special difficulties in International Marketing. Advantages or importance of International Marketing. Balance of Trade and Balance of Payments.

International Marketing Environment: Factors/Dimensions influencing International Marketing - Controllable and Uncontrollable factors in International Marketing. Globalisation and Role of Multinational Enterprises (MNEs).

Section – B


Section – C


Section – D

India's Foreign Trade: Recent Tends in India's Foreign Trade - India's Commercial Relations and Trade Agreements with other countries. Institutional Infrastructure for Export Promotion in India - Export Assistance - Export Finance - Export Processing Zones (EPZs) - Special Economic Zones (SEZs) -Role of ECGC, EXIM Bank of India, Commodity Boards, STC, MMTC, etc. Role and Functions of Export Promotion Councils. Overview of Export - Import Policy of India, Export Regulations: Procedure for export of goods - Quality control and Pre-shipment Inspection Export and Import Documentation. Export Payment - Different Modes of Payment and Letters of Credit.

Suggested Readings:

Learning Objectives:

This course aims to provide an in-depth perspective into Internet Marketing, and help participants to appreciate internet as an integral part of an organisation’s marketing mix. The primary objective of the course is to focus on how the Internet can serve as an invaluable resource for marketing of products and services.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Judy Strauss & Raymond Frost: E-Marketing, PHI Learning
4. P.T. Joseph: E-Commerce- A Managerial Perspective- -Prentice Hall India
9. Keen, Peter and Mark Mc-Donald: The e Process Edge, Tata Mc-Graw Hill, Delhi
Learning Objectives:

The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Elton et. al.: Modern Portfolio Theory and Investment Analysis, Wiley Publications
2. Reilly Brown, Investment Analysis and Portfolio Management, Cengage Learning
3. Bodie et, al. Investments, Tata Mcgraw hill
Learning Objectives:

The objective of the course is to acquaint the learners with the various methods of cost determination and tools and techniques of cost control from strategic perspective

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:
This course aims at developing understanding and analytical skills among participants regarding applications of Financial Engineering.

Section – A

Section – B
Credit Analysis, Risks: sovereign and country risks, industry risks, management factor, financial risk analysis. Credit ratings: credit spreads, interest coverage ratio and its effect on industries classification, process of credit ratings.

Section – C

Section – D
Forwards and Futures: introduction, features, hedging with forward contracts, futures pricing models, difference between forwards and futures contracts. Hedging with Futures: hedging concepts including long hedge & short hedge, the basis, risks in hedging. Minimum variance hedge ratio, price sensitivity hedge ratio and stock index futures hedging, Hedging strategies. Credit Derivatives: Credit default swap and Total return swap. Application and Case studies.

Suggested Readings:
4. Don Chance: An introduction to Derivatives and Risk Management Cengage Press, Delhi
Learning Objectives:

Liberalized economy has generated many opportunities of combining businesses to create wealth. The emphasis is to understand about mergers, acquisition and corporate restructuring.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Aurora, Shetty and Kale, Mergers and Acquisition, Oxford University Press.
2. Weston, Chung and Hoag, Mergers, Restructuring and Corporate Control, PHI Learning
3. Krishnamurti and Vishwanath, Mergers, Acquisition and Corporate Restructuring, Sage
4. Vadapalli, Mergers, acquisition and Business Valuation, Excel Publication.
5. DePamphilis: Mergers, acquisitions and other restructuring activities, Elsevier Limited
Learning Objectives:
The objective of this course is to give students a complete exposure to all aspects of International HRM. The course emphasizes importance of Human Capital in the organizations of today. It also provides a comprehensive overview of International Human Resource Management (IHRM) practices being used by IHRM practitioners in multinational enterprises.

Section – A
Introduction to IHRM drivers of globalization, variables that moderate differences between HRM and IHRM. IHRM trends and future challenges: Ethics in international business, strategies IHRM. Sustaining International Business Operations: Approaches to staffing- ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates

Section – B
Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria. Training and development: Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments. Compensation: Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation. Re-entry and Career Issues: Repatriation Process, Individual reactions to re-entry, Multinational responses, Designing repatriation programme.

Section – C
HRM in host country context: standardisation and adaptation of work practices, retaining, developing and retrenching staff. Culture and IHRM: Concept of Culture, Cross Cultural Studies, Hofstede’s Model of National Culture. Industrial Relations: Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals. Performance Management: Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

Section – D
IHRM Trends and future challenges in Infrastructure industry: International business ethics and HRM, research issues and theoretical developments in international HRM. HRM in cross border mergers and acquisitions: Motives behind mergers and acquisitions, HR Interventions. IHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India. *Cases on IHRM practices.

Suggested Readings:
Learning Objectives:

The aim of this course is to provide valuable insights in managing change in such a way that knowledge and skills are transferred to build the organisation’s capability to achieve goals and solve problems. It provides an insight into the dynamics of Organisational Development and OD Interventions.

Section – A

Introduction to Organisational Development: Definition, Growth, Relevance of OD. Underlying Assumptions and Values: Assumptions and Implications about People as Individuals, Assumptions and Implications about People in Groups, Assumptions and Implications about People in Organisations.


Section – B


Section – C


Section – D

Structural Interventions: Job Design, Quality Circles, MBO, Work Restructuring, Quality of Work-life. Role and Style of OD Practitioner: External and Internal Practitioner, Competencies of OD Practitioner, OD Practitioner styles, Ethical Guidelines and Dilemmas for OD Practitioners.

Suggested Readings:

Wendell L French, Cecil H Bell, Jr.: Organization Development - Behavioral Science Interventions for Organization Improvement, Pearson Education.


5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.
Learning Objectives:
The objective of this course is to enhance the understanding of Indian corporate environment relating to legislative framework. Emphasis would be given to provisions and case laws of various acts, as are applicable to the sectoral organizations.

Section – A

Section – B

Section – C

Section – D

*Case studies on applicability of labour laws in sectoral organizations.

Suggested Readings:
6. S.N. Dhyani: Industrial Relations System, Sultan Chand and Sons
Learning Objectives:

This course integrates concepts and current day practices to provide insight into Performance Management systems and models in order to understand and appreciate the intricacies of Reward Management in organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

This Module offers practical understanding to learn the scientific methods of Supply Chain Management, including material and equipment planning, procurement, logistics, inventory management, and financial issues pertaining to supply chains.

Section – A

Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network – 1st Tier, 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven R’s Principles, Service after sale, Customer delight)

Section – B

Role of Logistics in Supply Chains: Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, Transport Economics: Distance – volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy.

Section – C

Inventory Management: Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Supply chain process integration, performance measurement, Value Chain. Planning demand and supply: Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning

Section – D


Suggested Readings:

4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management,Pearson Education.
Learning Objectives:

The paper aims to make the learners understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies.

Section – A


Section – B


Section – C


Section – D

Stores Management: Types of Stores, Functions, Coding Methods. Inventory Planning and Control: Concepts, Types of inventory, Inventory Control Systems, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Selective Control of Inventory. Maintenance Management: Concepts, Objectives, Functions, Types of Maintenance.

Suggested Readings:

2. N.G. Nair: Production & Operation Management, Tata McGraw Hill
3. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
4. Ritzman Krajewski: Operations Management, Pearson Education Asia
7. Gaither: Operations Management, Thomas Learning
Learning Objectives:

The objective of this course is to develop abilities to evaluate existing management practices so as to design and reengineer processes.

Section – A

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

Section – B

The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

Section – C

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement. Planning for change, refined mission and scope, design options and alternatives, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes.

Section – D

Recent trends and Issues in BPR: downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change. Case studies.

Suggested Readings:

Learning Objectives:

This course is designed to help participants understand the importance of managing Technology and innovation, leading to better appreciation of them being a source of competitive advantage.

Section – A

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms
Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

Section – B

Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change; Role of Leadership; Managing Transformations

Section – C

Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering. Creative and Lateral Thinking Management: Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

Section – D


Suggested Readings:

Learning Objectives:

Objective: The objective of this course is to create in-depth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable participants to appraise various strategies issues.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to acquaint learners with concepts of corporate governance and to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in developed and developing countries.

Section – A

**Introduction to Corporate Governance:** Meaning, Significance of Corporate Governance Conceptual framework of Corporate Governance. Theories and Principles of Corporate Governance, Emergence of Corporate Governance in India, Pioneers in Good Governance Practices, Future of Corporate Governance in India

Section – B

**The External Agents and Institutions of Corporate Governance:** The purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state) and their role in Corporate Governance. **The Internal Agents and Institutions of Corporate Governance:** Role of Board of Directors, Managers, and Shareholders in Ensuring Corporate Governance Corporate Social Responsibility

Section – C

**Accountability of managers and stockholders:** Defining and enforcing managers' duties, mechanisms of stockholders accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control)

Section – D

**Facilitators, Role Players and Regulators:** Role of regulators, government enforcement in Corporate Governance, legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press). Clause 49 of the listing agreement. Corporate Governance provision in the companies acts 2013. Role of SEBI in Promoting Corporate Governance in India. Globalisation and Corporate Governance, Emerging Trends in Corporate Governance.

Suggested Readings:

2. U.C. Mathur: Corporate Governance & Business Ethics, Macmillan.
3. C.V. Baxi: Corporate Governance, Excel books.
4. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
6. Jill Solomon: Corporate Governance & Accountability, Wiley India.
9. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.
Learning Objectives:

The primary objective of this course is to develop potential entrepreneurs, helping them in understanding how to sense the entrepreneurial opportunity and start up a venture. The course will sensitize students about the competencies required and institutional framework promoting entrepreneurial spirit in India.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Drucker: Innovation and Entrepreneurship -Routledge
5. Singhvi and Chandak: Business Environment and Entrepreneurship, Taxman
Learning Objectives:

Upon completion of this course, students will be able to: Formulate a real-world problem as a mathematical programming model and Implement and solve the model in EXCEL.

Section – A


Section – B

Advanced Linear Programming Applications: Data Envelopment Analysis, Revenue Management, Portfolio Models and Asset Allocation, Game Theory, Distribution and Network Models: Transportation Problem, Assignment Problem, Transshipment Problem, Shortest-Route Problem, Maximal Flow Problem.

Section – C

Integer Linear Programming: Types of IL Programming Models, Graphical and Computer Solutions for IL Program, Nonlinear Optimization Models: Unconstrained Problem, Constrained Problem, Project Scheduling: PERT/CPM, Inventory Models

Section – D

Decision Analysis: Decision Making without Probabilities, Decision Making with Probabilities, Goal Programming, Forecasting: Components of Time Series, Smoothing Methods

Suggested Readings:

Learning Objectives:

The purpose of the course is to support the goals of environmental protection, sustainable development, and economic decisions at the earliest stages, assess plans to mitigate any adverse impacts. It aims at involvement of the public and Government agencies in the review of the proposed activities.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

4. Environmental impact assessment for developing countries in Asia, Vol I & II. ADB Publication
Learning Objectives:

The objective of the course is to provide knowledge about newer developments in infrastructure related policies and strategies so as to help learners keep abreast with emerging aspects of infrastructure management.

Section – A

Remote Infrastructure Monitoring and Management (RIMM): Introduction, Need of RIMM, Various types of services catered under RIMM. Unbundling of electricity into competitive activities: Objectives, Need and Benefits. Role of Supply Chain Management in Infrastructure Sector specially in Construction Projects, Oil and Gas Sector, Airports etc.

Section – B


Section – C


Section – D

Global trends in infrastructure development: Evaluation of Infrastructure, Governance of Infrastructure Projects. Role of IT in infrastructure projects, Digital India Mission. Recent flagship urban Missions in India: Pradhan Mantri Awas Yojana (Urban), Atal Mission for Rejuvenation and Urban Transformation (AMRUT), and Swachh Bharat Mission (Urban)

Suggested Readings:

2. India Infrastructure Report, Oxford University Press
5. India Brand Equity Foundation available at https://www.ibef.org/
Learning Objectives:

This course has been designed to provide participants with a deep understanding of the developments in the domain of urban, rural, and social infrastructure and financing issues related to these sectors.

**Section – A**


**Section – B**


**Section – C**


**Section – D**

Transport Infrastructure Management: Intelligent Traffic Management, Feasibility of Mass Rapid Transportation projects (Sky Bus, Metro Rail, and Mono Rail). Development of Special Programs for Consumer Associations and NGOs, Advocating Service to the Poor, Expansion, Role and Scope of Professional Associations.

**Suggested Readings:**

7. Penelope J. Brook, Timothy Irwin: Infrastructure for Poor People Public Policy for Private Provision, World Bank Publications.
Learning Objectives:

The course aims at imparting the knowledge about industrial marketing and also to orient participants to the realities of marketing of products and services in rural India.

Section – A


Section – B


Section – C


Section – D

Intervention of IT in Rural Markets. Rural marketing environment, Segmenting the Rural Market, Targeting and Positioning. Products and service mix for rural areas. Role of Cooperative Govt. and Financial institutions. Problems in rural marketing, future of rural marketing. Case Studies

Suggested Readings:

2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
Learning Objectives:

Participants are expected to appreciate importance of integrated marketing communications. Purpose is to equip participants to develop a basic integrated marketing communications plan for various products and services.

Section – A

**Role of IMC in marketing process.** IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. **Advertising:** Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC. **Advertising objectives and Budgeting:** Goal setting - DAGMAR approach.

Section – B

**Media planning:** Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. **Media strategy:** Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

Section – C

**Promotion:** Meaning, Importance, tools used, conventional/unconventional, drawbacks, push pull strategies. **Public Relation/ Publicity:** Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity. Corporate Advertising - Role, Types, Limitations, PR Vs Publicity. Monitoring. **Evaluation and Control:** Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

Section – D


Suggested Readings:

Learning Objectives:
How to perform valuations of various companies in different industries. The students learn different techniques of valuation and can apply such techniques to real world companies so as to understand stock selection process in financial markets.

Section – A

Section – B

Section – C

Section – D

Suggested Readings:
2. Equity Asset Valuation, 3ed Paperback † 2016by Jerald E. Pinto, Elaine Henry, Thomas R. Robinson, CFA Institute
4. Corporate Valuation and Value Creation Paperback † 22 Jun 2011by Prasanna Chandra.
Learning Objectives:

The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to understand the various components of the employee-management relations. The course attempts to sensitise students on methods and measures that can be undertaken to build harmonious industrial relations.

Section – A


Section – B

**Grievance Handling**: Definition, Sources of Grievances, Grievance Redressal Machinery. **Industrial Disputes**: Concept, Classification of Industrial Disputes, Causes, Strikes, Types of Strikes, Lockouts, Prevention of Strikes and Lockouts. **Discipline and Disciplinary Action**: Concept, Causes of Indiscipline/ Misconduct, Objectives of Discipline, Types of Indiscipline/ Misconduct, Procedure for Disciplinary Action, Types of Disciplinary Actions.

Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of the course is to provide the participants with the necessary skills and understanding of the training and development concepts that will help them in designing and delivering better training for employees in financial organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

2. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
Learning Objectives:

The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers and analyse the future prospects of ERP implementation in Indian scenario.

Section – A


Section – B

Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

Section – C

Implementation of ERP: Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project timeline plan, Project organization plan, Structure and coding, Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements, Sample system architecture.

Section – D

ERP Implementation in Organizations: Introduction to ERP Project success and failure with case studies. ERP adoption models ñ The role of SAAS model and Cloud Computing in ERP adoption, Continuous business improvement through ERP.

Suggested Readings:

Learning Objectives:

Objectives: This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in organizations.

Section – A

Introduction: The concept of productivity, Needs for productivity culture, Management and productivity, Factors affecting productivity, Efforts in productivity management, Organizational effectiveness and productivity. Sources of productivity: Labor, capital, efficiency in use of labor and capital, productivity and standard of living.

Section – B

Measurement of Productivity: Productivity cycle, Productivity measurement and its need, Total productivity mode, Limitations of partial measures of productivity, Productivity evaluation in organizations, Productivity and industrial relations. Productivity and business cycles: Cyclical pattern of labor productivity, market impact on productivity.

Section – C


Section – D


Suggested Readings:

3. Chandra: Dynamics of Productivity, South Publisher.
5. Prokopenko: Productivity Management, Oxford & IBH.
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA)
SECTORAL PROGRAMS FOR THE EXAMINATION OF 2019-20

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

**SCHEME OF EXAMINATION FOR MBA (PHARMACEUTICAL MANAGEMENT)**

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At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.**

Note: -The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.

### THIRD SEMESTER - PHARMACEUTICAL MANAGEMENT

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Note:- The student has to opt for ONE Specialization Group and select TWO papers out of the papers offered.

## FOURTH SEMESTER – PHARMACEUTICAL MANAGEMENT

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<td><strong>TOTAL</strong></td>
<td>40</td>
<td>1000</td>
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*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.

**Comprehensive Viva-Voce in the 4th Semester will be based on papers taught in 3rd and 4th Semesters.
Learning Objectives:

The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C

Planning: Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies.

Decision-Making: Importance and steps in Decision Making, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships
Delegation-authority, responsibility, accountability, Steps to make delegation effective
Decentralization-purpose and types of decentralization, Span of Management.

Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination.

Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

Learning Objectives:
To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today’s global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:
1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
9. Macroeconomics, 2e by Eroll D'souza, Pearson Education.
Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A


Section – B


Section – C


Section – D

Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, Social Accounting: Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. Human Resource Accounting: Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:

Learning Objectives:

The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
Learning Objectives:

The objective of studying Organisational Behaviour is to investigate the impact that individuals, groups and structure have on behaviour within organizations. The purpose is to apply such knowledge towards improving the effectiveness of organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Learning Objectives:

The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A


Section ñ B


Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Learning Objectives:

Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A


Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C

Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D

Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, Managing Projects: importance of projects, selecting projects, managing project risk, Managing Global Systems: technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

International Economic Environment: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A

Introduction to Marketing: Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix.


Section – B


Section – C


Pricing Strategies: Understanding Pricing, Setting the Price, Initiating and Responding to Price Changes, Reactions to Competitor’s Price Changes.

Section – D

Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling.

Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:

5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A


Section – B


Section – C


Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining- Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. Quality of Worklife: Concept, Strategies for Improving QWL.

Suggested Readings:

Learning Objectives:
To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A

Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication.

Presentations, Book Reviews and Summaries

Section – B


Section – C

Stress Management: Symptoms of Stress, Coping Approaches. Report Writing: Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications.

Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. Sampling Design: Meaning and need of Sampling and review of Sampling Methods. Measurement and Scaling Techniques. Formulation of Hypothesis.

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D


Suggested Readings:

1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
7. William G. Zikmund : Business Research Methods, Thomson South Western Publication
Learning Objectives:

The prime objective of this course is to provide an in-depth knowledge of the technical as well as managerial aspect of industrial pharmacy.

Section – A


Section – B


Section – C

Pharmacy Practice and Patient Care: Technology and Automation, Patient Communication and Compliance, Drug Education, Framework for ensuring medication use safety; Pharmaco-epidemiology, development of Pharmacy Care plan, Hospital Pharmacy Practice.

Section – D

Social, Behavioral, Economic and Administrative Aspects in Industrial Pharmacy: Laws governing Pharmacy, Pharmaco-economics, Industrial hazards, Safety, Pollution Control and Effluent treatment in Pharmaceutical industries; Prevention measures against corrosion and waste minimization.

Suggested Readings:

Learning Objectives:

This course has been designed to provide participants with an in-depth understanding of various issues relating to quality control and management of various drugs in Pharmaceutical sector.

**Section – A**

**Quality Assurance Systems:** Basic concept of quality control & quality assurance, functions, sources of variation, quality assurance for raw materials, APIs, packing materials & finished products (specifications, receipt, testing, sampling and certificate of analysis), production (change control, aseptic process control, temperature, pressure & humidity control tests, tests for air flow pattern, microbiological monitoring); buildings & facilities (design and construction features, lighting, air handling systems, maintenance); equipments (construction, cleaning and maintenance, calibration & handling).

**Section – B**

**In-process quality control:** Importance, inspection, IPQC tests for tablets (weight variation, hardness, thickness, friability, disintegration tests and content uniformity), suspensions and emulsions (appearance and feel, volume check, viscosity, particle size distribution, electrical conductivity and content uniformity) and parenterals (pH, volume check, clarity, content uniformity, integrity of seals and particulate matter). Problems encountered and trouble shooting for quality conformance.

**Section – C**

**Good Laboratory Practices:** Scope, organization, personnel - desirable qualities of analyst, responsibilities of key personnel in the QC lab. Validation of analysis methods. Facilities, equipments, testing facilities operation i systems and procedures in QC lab, analytical worksheet, test methods, evaluation of test results.

**Section – D**

**Drug Store, Management and Inventory Control:** Meaning of Stores Management, Importance, Types of Stores; Functions; Coding Methods, Organization of drug store, types of materials stocked, storage condition. Inventory Management: Concepts; Classification; Objectives; Factors Affecting, Inventory Control Policy; Inventory Costs; Basic EOQ Model; Re-order Level; ABC Analysis

**Suggested Readings:**

3. P.D.Sethi: Quality assurance of Drugs in Pharmaceuticals, Vandana Publisher.
5. P.D. Sethi: How to Practice GLP, Vandana Publications.
Learning Objectives:

The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically, it introduces students to the purpose, principles, problems, and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution, and control methods; introduce students to project management software and applications.

Section – A

Introduction to Project Management: Meaning and Definition of a Project, Objectives of a Project, Project Life cycle; Steps in Project Planning; Generation and Screening of Project Ideas- Generation of ideas, Monitoring the environment, Regulatory framework for Projects, Corporate Appraisal, Preliminary Screening, Project Rating Index, Porter model for estimation of profit potential of industries.

Section – B


Section – C

Project Appraisal: Time Value of Money, Project Appraisal Techniques- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio, Social Cost Benefit Analysis, Assessment of various methods. Risk Analysis: Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, and Application of project appraisal techniques in current environment. Social cost benefit analysis (SCBA)- Rationale for SCBA, UNIDO approach to SCBA, Little and Mirrlees approach to SCBA.

Section – D

Project Management: Need for Project Management, Project Management Framework, forms of project organization, project control, human aspects of project management, prerequisites for successful project implementation; Network techniques for project management: Development of project network, time estimation, determination of critical path, scheduling when resources are limited, PERT and CPM models, Project review and administrative aspects- initial review, performance evaluation, abandonment analysis.

Suggested Readings:

3. Esty, B. C., Modern Project Finance: A Case Book, John Wiley and Sons
Learning Objectives:

The objective of the course is to make students familiar with main molecules (drugs) available in the market for various ailments and to introduce them to the brands of those drugs. The course is aimed at highlighting current scenario of the global brands in Pharmaceutical industry giving an insight to existing scenario.

Section – A


Section – B


Section – C

Anti-infectives and Anti-neoplastic Drugs: General Characteristics, Unique uses and Problems; Antiseptics and Disinfectants, Systematic Antimicrobials, Antimycobacterials, Antifungals and Antivirals; Antineoplastic Drugs, Development, Research and Combinations; Paraciticides, Immunzing agents.

Section – D

Best Selling Drugs-Globally & in India: An overview of current scenario, Market size, future growth; Quality assurance and control, Biotechnology and Drugs, Pharmaceutical necessities.

Suggested Readings:

4. Rick Ng: Drugs From Discovery to Approval, Wiley-Blackwell.
Learning Objectives:

The paper aims to make the participants understand marketing concepts in relation to pharmaceutical Industry and to completely understand Pharmaceutical marketing and its versatile treatment.

Section – A

Introduction: The marketing concept, alternatives to marketing orientation, selling orientation; The specifications for pharmaceutical marketing, tasks of marketing. Strategic Marketing in Pharmaceuticals: Overall company strategy, Marketing strategy at portfolio level, Boston consulting group approach, Composite portfolio approach, translating the portfolio strategy to the product level.

Section – B


Section – C

The External Analysis: Establishing a customer focus, analysis of the industry/market, undertaking the analysis with guidelines, understanding PESTEL, interpretation. Internal Analysis: Search for competitive advantage, product positioning analysis. SWOT Analysis: Meaning and steps for SWOT analysis.

Section – D

Product Strategy: Definitions, objectives, tactics, generating the strategic options, product development strategy, market development strategy. Communications & its role in strategy implementation: Promotional mix, decision making process, message structure, communication process, integrating the other elements in the marketing mix with promotion. Marketing Research: Marketing research process, Types of research, data collection channels. Implementation of Marketing Strategy: Marketing mix, communication & product life cycle.

Suggested Readings:

Learning Objectives:

The objective of this course is to enrich the participants on essential elements of brand management including brand identity, brand image, brand awareness, brand equity and brand extension and to ignite the interest in the area of Brand Management.

Section – A

**Introduction to Brands:** Introduction, Defining Brand, Development of Branding, From Products to Brands,

**Elements of Brand Management:** Introduction, Brand Positioning, Brand Equity, Brand awareness, Brand Identity, Brand Personality, Brand Communication, Brand Image, The Strategic Brand Management Process

Section – B

**Brand Identity:** Introduction, Defining Brand identity, Models of Brand Identity, Elements of Brand Identity.

**Brand Image:** Customer’s Perception of Brand Identity: Introduction, Defining Brand Image, Kapferer’s Model of Brand Image, Roles of Metaphors in Delivering Brand Image, Decoding Brand Image (ZMET) **Brand Personality** - Carrier of Brand Identity: Introduction, Defining Brand Personality, Scales of Brand Personality, Use of Brand Personality

Section – C

**Brand Communication:** Introduction, Tools for Brand Communication, Brand Awareness. **Brand Positioning:** Introduction, Defining Brand Positioning, Need of Positioning, Brand Positioning in Consumer’s Mind, Rules for Successful Brand Positioning, Brand Repositioning. **Brand Equity:** Introduction, Defining Brand Equity, Measuring Brand Equity, Building Brand Equity.

Section – D

Pharmaceutical Branding Strategies; Building Pharmaceutical Brands; Communicating Pharmaceutical Brands; Future Pharmaceutical Branding Models.

Suggested Readings:

1. Kirti Dutta: Brand Management, oxford publishers
Learning Objectives:

The course is intended to help participants get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also help students to understand the various factors affecting consumer behavior and to understand the process of consumer buying.

Section – A

Introduction to Consumer Behavior: Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Situational characteristics and consumption behavior, Consumer decision making process, Post purchase behavior.

Section – B

Factors Influencing Consumer Behavior: Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior, the buying motive, high involvement and low involvement buying situations, Consumer behavior in adapting new products, participants in buying decisions, Group influence- Definition, types of group (primary, secondary, formal etc.), Family influence, roles, FLC application.

Section – C

Introduction to Marketing Research: Meaning, scope and importance of marketing research, Defining the market research problem and developing an approach, Research design formulation, Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales. Preparing a written research report, organization of the report, Ethical issues in marketing research.

Section – D

Applications of marketing research; Research design classification, Product research- developing products, Specifications and attributes, Concept of test marketing, Advertising research, Market and sale analysis research, Sales forecasting, Demand measurement. Case studies.

Suggested Readings:

7. A. Parasuraman et.al.: Marketing Research, Biztantra.
Learning Objectives:

The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer’s point of view and to understand the concept, methods and strategies of sales management.

Section – A

Introduction to Advertising: Advertising- an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication, Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan, Developing message, writing copy. Advertising appeals: pre and post-testing. Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns.

Section – B

Integrated Marketing Communications: Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies, their role and importance, management problems of agencies, client-agency relations. Advertising in India: Problems and Prospects. Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, Developing effective communications.

Section – C

Sales Management: Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public. Functions and qualities of a Sales Executive. Routing and Scheduling, International Sales Management.

Section – D


Suggested Readings:

2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.
Learning Objectives:

The objective of this course is to develop a conceptual framework of international marketing management so as to provide necessary knowledge and tools to develop marketing strategies for a variety of products and services.

Section – A

**Framework of International Marketing:** Scope of International Marketing - International Marketing vs Domestic Marketing - Trade Barriers such as Tariff and Non-Tariff Barriers. Transition from Domestic to International Business. Pre-export behaviour - Motivation to export. Special difficulties in International Marketing. Advantages or importance of International Marketing. Balance of Trade and Balance of Payments.

**International Marketing Environment:** Factors/Dimensions influencing International Marketing - Controllable and Uncontrollable factors in International Marketing. Globalisation and Role of Multinational Enterprises (MNEs).

Section – B


**International Marketing Research:** Marketing Information System - Market Research - Marketing Research - Methodology for Marketing Research - International Research Strategy - Desk Research and Field Research - Market Oriented Information - International Marketing Intelligence -- Competitive Intelligence.

Section – C

**International Sales Contract:** Major Laws - INCO Terms - Standard clauses of International sales Contract - Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes.


Section – D

**India's Foreign Trade:** Recent Tends in India's Foreign Trade - India's Commercial Relations and Trade Agreements with other countries. Institutional Infrastructure for Export Promotion in India - Export Assistance - Export Finance - Export Processing Zones (EPZs) - Special Economic Zones (SEZs) -Role of ECGC, EXIM Bank of India, Commodity Boards, STC, MMTC, etc. Role and Functions of Export Promotion Councils. Overview of Export - Import Policy of India, Export Regulations: Procedure for export of goods - Quality control and Pre-shipment Inspection Export and Import Documentation. Export Payment - Different Modes of Payment and Letters of Credit.

Suggested Readings:

Learning Objectives:

This course aims to provide an in-depth perspective into Internet Marketing, and help participants to appreciate internet as an integral part of an organisation’s marketing mix. The primary objective of the course is to focus on how the Internet can serve as an invaluable resource for marketing of products and services.

Section – A

Internet Marketing: Definition and Concepts, Evolution, Framework, Fundamentals of Internet, 10 Cs of Internet marketing, E-Business Models, e-Revenue models, Developing Capabilities for competing on the web, Marketing Perspective in the Internet Age, Internet Marketing Environment, Internet Marketing Information System.

Section – B

Internet marketing mix, Marketing organization for internet marketing, Marketing control and the impact of internet on it, E-payment mechanism, Consumer Characteristics & Branding Strategy: Branding and consistency online/offline branding, Environmental, situational, and personal factors affecting users, Market segments served, Brand position, Offline versus online customers, Customer satisfaction, loyalty and retention.

Section – C


Section – D


Suggested Readings:

1. Judy Strauss & Raymond Frost: E-Marketing, PHI Learning
4. P.T. Joseph: E-Commerce- A Managerial Perspective- Prentice Hall India
9. Keen, Peter and Mark Mc-Donald: The e Process Edge, Tata Mc-Graw Hill, Delhi
Learning Objectives:

The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Elton et. al.: Modern Portfolio Theory and Investment Analysis, Wiley Publications
2. Reilly Brown, Investment Analysis and Portfolio Management, Cengage Learning
3. Bodie et, al. Investments, Tata Mcgraw hill
Learning Objectives:

The objective of the course is to acquaint the learners with the various methods of cost determination and tools and techniques of cost control from strategic perspective

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:
This course aims at developing understanding and analytical skills among participants regarding applications of Financial Engineering.

Section – A

Section – B
Credit Analysis, Risks: sovereign and country risks, industry risks, management factor, financial risk analysis. Credit ratings: credit spreads, interest coverage ratio and its effect on industries classification, process of credit ratings.

Section – C

Section – D
Forwards and Futures: introduction, features, hedging with forward contracts, futures pricing models, difference between forwards and futures contracts. Hedging with Futures: hedging concepts including long hedge & short hedge, the basis, risks in hedging. Minimum variance hedge ratio, price sensitivity hedge ratio and stock index futures hedging, Hedging strategies. Credit Derivatives: Credit default swap and Total return swap. Application and Case studies.

Suggested Readings:
4. Don Chance: An introduction to Derivatives and Risk Management Cengage Press, Delhi
Learning Objectives:
Liberalized economy has generated many opportunities of combining businesses to create wealth. The emphasis is to understand about mergers, acquisition and corporate restructuring.

Section – A


Section – C


Section – D


Suggested Readings:
1. Aurora, Shetty and Kale, Mergers and Acquisition, Oxford University Press.
2. Weston, Chung and Hoag, Mergers, Restructuring and Corporate Control, PHI Learning
3. Krishnamurti and Vishwanath, Mergers, Acquisition and Corporate Restructuring, Sage
4. Vadapalli, Mergers, acquisition and Business Valuation, Excel Publication.
5. DePamphilis: Mergers, acquisitions and other restructuring activities, Elsevier Limited
Learning Objectives:
The objective of this course is to give students a complete exposure to all aspects of International HRM. The course emphasizes importance of Human Capital in the organizations of today. It also provides a comprehensive overview of International Human Resource Management (IHRM) practices being used by IHRM practitioners in multinational enterprises.

Section – A
Introduction to IHRM drivers of globalization, variables that moderate differences between HRM and IHRM. IHRM trends and future challenges: Ethics in international business, strategies IHRM. Sustaining International Business Operations: Approaches to staffing: ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates

Section – B
Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria. Training and development: Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments. Compensation: Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation. Re-entry and Career Issues: Repatriation Process, Individual reactions to re-entry, Multinational responses, Designing repatriation programme.

Section – C
HRM in host country context: standardisation and adaptation of work practices, retaining, developing and retrenching staff. Culture and IHRM: Concept of Culture, Cross Cultural Studies, Hofstede’s Model of National Culture. Industrial Relations: Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals. Performance Management: Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

Section – D
IHRM Trends and future challenges in Infrastructure industry: International business ethics and HRM, research issues and theoretical developments in international HRM. HRM in cross border mergers and acquisitions: Motives behind mergers and acquisitions, HR Interventions. IHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India. *Cases on IHRM practices.

Suggested Readings:
5. F. Luthans: Organizational Behaviour, Tata Mcgraw Hill.
Learning Objectives:

The aim of this course is to provide valuable insights in managing change in such a way that knowledge and skills are transferred to build the organisation’s capability to achieve goals and solve problems. It provides an insight into the dynamics of Organisational Development and OD Interventions.

Section – A


Section – B


Section – C


Section – D

Structural Interventions: Job Design, Quality Circles, MBO, Work Restructuring, Quality of Work-life. Role and Style of OD Practitioner: External and Internal Practitioner, Competencies of OD Practitioner, OD Practitioner styles, Ethical Guidelines and Dilemmas for OD Practitioners.

Suggested Readings:

5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.
Learning Objectives:

The objective of this course is to enhance the understanding of Indian corporate environment relating to legislative framework. Emphasis would be given to provisions and case laws of various acts, as are applicable to the sectoral organizations.

Section – A


Section – B


Section – C


Section – D


*Case studies on applicability of labour laws in sectoral organizations.

Suggested Readings:

6. S.N. Dhayani: Industrial Relations System, Sultan Chand and Sons
Learning Objectives:

This course integrates concepts and current day practices to provide insight into Performance Management systems and models in order to understand and appreciate the intricacies of Reward Management in organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

This Module offers practical understanding to learn the scientific methods of Supply Chain Management, including material and equipment planning, procurement, logistics, inventory management, and financial issues pertaining to supply chains.

Section – A

Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network 1st Tier, 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven R Principles, Service after sale, Customer delight)

Section – B

Role of Logistics in Supply Chains: Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, Transport Economics: Distance volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy.

Section – C

Inventory Management: Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Supply chain process integration, performance measurement, Value Chain. Planning demand and supply: Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning

Section – D


Suggested Readings:

4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management, Pearson Education.
Learning Objectives:

The paper aims to make the learners understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies.

Section – A


Section – B


Section – C


Section – D

Stores Management: Types of Stores, Functions, Coding Methods. Inventory Planning and Control: Concepts, Types of inventory, Inventory Control Systems, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Selective Control of Inventory. Maintenance Management: Concepts, Objectives, Functions, Types of Maintenance.

Suggested Readings:

2. N.G. Nair: Production & Operation Management, Tata McGraw Hill
3. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
4. Ritzman Krajewski: Operations Management, Pearson Education Asia
7. Gaither: Operations Management, Thomas Learning
Learning Objectives:

The objective of this course is to develop abilities to evaluate existing management practices so as to design and reengineer processes.

Section – A

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

Section – B

The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

Section – C

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement. Planning for change, refined mission and scope, design options and alternatives, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes.

Section – D

Recent trends and Issues in BPR: downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change. Case studies.

Suggested Readings:

Learning Objectives:

This course is designed to help participants understand the importance of managing Technology and innovation, leading to better appreciation of them being a source of competitive advantage.

Section – A

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

Section – B

Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change; Role of Leadership; Managing Transformations

Section – C

Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering. Creative and Lateral Thinking Management: Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

Section – D


Suggested Readings:

Learning Objectives:

Objective: The objective of this course is to create in-depth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable participants to appraise various strategies issues.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to acquaint learners with concepts of corporate governance and to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in developed and developing countries.

Section – A

Introduction to Corporate Governance: Meaning, Significance of Corporate Governance Conceptual framework of Corporate Governance, Theories and Principles of Corporate Governance, Emergence of Corporate Governance in India, Pioneers in Good Governance Practices, Future of Corporate Governance in India

Section – B

The External Agents and Institutions of Corporate Governance: The purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state) and their role in Corporate Governance. The Internal Agents and Institutions of Corporate Governance: Role of Board of Directors, Managers, and Shareholders in Ensuring Corporate Governance Corporate Social Responsibility

Section – C

Accountability of managers and stockholders: Defining and enforcing managers’ duties, mechanisms of stockholders accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control)

Section – D

Facilitators, Role Players and Regulators: Role of regulators, government enforcement in Corporate Governance, legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press). Clause 49 of the listing agreement. Corporate Governance provision in the companies acts 2013. Role of SEBI in Promoting Corporate Governance in India. Globalisation and Corporate Governance, Emerging Trends in Corporate Governance.

Suggested Readings:

2. U.C. Mathur: Corporate Governance & Business Ethics, Macmillan.
3. C.V. Baxi: Corporate Governance, Excel books.
4. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
6. Jill Solomon: Corporate Governance & Accountability, Wiley India.
9. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.
Learning Objectives:

The primary objective of this course is to develop potential entrepreneurs, helping them in understanding how to sense the entrepreneurial opportunity and start up a venture. The course will sensitize students about the competencies required and institutional framework promoting entrepreneurial spirit in India.

Section – A


Section – B


Section – C


Section – D


Government initiatives and schemes: Start Up India, Make in India, Skill India.

Suggested Readings:

1. Drucker: Innovation and Entrepreneurship -Routledge
5. Singhvi and Chandak: Business Environment and Entrepreneurship, Taxman
Learning Objectives:
Upon completion of this course, students will be able to: Formulate a real-world problem as a mathematical programming model and Implement and solve the model in EXCEL.

Section – A

Section – B
Advanced Linear Programming Applications: Data Envelopment Analysis, Revenue Management, Portfolio Models and Asset Allocation, Game Theory, Distribution and Network Models: Transportation Problem, Assignment Problem, Transshipment Problem, Shortest-Route Problem, Maximal Flow Problem.

Section – C
Integer Linear Programming: Types of IL Programming Models, Graphical and Computer Solutions for IL Program, Nonlinear Optimization Models: Unconstrained Problem, Constrained Problem, Project Scheduling: PERT/CPM, Inventory Models

Section – D
Decision Analysis: Decision Making without Probabilities, Decision Making with Probabilities, Goal Programming, Forecasting: Components of Time Series, Smoothing Methods

Suggested Readings:
Learning Objectives:

To make the participants aware about the upcoming developments of pharmaceutical industry.

Section – A

CRAMS: Contract Research and manufacturing in the global pharmaceutical industry in global pharmaceutical, current scenario in CM & R. Outsourcing, its benefits, trends in outsourcing, outsourcing to India, China as a threat. Outsourcing in pharmaceutical for improving focus, Advantage India: emerging trends, India’s edge, Pharmaceutical industry scenario after WTO accord.

Section – B

Contract Manufacturing and Research Country Experiences: CMR in US, Europe, China, India; Clinical Trials in India, Major players in India for CRAMS. Current Status of Pharmaceutical Industry: National, International on CMRs.

Section – C

Research and Development: Understanding research and development, role of research in national development and economic progress, trends in R&D Spending and Output of New Drugs, the challenges required for managing R&D, practical scenario of current R&D, interface between R&D, manufacturing and marketing, national perspectives on R&D collaborations with industry

Section – D

Pharmaceutical product distribution and promotion: Pharmaceutical product channel design, issues in pharmaceutical product promotion, DTC, e-marketing in pharmaceutical sector.

Suggested Readings:

2. Industry Insight-CRAMS In India, Cygnus Business Consulting & Research.
3. Harry Alcide Smith: Principles and Methods of Pharmacy Management, Lea and Febiger
5. S. Jayakrishna: E-trends in Pharma Marketing, IUP.
6. T.P. Rajmanohar and E. Naveen Kumar: CRAMS in Pharma. and Biotech., IUP.
Learning Objectives:

This course is intended to provide insights into the strategic role of Supply Chain Management in the Pharmaceutical industry.

Section – A

**Introduction to SCM:** Material Handling & Wastage Control; Packing & Packaging; Vendor Managed Inventories, Just in Time (JIT); Sourcing decision in Supply Chain - selection of source, technical up-gradation of vendor; Vendor performance evaluation, vendor rationalization; Strategic sourcing; Supplier Relationship Management (SRM)

Section – B

**Logistics and SCM:** Network design in SCM; Competitive advantage through logistics and supply chain design; Responsive Supply Chain & Bullwhip effect in SCM. Process view of SCM; Pull/ Push view of SCM; Collaborative supply chain, Value Chain, Value System and Supply Chain.

Section – C

**Reporting Tools and Export-Import Procedures:** Financial & supply chain management fundamental tools; Audit and control of distribution; Import and Export Procedures; Approach to supply chain assessment and excellence

Section – D

**Co-ordination in the Supply Chain:** Information Technology & the Supply chain; e-business & the supply chain; Sustaining Competitive advantage; Supply Chain process integration, performance measurement; Key operational aspects in Supply Chain; Global Supply Chain perspective.

Suggested Readings:

2. RP Mohanty: Supply Chain Management - Theories and Practice, Biztantra Innovation in Management.
Learning Objectives:

The course is specifically designed to make participants appreciate various issues in global intellectual property regime. It aims at equipping participants for appropriate role in formulation and development of product strategy.

Section – A

Indian Drug Regulation: Basic terminology relating to drugs, drug regulations, pharmaceutical legislations—a background, the pharmacy act, Drug and cosmetics Acts and Rules—import, manufacture, sales, labeling & packaging of drugs, provisions applicable to cosmetics. Drug & Magic Remedies Act, Sales Promotion Employees Act, 1976.

Section – B


Section – C


Section – D

Patents System: Definition, Product vs. Process Patents, Indian Patent Act 1970 and its recent amendments, different types of patents and patent specifications, criteria for securing a patent, inventions for which patents can be secured, filing and processing of applications for patents, Infringement of patents.

Suggested Readings:

2. Drugs and Cosmetics Acts and Rules.
3. A.H. Patel: Industrial Microbiology, Macmillian India.
Learning Objectives:

The course aims at imparting the knowledge about industrial marketing and also to orient participants to the realities of marketing of products and services in rural India.

Section – A


Section – B


Section – C


Section – D

Intervention of IT in Rural Markets, Rural marketing environment, Segmenting the Rural Market, Targeting and Positioning. Products and service mix for rural areas. Role of Cooperative Govt. and Financial institutions. Problems in rural marketing, future of rural marketing. Case Studies

Suggested Readings:

2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
Learning Objectives:

Participants are expected to appreciate importance of integrated marketing communications. Purpose is to equip participants to develop a basic integrated marketing communications plan for various products and services.

Section – A

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. Advertising: Purpose, Role, Functions, Types, Advertising V’s Marketing mix, Advertising appeal in various stages of PLC. Advertising objectives and Budgeting: Goal setting - DAGMAR approach.

Section – B

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

Section – C


Section – D


Suggested Readings:

Learning Objectives:

How to perform valuations of various companies in different industries. The students learn different techniques of valuation and can apply such techniques to real world companies so as to understand stock selection process in financial markets.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

2. Equity Asset Valuation, 3ed Paperback ï 2016by Jerald E. Pinto, Elaine Henry, Thomas R. Robinson, CFA Institute
Learning Objectives:

The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to understand the various components of the employee-management relations. The course attempts to sensitise students on methods and measures that can be undertaken to build harmonious industrial relations.

Section – A

**Industrial Relations:** Concept, Nature, Objectives, Evolution of IR in India, Approaches to IR. **Trade Unionism:** Concept, Functions of Trade Unions, Approaches, Structure of Trade Unions. **Collective Bargaining:** Concept, Objectives, Process of Collective Bargaining, Principles of Collective Bargaining.

Section – B

**Grievance Handling:** Definition, Sources of Grievances, Grievance Redressal Machinery. **Industrial Disputes:** Concept, Classification of Industrial Disputes, Causes, Strikes, Types of Strikes, Lockouts, Prevention of Strikes and Lockouts. **Discipline and Disciplinary Action:** Concept, Causes of Indiscipline/ Misconduct, Objectives of Discipline, Types of Indiscipline/ Misconduct, Procedure for Disciplinary Action, Types of Disciplinary Actions.

Section – C


Section – D

**Labour Welfare:** Concept, Scope, Objectives, Classification of Welfare Work, Agencies for Administering Labour Welfare in India. **Human Engineering:** Concept, Time Study, Motion Study. **Fatigue:** Nature, Fatigue Reduction, Fatigue Tests, Environmental Conditions. **Accident Prevention:** Introduction, Scope, Causes, Industrial Safety Programmes.

Suggested Readings:

Learning Objectives:

The objective of the course is to provide the participants with the necessary skills and understanding of the training and development concepts that will help them in designing and delivering better training for employees in financial organizations.

Section – A


Section – B


Section – C


Section – D

Special Issues in Training and Development: Training Issues Resulting from the External Environment, Cross-cultural Training, Diversity Training Programmes. Use of Role-Playing, Discussion Method, Management Games, Simulation, Computer based training

Suggested Readings:

2. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
Learning Objectives:

The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers and analyse the future prospects of ERP implementation in Indian scenario.

Section – A


Section – B

Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

Section – C

Implementation of ERP: Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project timeline plan, Project organization plan, Structure and coding, Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements, Sample system architecture.

Section – D

ERP Implementation in Organizations: Introduction to ERP Project success and failure with case studies. ERP adoption models ḟ The role of SAAS model and Cloud Computing in ERP adoption, Continuous business improvement through ERP.

Suggested Readings:

Learning Objectives:

Objectives: This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in organizations.

Section – A

Introduction: The concept of productivity, Needs for productivity culture, Management and productivity, Factors affecting productivity, Efforts in productivity management, Organizational effectiveness and productivity. Sources of productivity: Labor, capital, efficiency in use of labor and capital, productivity and standard of living.

Section – B

Measurement of Productivity: Productivity cycle, Productivity measurement and its need, Total productivity mode, Limitations of partial measures of productivity, Productivity evaluation in organizations, Productivity and industrial relations. Productivity and business cycles: Cyclical pattern of labor productivity, market impact on productivity.

Section – C


Section – D


Suggested Readings:

3. Chandra: Dynamics of Productivity, South Publisher.
5. Prokopenko: Productivity Management, Oxford & IBH.
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA)
SECTORAL PROGRAMS FOR THE EXAMINATION OF 2019-20

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.
IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.
N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

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FIRST SEMESTER

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SCHEME OF EXAMINATION FOR MBA (HOSPITAL MANAGEMENT)
At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.**

Note: -The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.

### THIRD SEMESTER - HOSPITAL MANAGEMENT

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Note:- The student has to opt for ONE Specialization Group and select TWO papers out of the papers offered.
FOURTH SEMESTER – HOSPITAL MANAGEMENT

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**SECTORAL SUBJECT – 6**

| MBAHM-4007       | HEALTH AND HOSPITAL INFORMATION MANAGEMENT         | 4       | 100   |

**SECTORAL SUBJECT – 7**

| MBAHM-4008       | HEALTH INSURANCE                                    | 4       | 100   |

**SECTORAL SUBJECT – 8**

| MBAHM-4009       | LEGAL ASPECTS OF HOSPITAL MANAGEMENT                | 4       | 100   |

**FUNCTIONAL SPECIALIZATION GROUP – A: MARKETING**

| MBAHM-M-4010     | INDUSTRIAL AND RURAL MARKETING                      | 4       | 100   |
| MBAHM-M-4011     | INTEGRATED MARKETING COMMUNICATIONS                 | 4       | 100   |

**FUNCTIONAL SPECIALIZATION GROUP – B: FINANCE**

| MBAHM-F-4012     | INTERNATIONAL FINANCIAL MANAGEMENT                  | 4       | 100   |
| MBAHM-F-4013     | MANAGEMENT OF FINANCIAL SERVICES                    | 4       | 100   |

**FUNCTIONAL SPECIALIZATION GROUP – C: HUMAN RESOURCE MANAGEMENT**

| MBAHM-H-4014     | INDUSTRIAL RELATIONS AND LABOUR WELFARE              | 4       | 100   |
| MBAHM-H-4015     | TRAINING AND DEVELOPMENT                             | 4       | 100   |

**FUNCTIONAL SPECIALIZATION GROUP – D: OPERATIONS MANAGEMENT**

| MBAHM-O-4016     | ENTERPRISE RESOURCE PLANNING                        | 4       | 100   |
| MBAHM-O-4017     | PRODUCTIVITY MANAGEMENT                              | 4       | 100   |

**TOTAL**          |                                                     | 40      | 1000  |

*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.
**Comprehensive Viva-Voce in the 4th Semester will be based on papers taught in 3rd and 4th Semesters.
Learning Objectives:

The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B


Section – C

Planning: Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies.

Decision-Making: Importance and steps in Decision Making, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships

Delegation-authority, responsibility, accountability, Steps to make delegation effective

Decentralization-purpose and types of decentralization, Span of Management.

Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination.

Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

Learning Objectives:
To provide students with an understanding of basic economic principles of production & exchange—essential tools in making business decisions in today’s global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:
1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
9. Macroeconomics, 2e by Eroll D'souza, Pearson Education.
Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A


Section – B


Section – C


Section – D

Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, Social Accounting: Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. Human Resource Accounting: Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:

Learning Objectives:

The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
Learning Objectives:

The objective of studying Organisational Behaviour is to investigate the impact that individuals, groups and structure have on behaviour within organizations. The purpose is to apply such knowledge towards improving the effectiveness of organizations.

**Section – A**

**Introduction to OB:** Contributing Disciplines to OB, OB in context of Globalisation. **Values, Attitudes and Job Satisfaction:** Values, Types of Values, Components of Attitude and their Sources, Cognitive Dissonance Theory, Job Satisfaction. **Perception:** Factors Influencing Perception, Perceptual Selectivity, Attribution Theory, Errors in Perception, Rational decision making model, Linkage between Perception and Individual Decision Making.

**Section – B**

**Personality:** The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence. **Motivation:** Meaning, Early Theories of Motivation, Contemporary Theories of Motivation. **Group Dynamics:** Types of Groups, Stages of Group Development, Five Stage Model, Group Processes, Group Decision Making, Teams vs Groups, Types of Teams, Model for Team Effectiveness

**Section – C**

**Leadership:** Concept, Leadership Theories- Trait Theories, Behavioural Theories and Contingency Theories, Leadership Styles, Level 5 Leaders. **Power and Politics:** Definition, Bases of Power, Strategies of Power Acquisition, Factors influencing Political Behaviour in Organisations. **Conflict Management:** Sources of Conflict, Types of Conflict, Process of Conflict, Levels of Conflict- Individual, Group and Organizational level conflict.

**Section – D**

**Stress Management:** Concept, Sources of Stress, Consequences of Stress, Emotion focused/ Problem focused Coping Strategies. **Organisational Culture:** Definition, Concept, Characteristics, Levels of Organisational Culture, Socialisation Process. **Organisational Structure:** Concept, Elements of Organisational Structure, Types of Organisational Structures and their Impact on Human Behaviour

**Suggested Readings:**

3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Learning Objectives:

The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A


Section – B


Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Learning Objectives:

Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A


Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, Business Intelligence-Databases and Information Management: Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, Internet & Wireless Technology: Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C

Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, E-Commerce: concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D

Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, Managing Projects: importance of projects, selecting projects, managing project risk, Managing Global Systems: technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A


Section – B


Section – C


Section – D

International Economic Environment: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
Learning Objectives:

The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A

Introduction to Marketing: Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix.


Section – B


Section – C


Section – D

Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling. Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:

5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A


Section – B


Section – C


Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining- Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. Quality of Work-life: Concept, Strategies for Improving QWL.

Suggested Readings:

Learning Objectives:
To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A

Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication.

Presentations, Book Reviews and Summaries

Section – B


Section – C

Stress Management: Symptoms of Stress, Coping Approaches. Report Writing: Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications.

Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A


Section – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire. Sampling Design: Meaning and need of Sampling and review of Sampling Methods. Measurement and Scaling Techniques. Formulation of Hypothesis.

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D


Suggested Readings:
1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
7. William G.Zikmund : Business Research Methods, Thomson South Western Publication
Learning Objectives:

The aim of the course is to impart skills and competencies in evaluation of screening process, statistical/epidemiology methods and epidemiologic studies. In addition, the students would learn the distribution and determinants of disease in the community and the role of healthcare organizations in its prevention.

Section – A

General Epidemiology and Epidemiological methods: Definitions, concept and evolution of epidemiological concept, Aims of epidemiology, measurement of morbidity and mortality, methods of epidemiology, uses of epidemiology data, association and causation screening, immunity, investigation of an epidemic

Section – B

Environmental Sanitation and Health aspects: Definition of environment; Water: water borne diseases, water pollution methods of purification, water quality, Air-pollution indicator and precaution, radiation: hazards and prevention, lighting, noise, housing standards. Disposal of wastes and Hospital waste management. Nutrition and Health: Classification and sources of various nutrients, requirements, assessment, nutritional diseases; Genetics and Health: Basic principles, genetic predisposition, prevention and social measure, Disaster Management

Section – C

Biostatistics: Definition, scope and uses of biostatistics and medical research collection, Tools and techniques for data collection in healthcare, Interview techniques, classification and presentation of statistical data, sources and user of statistics, sampling, numerical summaries (proportions, means, SD, Median and percentile), Graphical summaries

Section – D

Health statistics and health information system in India: Methods of registration Ï fallacies/ difficulties, samples registration schemes, Types of surveys, Selection of problems and hypothesis formulation for disease control, common rates and ratios, normal curve and Poisson distribution, Hypothesis testing, test of significance, normal test, Øtest and chi-square test.

Suggested Readings:

1. I.K.Park : Parkâ€™s Textbook of Preventive and Social Medicine, Bhanot Publishers
5. E. G Knox.: Epidemiology in Health Care Planning, Oxford University Press.
Learning Objectives:

After completion of community health and management of National health programs module, students will be able to recognize and identify the elements in designing the strategies for health care delivery for community, to understand the role of hospitals as a supportive and referral services to the national health goals.

Section – A

Concepts in Health and Disease Æ Evolution of medicine, public health and community health; Definition of health: the determinants and relative concept; Agent Æ Host Æ Environmental factors in health and disease, Cause and effect relationships; indices used in measurement of health, levels of prevention and role of healthcare organizations in preventive strategies.

Section – B

Health care delivery system in India: Introduction, Demography and Family Planning; Maternal and child health; Urban health; Occupational health; Mental health; Community geriatrics; Essential Medicines and Counterfeit Medicines; Medical Sociology

Section – C

National Health Programs: Objectives, strategy, achievements, critical analysis of National Health Programs: National program for prevention and control of cancer, diabetes, cardiovascular disease and stroke, National AIDS Control program and NACO, National leprosy eradication program, Universal immunization program, National vector borne disease control program, RNTCP, RCH, National Program for control of blindness, National mental health program, National Tobacco control program; National Health Policy, National Population Policy, National Health Mission

Section – D

Health Education: Definition, approach in health education, methods, barrier to effective communication, principles of health education; International Health Regulations and International classification of diseases, International Health agencies and organizations: WHO, UNICEF, UNOP, World Bank, UNFPA, CARE, IHO, Notifiable diseases.

Suggested Readings:

1. K.Park: Park’s Textbook of Preventive and social Medicine, M/s Banarsidas Bhanot Publishers
Learning Objectives:

The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.

Section – A

Introduction to Project Management: Meaning and Definition of a Project, Objectives of a Project, Project Life cycle, Steps in Project Planning; Generation and Screening of Project Ideas- Generation of ideas, Monitoring the environment, Regulatory framework for Projects, Corporate Appraisal, Preliminary Screening, Project Rating Index, Porter model for estimation of profit potential of industries.

Section – B

Market and Demand Analysis- Situational analysis and Specification of objectives, Collection of secondary information, Conduct of market survey, Characterization of the market, Demand forecasting, Market planning; Technical Analysis- Study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts; Project Costing and Finance: Cost of project, Cost of production, Means of Financing Project, Working capital requirements and its financing, Profitability Projections, Projected Cash flow statement and projected Balance Sheet.

Section – C

Project Appraisal: Time Value of Money, Project Appraisal Techniques- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio, Social Cost Benefit Analysis, Assessment of various methods. Risk Analysis: Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, and Application of project appraisal techniques in current environment. Social cost benefit analysis (SCBA)- Rationale for SCBA, UNIDO approach to SCBA, Little and Mirrlees approach to SCBA.

Section – D

Project Management: Need for Project Management, Project Management Framework, forms of project organization, project control, human aspects of project management, prerequisites for successful project implementation; Network techniques for project management: Development of project network, time estimation, determination of critical path, scheduling when resources are limit, PERT and CPM models, Project review and administrative aspects- initial review, performance evaluation, abandonment analysis

Suggested Readings:

3. Esty, B. C., Modern Project Finance: A Case Book, John Wiley and Sons
Learning Objectives:
The course aims at enabling the participants to understand all details of planning before the physical structure of a hospital comes up. They are expected to understand and develop the organization structure that needs to be in place before operational readiness of a hospital.

Section – A
Introduction to Hospital Planning: Definition of a hospital (including difference of hospital from other business organizations, classification of hospitals, Overview of various types of specialty i.e clinical and supportive services required in a hospital depending on its size); Changing systems of Health services.

Planning a new hospital- Principles guiding planning, Steps of planning (including feasibility report, detailed project report and market survey), Financial planning/ equipment planning, Operational/ functional/ master plans, Permanent hospital organization

Section – B
Designing: The Design team- constituents, how to choose it and functions of all members, Design development (drawings- small scale, working), (documents-specifications/ tender), (site plan/ bed distribution), Principles/ general features of planning, Preparing for operational readiness, Commissioning, Inauguration, Various processes of architecture.

Section – C
Organization: Definition, Four aspects of an organizational design, Purpose of an organization, Constituent elements of an organizational structure, Various designs of organization structure or Organizational charts, Dual line of authority, The Organization triad, Delegation of authority or span of management, Roles and responsibilities of a hospital CEO

Section – D
Disaster Management: Basics of Disaster Management and Mass Casualties, Phases of a Disaster, the concept of Triage in a Disaster, Disaster Preparedness- pre-hospital and hospital plan, Disaster alertness in hospital. Disaster Management Planning, organization and implementation.

Hospital Hazards: General patient and staff safety in hospitals; Fire safety; Hospital hygiene; Control of Hospital Acquired Infections

Suggested Readings:
3. Thomas L. Scraty, Kevin P. Kerrus and Luis G. Vargas: Analytical Planning-The Organization of Systems
5. Syed Amen Tabish: Hospital and Nursing Homes Planning, Organization and Management, Jay Pee Publishers
Learning Objectives:

This course is aimed at developing awareness among participants regarding concept of location, layout and the infrastructure and staff requirements of clinical service areas. They are expected to develop general procedures and policies for management of clinical and super speciality services through field visits.

Section – A

Hospital Management of Clinical Services (Medical + Ancillary): Detailed Management, Layout, Design of - OPD Services, Emergency Services, Clinical Laboratories, Radiological Services, Operation Theatres, Transplantation unit

Section – B

Overview of Management Layout & Design of: Radiation Therapy department, Nuclear Medicine, Labour and Delivery Suite, Physical Therapy, Pulmonary Medicine, Catheterization Lab, Burn unit, Oncology Department , Equipment Planning, utilization survey of super-specialty service equipment

Section – C

Nursing Services: Detailed Layout, Design & Management of: General Nursing Unit including general wards and private rooms, Intensive Care Units; Decision making in nursing profession: Nurse-Patient relationship, health education to patients; Paediatric Nursing Unit, Obstetric Nursing Unit, Psychiatric Nursing Unit, Isolation Rooms, ICU/CCU, New born Nursery.

Section – D

Emerging areas in Hospital Services: Alternative and Complimentary medicine, Palliative medicine, promotive Healthcare, home health care; Rehabilitation and De-addiction Í Role of hospitals, duties and responsibilities of clinical and paraclinical staff.

Suggested Readings:

4. Shakti Kumar Gupta, Sunil Kant, R Chandreshakhar: Modern Trends in Planning and Designing of Hospitals-Principles & Practice, Jay Pee Publications.
5. A.V. Ramasasstri Srinivasan: Managing a Modern Hospital, Response Books.
6. Shakti Gupta, Sunil Kant: Hospital and Healthcare Administration, Jaypee Publications.
Learning Objectives:
The participants are expected to appreciate need and functions of support departments as well as the physical facilities required

Section – A

Administrative Services: Executive Suite, Professional Service Unit, Financial Management Unit, Nursing Service Administration Unit, Human Resource Management, Public Relation Department, Marketing Department

Section – B

Other Supportive Services: Admitting department, Medical Records Department (MRD), Central Sterilization & Supply Department (CSSD), Pharmacy, Materials Management, Food Services Department

Section – C

Public Areas/Staff Facilities and miscellaneous Services: Entrance/lobby, Waiting area, Gift shop/Book Shop/Florist, Coffee Shop cum Snacks Bar, Meditation/Quiet room, Staff facilities; Management of Hospital Parking and Traffic Control. Laundry & Linen Services, Housekeeping, Volunteer Department; Telemedicine services.

Section – D

Utility Services: Engineering Department, Maintenance Department, Clinical (Biomedical Engineering), Electrical System, Air Conditioning System, Water supply and sanitary system, Centralized Medical gas system, Communication system. Environment Control, Solid Waste Management, Transportation and Ambulance services.

Suggested Readings:
1. B.M. Sakhankar: Principles of Hospital Administration & Planning, Jay Pee Publications
2. G.D. Kunders: Hospitals-Facilities Planning and Management, Tata McGraw Hill
5. Dr. S.L. Goel and Dr. R. Kumar: Hospital Administration & Management Theory & Practice, Deep & Deep Publications.
Learning Objectives:
The course is intended to help participants get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also help students to understand the various factors affecting consumer behavior and to understand the process of consumer buying.

Section – A

Introduction to Consumer Behavior: Introduction, Applications of consumer behavior, Consumer behavior and marketing strategy, Situational characteristics and consumption behavior, Consumer decision making process, Post purchase behavior.

Section – B

Factors Influencing Consumer Behavior: Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior, the buying motive, high involvement and low involvement buying situations, Consumer behavior in adapting new products, participants in buying decisions, Group influence- Definition, types of group (primary, secondary, formal etc.), Family influence, roles, FLC application.

Section – C

Introduction to Marketing Research: Meaning, scope and importance of marketing research, Defining the market research problem and developing an approach, Research design formulation, Rating Scales Juster, Likert, Semantic Differential, Thurston, Attitude Scales. Preparing a written research report, organization of the report, Ethical issues in marketing research.

Section – D

Applications of marketing research; Research design classification, Product research- developing products, Specifications and attributes, Concept of test marketing, Advertising research, Market and sale analysis research, Sales forecasting, Demand measurement. Case studies.

Suggested Readings:
7. A. Parasuraman et.al.: Marketing Research, Biztantra.
Learning Objectives:
The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer’s point of view and to understand the concept, methods and strategies of sales management.

Section – A

Introduction to Advertising: Advertising- an element in Marketing Mix, Role and Importance, Difference between advertisement and publicity, Advertising as a means of communication. Setting Advertising Objectives, DAGMAR approach to setting objectives, Media, selection, measurement of effectiveness of Media, Preparing advertising plan. Developing message, writing copy. Advertising appeals: pre and post-testing. Media decisions, media strategy and scheduling decisions, Planning and managing advertising campaigns.

Section – B

Integrated Marketing Communications: Different types of advertising, public relations, advertising budget and relevant decisions, Advertising agencies, their role and importance, management problems of agencies, client-agency relations. Advertising in India: Problems and Prospects. Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, Developing effective communications.

Section – C

Sales Management: Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public. Functions and qualities of a Sales Executive. Routing and Scheduling, International Sales Management.

Section – D


Suggested Readings:
2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.
Learning Objectives:
The objective of this course is to develop a conceptual framework of international marketing management so as to provide necessary knowledge and tools to develop marketing strategies for a variety of products and services.

Section – A

Framework of International Marketing: Scope of International Marketing - International Marketing vs Domestic Marketing - Trade Barriers such as Tariff and Non-Tariff Barriers. Transition from Domestic to International Business. Pre-export behaviour - Motivation to export. Special difficulties in International Marketing. Advantages or importance of International Marketing. Balance of Trade and Balance of Payments.

International Marketing Environment: Factors/Dimensions influencing International Marketing - Controllable and Uncontrollable factors in International Marketing. Globalisation and Role of Multinational Enterprises (MNEs).

Section – B


Section – C


Section – D

India's Foreign Trade: Recent Tends in India's Foreign Trade - India's Commercial Relations and Trade Agreements with other countries. Institutional Infrastructure for Export Promotion in India - Export Assistance - Export Finance - Export Processing Zones (EPZs) - Special Economic Zones (SEZs) -Role of ECGC, EXIM Bank of India, Commodity Boards, STC, MMTC, etc. Role and Functions of Export Promotion Councils. Overview of Export - Import Policy of India, Export Regulations: Procedure for export of goods - Quality control and Pre-shipment Inspection Export and Import Documentation. Export Payment - Different Modes of Payment and Letters of Credit.

Suggested Readings:
Learning Objectives:

This course aims to provide an in-depth perspective into Internet Marketing, and help participants to appreciate internet as an integral part of an organisation's marketing mix. The primary objective of the course is to focus on how the Internet can serve as an invaluable resource for marketing of products and services.

Section – A

Internet Marketing: Definition and Concepts, Evolution, Framework, Fundamentals of Internet, 10 Cs of Internet marketing, E-Business Models, e-Revenue models, Developing Capabilities for competing on the web, Marketing Perspective in the Internet Age, Internet Marketing Environment, Internet Marketing Information System.

Section – B

Internet marketing mix, Marketing organization for internet marketing, Marketing control and the impact of internet on it, E-payment mechanism, Consumer Characteristics, Branding Strategy: Branding and consistency online/offline branding, Environmental, situational, and personal factors affecting users, Market segments served, Brand position, Offline versus online customers, Customer satisfaction, loyalty and retention.

Section – C


Section – D


Suggested Readings:

1. Judy Strauss & Raymond Frost: E-Marketing, PHI Learning
4. P.T. Joseph: E-Commerce - A Managerial Perspective - Prentice Hall India
9. Keen, Peter and Mark Mc-Donald: The e Process Edge, Tata Mc-Graw Hill, Delhi
Learning Objectives:

The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

1. Elton et. al.: Modern Portfolio Theory and Investment Analysis, Wiley Publications
2. Reilly Brown, Investment Analysis and Portfolio Management, Cengage Learning
3. Bodie et, al. Investments, Tata Mcgraw hill
Learning Objectives:

The objective of the course is to acquaint the learners with the various methods of cost determination and tools and techniques of cost control from strategic perspective.

Section – A


Section – B

Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis, Customer Profitability Analysis, Strategic Positioning Analysis, Critical Success Factors Analysis. Productivity improvement techniques: Various tools and techniques including Kaizen and Six Sigma.

Section – C


Section – D


Suggested Readings:

Learning Objectives:
This course aims at developing understanding and analytical skills among participants regarding applications of Financial Engineering.

Section – A

Section – B
Credit Analysis, Risks: sovereign and country risks, industry risks, management factor, financial risk analysis. Credit ratings: credit spreads, interest coverage ratio and its effect on industries classification, process of credit ratings.

Section – C

Section – D
Forwards and Futures: introduction, features, hedging with forward contracts, futures pricing models, difference between forwards and futures contracts. Hedging with Futures: hedging concepts including long hedge & short hedge, the basis, risks in hedging. Minimum variance hedge ratio, price sensitivity hedge ratio and stock index futures hedging, Hedging strategies. Credit Derivatives: Credit default swap and Total return swap. Application and Case studies.

Suggested Readings:
4. Don Chance: An introduction to Derivatives and Risk Management Cengage Press, Delhi
Learning Objectives:

Liberalized economy has generated many opportunities of combining businesses to create wealth. The emphasis is to understand about mergers, acquisition and corporate restructuring.

Section – A


Section – B

**Valuation:** Meaning, Factors to be considered for Valuation, Types of values: Going concern Value, Liquidation Value and Market Value, Methods of Valuation: Asset based Valuation method, Earning based valuation, Market based valuation, Book value approach, Stock and Debt approach, Direct Comparison Approach and Discounted Cash flow method of valuation. **Cross Border Acquisition:** Meaning, Need, Benefits of Cross Border Acquisition and Difficulties in Cross Border Acquisition. **Post Merger Issues:** Tools for Integration, Strategies for Post Merger Success, Post merger growth strategies, Human aspects in mergers and acquisition, Failures in Post-merger Integration and Successful Post-merger Integration.

Section – C


Section – D

**Due Diligence:** Concept, Need, Transaction requiring Due-diligence, Process, Types: Financial, Legal, Operational, Intellectual, IT and Human resource Due Diligence, Due diligence and M&A failure. **Strategic Alliance:** Types, Reasons, Implications of Strategic Alliance, Strategic Management of Alliances. **Divestitures:** Meaning, Types, Reasons for Divestiture, Benefits of Divestiture. **Case studies.**

Suggested Readings:

1. Aurora, Shetty and Kale, Mergers and Acquisition, Oxford University Press.
2. Weston, Chung and Hoag, Mergers, Restructuring and Corporate Control, PHI Learning
3. Krishnamurti and Vishwanath, Mergers, Acquisition and Corporate Restructuring, Sage
4. Vadapalli, Mergers, acquisition and Business Valuation, Excel Publication.
5. DePamphilis: Mergers, acquisitions and other restructuring activities, Elsevier Limited
Learning Objectives:

The objective of this course is to give students a complete exposure to all aspects of International HRM. The course emphasizes importance of Human Capital in the organizations of today. It also provides a comprehensive overview of International Human Resource Management (IHRM) practices being used by IHRM practitioners in multinational enterprises.

Section – A

Introduction to IHRM drivers of globalization, variables that moderate differences between HRM and IHRM. IHRM trends and future challenges: Ethics in international business, strategies IHRM. Sustaining International Business Operations: Approaches to staffing- ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates

Section – B

Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria. Training and development: Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments. Compensation: Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation. Re-entry and Career Issues: Repatriation Process, Individual reactions to re-entry, Multinational responses, Designing repatriation programme.

Section – C

HRM in host country context: standardisation and adaptation of work practices, retaining, developing and retrenching staff. Culture and IHRM: Concept of Culture, Cross Cultural Studies, Hofstede’s Model of National Culture. Industrial Relations: Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals. Performance Management: Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

Section – D

IHRM Trends and future challenges in Infrastructure industry: International business ethics and HRM, research issues and theoretical developments in international HRM. HRM in cross border merges and acquisitions: Motives behind mergers and acquisitions, HR Interventions. IHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India. *Cases on IHRM practices.

Suggested Readings:

Learning Objectives:

The aim of this course is to provide valuable insights in managing change in such a way that knowledge and skills are transferred to build the organisation’s capability to achieve goals and solve problems. It provides an insight into the dynamics of Organisational Development and OD Interventions.

Section – A


Section – B


Section – C


Section – D

Structural Interventions: Job Design, Quality Circles, MBO, Work Restructuring, Quality of Work-life. Role and Style of OD Practitioner: External and Internal Practitioner, Competencies of OD Practitioner, OD Practitioner styles, Ethical Guidelines and Dilemmas for OD Practitioners.

Suggested Readings:

Wendell L French, Cecil H Bell, Jr.: Organization Development - Behavioral Science Interventions for Organization Improvement, Pearson Education.


5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.
Learning Objectives:

The objective of this course is to enhance the understanding of Indian corporate environment relating to legislative framework. Emphasis would be given to provisions and case laws of various acts, as are applicable to the sectoral organizations.

Section – A


Section – B


Section – C


Section – D


*Case studies on applicability of labour laws in sectoral organizations.

Suggested Readings:

6. S.N. Dhayani: Industrial Relations System, Sultan Chand and Sons
Learning Objectives:

This course integrates concepts and current day practices to provide insight into Performance Management systems and models in order to understand and appreciate the intricacies of Reward Management in organizations.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:
This Module offers practical understanding to learn the scientific methods of Supply Chain Management, including material and equipment planning, procurement, logistics, inventory management, and financial issues pertaining to supply chains.

Section – A
Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network 1st Tier, 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven R Principles, Service after sale, Customer delight)

Section – B
Role of Logistics in Supply Chains: Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, Transport Economics: Distance × volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy.

Section – C
Inventory Management: Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Supply chain process integration, performance measurement, Value Chain. Planning demand and supply: Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning

Section – D

Suggested Readings:

4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management, Pearson Education.
Learning Objectives:

The paper aims to make the learners understand a systems view of operations and to understand the conversion of inputs into outputs with various technologies.

Section – A


Section – B


Section – C


Section – D

Stores Management: Types of Stores, Functions, Coding Methods. Inventory Planning and Control: Concepts, Types of Inventory, Inventory Control Systems, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Selective Control of Inventory. Maintenance Management: Concepts, Objectives, Functions, Types of Maintenance.

Suggested Readings:

2. N.G. Nair: Production & Operation Management, Tata McGraw Hill
3. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
4. Ritzman Krajewski: Operations Management, Pearson Education Asia
7. Gaither: Operations Management, Thomas Learning
Learning Objectives:

The objective of this course is to develop abilities to evaluate existing management practices so as to design and reengineer processes.

Section – A

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

Section – B

The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

Section – C

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement. Planning for change, refined mission and scope, design options and alternatives, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes.

Section – D

Recent trends and Issues in BPR: downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change. Case studies.

Suggested Readings:

Learning Objectives:

This course is designed to help participants understand the importance of managing Technology and innovation, leading to better appreciation of them being a source of competitive advantage.

Section – A

**Technology Management:** Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

Section – B

**Change Management:** Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change; Role of Leadership; Managing Transformations

Section – C

**Innovations Management:** Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering. **Creative and Lateral Thinking Management:** Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

Section – D

**Technology management:** Leveraging technology for growth in organizations. Process innovations in organizations. Case studies.

Suggested Readings:

Learning Objectives:

**Objective**: The objective of this course is to create in-depth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable participants to appraise various strategies issues.

**Section – A**


**Section – B**


**Section – C**


**Section – D**


**Suggested Readings**:

Learning Objectives:

The objective of this course is to acquaint learners with concepts of corporate governance and to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in developed and developing countries.

Section – A

Introduction to Corporate Governance: Meaning, Significance of Corporate Governance Conceptual framework of Corporate Governance. Theories and Principles of Corporate Governance, Emergence of Corporate Governance in India, Pioneers in Good Governance Practices, Future of Corporate Governance in India

Section – B

The External Agents and Institutions of Corporate Governance: The purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state) and their role in Corporate Governance. The Internal Agents and Institutions of Corporate Governance: Role of Board of Directors, Managers, and Shareholders in Ensuring Corporate Governance Corporate Social Responsibility

Section – C

Accountability of managers and stockholders: Defining and enforcing managers’ duties, mechanisms of stockholders accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control)

Section – D

Facilitators, Role Players and Regulators: Role of regulators, government enforcement in Corporate Governance, legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press). Clause 49 of the listing agreement. Corporate Governance provision in the companies acts 2013. Role of SEBI in Promoting Corporate Governance in India. Globalisation and Corporate Governance, Emerging Trends in Corporate Governance.

Suggested Readings:

2. U.C. Mathur: Corporate Governance & Business Ethics, Macmillan.
3. C.V. Baxi: Corporate Governance, Excel books.
4. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
6. Jill Solomon: Corporate Governance & Accountability, Wiley India.
9. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.
Learning Objectives:

The primary objective of this course is to develop potential entrepreneurs, helping them in understanding how to sense the entrepreneurial opportunity and start up a venture. The course will sensitize students about the competencies required and institutional framework promoting entrepreneurial spirit in India.

Section – A


Section – B


Section – C


Section – D


Government initiatives and schemes: Start Up India, Make in India, Skill India.

Suggested Readings:

1. Drucker: Innovation and Entrepreneurship -Routledge
5. Singhvi and Chandak: Business Environment and Entrepreneurship, Taxman
Learning Objectives:

Upon completion of this course, students will be able to: Formulate a real-world problem as a mathematical programming model and Implement and solve the model in EXCEL.

Section – A


Section – B

Advanced Linear Programming Applications: Data Envelopment Analysis, Revenue Management, Portfolio Models and Asset Allocation, Game Theory, Distribution and Network Models: Transportation Problem, Assignment Problem, Transshipment Problem, Shortest-Route Problem, Maximal Flow Problem.

Section – C

Integer Linear Programming: Types of IL Programming Models, Graphical and Computer Solutions for IL Program, Nonlinear Optimization Models: Unconstrained Problem, Constrained Problem, Project Scheduling: PERT/CPM, Inventory Models

Section – D

Decision Analysis: Decision Making without Probabilities, Decision Making with Probabilities, Goal Programming, Forecasting: Components of Time Series, Smoothing Methods

Suggested Readings:

Learning Objectives:

To familiarize the participants with the various issues related to hospital and health management information system so as to equip them to meet the changing needs of the health service sector.

Section – A

The Information Explosion: Importance of information, Impact on Healthcare, The future of healthcare technology, healthcare record keeping, Bio-informatics, Hospital Information system: Role of database in HIS; Need of Networking in HIS; Overview of Networking; topologies and its configuration; Structuring medical records to carry out functions like admissions, discharges, treatment history etc. Computerization in pharmacy & billing; Automated clinical laboratory systems & radiology information system

Section – B

The right information: The process of decision making, Literature databases, Searching the literature, Example of unit-based literature, Standards of information seeking, Future consideration. Electronic Health Record: Functions of the health record, Changing functions of the patients record, Advantages and Disadvantages of the paper record, Optically scanned and electronic record, Automating the paper record. Advantages and Disadvantages of the EHR, Bedside or point-of-care systems, Human factors and the EHR, Roadblocks and challenges to EHR implementation, The future of EHR.

Section – C


Section – D


Suggested Readings:

3. Harold E. Smalley: Hospital Management Engineering i A guide to the improvement of hospital management system, Prentice Hall India.
5. Shakti Kumar Gupta, Sunil Kant, R Chandreshakhar: Modern Trends in Planning and Designing of Hospitals-Principles & Practice, Jay Pee Publications.
Learning Objectives:

To familiarize the participants with concept of health insurance, its scope and applicability

Section – A

Critical illness, Cancer Insurance, Cradle care insurance, Road safety Insurance. Coverage, Exclusions, limitations, terms & conditions.

Section – B

Special problems in Health Insurance, Rashtriya Swasthya Bima Yojna, Mediclaim Scheme, Health Insurance Premium, Penetration and Problem in Coverage, Universal health insurance, Third Party Administrator

Section – C

Insurances for Hospital/ Medical establishments: Uni-Heart care insurance, Trauma care group insurance, Coverages, Exclusions, limitations, terms & conditions.
Liability Insurance: Meaning of Liability, special features of liability insurance, Professional Indemnity insurance for Doctors, Liability insurance for hospitals, Coverages, Exclusions, limitations, terms & conditions

Section – D

Contemporary issues in Health Insurance: Foreign investment in Indian Insurance Sector, Insurance sector and supervisory approaches, Changing market structure and emerging opportunities, reforms and emerging economic environment for Insurance

Suggested Readings:

4. Tom Sorell (ed.): Health Care, Ethics and Insurance, Routledge publications.
5. Emmett J. Vaughan & Theresa Vaughan: Fundamentals of Risk and Insurance, Wiley India
Learning Objectives:

The course has been designed to enable the students to have knowledge regarding legal aspects of Health Care Management and to understand the implications of legal provisions.

Section – A

Legal aspects in health care: Introduction, Health as a fundamental right; Hospital services and law - Medical ethics including Hippocratic oath, declaration of Geneva and international code of medical ethics and violation of these ethics; informed consent; rights and responsibilities of patients; confidentiality issues with respect to contractual obligations towards the patients, electronic medical records and Health Insurance Portability and Accountability Act (HIPPA); Liability and accountability towards patients and third parties and employees, vicarious liability.

Section – B

Medical negligence: Definition, The Bolam test, Civil and criminal negligence, Relevant sections of Indian Penal code, Defence against medical negligence: The Consumer Protection Act Í it’s scope, various levels of consumer courts (District forum, State Commission, National Consumer Dispute Redressal Forum) and procedure followed in each; Professional Indemnity; Legal Implications in Medical Emergencies; Euthanasia- its types and the international & national Perspective ; the concept of Living Will.

Section – C


Section – D

Regulatory framework of hospitals: The Indian Medical Council act; Regulatory requirements to set up a Blood Bank; Legal aspects of Assisted Reproductive techniques

Suggested Readings:

2. George D Pozgar: Legal Aspects of Health Care Administration, Aspen publications.
5. B.S. Moshal: Business & Industrial Law, Ane Books
Learning Objectives:

The course aims at imparting the knowledge about industrial marketing and also to orient participants to the realities of marketing of products and services in rural India.

Section – A

**Introduction to Industrial Marketing:** Definition of Industrial & Consumer Product, Basis of Classification, Difference between Industrial & Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process. Industrial Buying Process, Buying Situation Analysis, Buying Motivations of Organizational Buyers, Purchaser’s Evaluation of Potential Suppliers, Environmental Influences on Organizational Buying

Section – B

**Marketing Strategies:** Segmenting the Industrial Market, Targeting & Positioning, New Industrial Product Development, Managing Business Marketing Channels, Industrial Pricing Process

Section – C


Section – D

**Intervention of IT in Rural Markets.** Rural marketing environment, Segmenting the Rural Market, Targeting and Positioning. Products and service mix for rural areas. Role of Cooperative Govt. and Financial institutions. Problems in rural marketing, future of rural marketing. Case Studies

*Suggested Readings:*

2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
Learning Objectives:

Participants are expected to appreciate importance of integrated marketing communications. Purpose is to equip participants to develop a basic integrated marketing communications plan for various products and services.

Section – A

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. Advertising: Purpose, Role, Functions, Types, Advertising V s Marketing mix, Advertising appeal in various stages of PLC. Advertising objectives and Budgeting: Goal setting - DAGMAR approach.

Section – B

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

Section – C


Section – D


Suggested Readings:

Learning Objectives:
How to perform valuations of various companies in different industries. The students learn different techniques of valuation and can apply such techniques to real world companies so as to understand stock selection process in financial markets.

Section – A

Section – B

Section – C

Section – D

Suggested Readings:
2. Equity Asset Valuation, 3ed Paperback ï 2016by Jerald E. Pinto, Elaine Henry, Thomas R. Robinson, CFA Institute
Learning Objectives:

The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

Section – A


Section – B


Section – C


Section – D


Suggested Readings:

Learning Objectives:

The objective of this course is to understand the various components of the employee-management relations. The course attempts to sensitisate students on methods and measures that can be undertaken to build harmonious industrial relations.

Section – A

**Industrial Relations:** Concept, Nature, Objectives, Evolution of IR in India, Approaches to IR. **Trade Unionism:** Concept, Functions of Trade Unions, Approaches, Structure of Trade Unions. **Collective Bargaining:** Concept, Objectives, Process of Collective Bargaining, Principles of Collective Bargaining.

Section – B

**Grievance Handling:** Definition, Sources of Grievances, Grievance Redressal Machinery. **Industrial Disputes:** Concept, Classification of Industrial Disputes, Causes, Strikes, Types of Strikes, Lockouts, Prevention of Strikes and Lockouts. **Discipline and Disciplinary Action:** Concept, Causes of Indiscipline/ Misconduct, Objectives of Discipline, Types of Indiscipline/ Misconduct, Procedure for Disciplinary Action, Types of Disciplinary Actions.

Section – C


Section – D

**Labour Welfare:** Concept, Scope, Objectives, Classification of Welfare Work, Agencies for Administering Labour Welfare in India. **Human Engineering:** Concept, Time Study, Motion Study. **Fatigue:** Nature, Fatigue Reduction, Fatigue Tests, Environmental Conditions. **Accident Prevention:** Introduction, Scope, Causes, Industrial Safety Programmes.

Suggested Readings:

Learning Objectives:

The objective of the course is to provide the participants with the necessary skills and understanding of the training and development concepts that will help them in designing and delivering better training for employees in financial organizations.

Section – A


Section – B


Section – C


Section – D

Special Issues in Training and Development: Training Issues Resulting from the External Environment, Cross- cultural Training, Diversity Training Programmes. Use of Role-Playing, Discussion Method, Management Games, Simulation, Computer based training

Suggested Readings:

2. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
Learning Objectives:

The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers and analyse the future prospects of ERP implementation in Indian scenario.

Section – A


Section – B

Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

Section – C

Implementation of ERP: Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project timeline plan, Project organization plan, Structure and coding, Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements, Sample system architecture.

Section – D

ERP Implementation in Organizations: Introduction to ERP Project success and failure with case studies. ERP adoption models – The role of SAAS model and Cloud Computing in ERP adoption, Continuous business improvement through ERP.

Suggested Readings:

Learning Objectives:

Objectives: This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in organizations.

Section – A

Introduction: The concept of productivity, Needs for productivity culture, Management and productivity, Factors affecting productivity, Efforts in productivity management, Organizational effectiveness and productivity. Sources of productivity: Labor, capital, efficiency in use of labor and capital, productivity and standard of living.

Section – B

Measurement of Productivity: Productivity cycle, Productivity measurement and its need, Total productivity mode, Limitations of partial measures of productivity, Productivity evaluation in organizations, Productivity and industrial relations. Productivity and business cycles: Cyclical pattern of labor productivity, market impact on productivity.

Section – C


Section – D


Suggested Readings:

3. Chandra: Dynamics of Productivity, South Publisher.
5. Prokopenko: Productivity Management, Oxford & IBH.