PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

MASTER OF BUSINESS ADMINISTRATION
(ENTREPRENEURSHIP)

For the Batch 2019-21

UNDER

HONOURS SCHOOL SYSTEM

AT

UNIVERSITY BUSINESS SCHOOL ONLY

Note:
1. Examination in each subject will be of 3 hours duration except for Strategic Management (MBAEP7101).
2. The duration of Strategic Management (MBAEP7101) will be 4 hours.
3. 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: (Except for MBAEP7101: Strategic Management).
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 (ENTREPRENEURSHIP)

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Paper Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAEP6101</td>
<td>BUSINESS ECONOMICS</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6102</td>
<td>BUSINESS STATISTICS</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6103</td>
<td>MANAGEMENT ACCOUNTING</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6104</td>
<td>ORGANISATIONAL BEHAVIOUR</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6105</td>
<td>MARKETING MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6106</td>
<td>WORKSHOP ON BUSINESS COMPUTING</td>
<td>50</td>
</tr>
<tr>
<td>MBAEP6108</td>
<td>WORKSHOP ON BUSINESS RESEARCH</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>600</strong></td>
</tr>
</tbody>
</table>

SECOND SEMESTER

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Paper Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAEP6201</td>
<td>BUSINESS ENVIRONMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6202</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6203</td>
<td>OPERATIONS MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6204</td>
<td>FINANCIAL MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6205</td>
<td>LEGAL ASPECT OF BUSINESS</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6207</td>
<td>SUMMER TRAINING REPORT AND VIVA-VOCE*</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6208</td>
<td>COMPREHENSIVE VIVA-VOCE**</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP6209</td>
<td>WORKSHOP ON BUSINESS COMMUNICATION</td>
<td>50</td>
</tr>
<tr>
<td>MBAEP6210</td>
<td>WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>800</strong></td>
</tr>
</tbody>
</table>

* 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.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAEP7101</td>
<td>STRATEGIC MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>STUDENTS ARE TO OPT FOR AT LEAST THREE PAPERS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OUT OF FOLLOWING PAPERS OFFERED. AND TWO PAPERS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FROM DIFFERENT GROUPS OFFERED SELECTING AT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>LEAST ONE PAPER FROM ANY TWO OF THE GROUPS:-</td>
<td></td>
</tr>
<tr>
<td>MBAEP7111</td>
<td>ENTREPRENEURIAL DEVELOPMENT AND NEW</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>ENTERPRISE MANAGEMENT</td>
<td></td>
</tr>
<tr>
<td>MBAEP7112</td>
<td>ENTREPRENEURIAL FINANCE</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7113</td>
<td>INFRASTRUCTURE AND PROJECT FINANCE</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7114</td>
<td>TAX PLANNING FOR ENTREPRENEURS</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7115</td>
<td>INVESTING IN PRIVATE EQUITY</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7116</td>
<td>MARKETING FOR ENTREPRENEURSHIP</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7117</td>
<td>LEGAL AND GOVERNMENT POLICY</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>CONSIDERATIONS IN NEW ENTERPRISE</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>GROUP A: FINANCE</strong></td>
<td></td>
</tr>
<tr>
<td>MBAEP7121</td>
<td>INVESTMENT MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7122</td>
<td>MANAGEMENT CONTROL SYSTEMS</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7123</td>
<td>PROJECT PLANNING, ANALYSIS AND MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td><strong>GROUP B: INFORMATION TECHNOLOGY &amp; OPERATIONS MANAGEMENT</strong></td>
<td></td>
</tr>
<tr>
<td>MBAEP7131</td>
<td>PRODUCT INNOVATION IN TECHNOLOGY BUSINESS</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7132</td>
<td>BUSINESS PROCESS RE-EINGINEERING</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7133</td>
<td>INTEGRATING E-SYSTEMS AND GLOBAL INFORMATION SYSTEMS</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td><strong>GROUP C: MARKETING</strong></td>
<td></td>
</tr>
<tr>
<td>MBAEP7141</td>
<td>MARKETING RESEARCH AND PRODUCT MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7142</td>
<td>DATA ANALYTICS FOR BUSINESS</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7143</td>
<td>DIGITAL MARKETING AND RETAIL MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td><strong>600</strong></td>
</tr>
</tbody>
</table>
FOURTH SEMESTER#

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAEP7203</td>
<td>COMPREHENSIVE VIVA-VOCE****</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7204</td>
<td>HUMAN VALUES AND BUSINESS ETHICS</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7205</td>
<td>MAJOR PROJECT*</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7206</td>
<td>ENTREPRENEURSHIP BUSINESS PLAN***</td>
<td>50</td>
</tr>
</tbody>
</table>

STUDENTS ARE REQUIRED TO SELECT ANY TWO OUT OF THE FOLLOWING PAPERS OFFERED. IN ADDITION, THE STUDENTS WOULD CONTINUE WITH THE TWO GROUPS OPTED BY THEM IN THIRD SEMESTER. AND FURTHER IN EACH GROUP OPTED BY THEM THEY ARE TO OPT FOR AT LEAST ONE PAPER OUT OF THE PAPERS OFFERED.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAEP7211</td>
<td>MANAGING STRATEGIC IMPLEMENTATION AND BUSINESS TRANSFORMATION</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7212</td>
<td>MANAGING TEAMS</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7213</td>
<td>MANAGING GLOBAL ENTERPRISE</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7214</td>
<td>ORGANISATION STRUCTURE AND DESIGN</td>
<td>100</td>
</tr>
</tbody>
</table>

**GROUP A: FINANCE**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAEP7221</td>
<td>STRATEGIC COST MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7222</td>
<td>INTERNATIONAL FINANCIAL MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7223</td>
<td>BEHAVIORAL FINANCE</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7224</td>
<td>CORPORATE GOVERNANCE</td>
<td>100</td>
</tr>
</tbody>
</table>

**GROUP B: INFORMATION TECHNOLOGY AND OPERATIONS MANAGEMENT**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAEP7231</td>
<td>KNOWLEDGE MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7232</td>
<td>MANAGEMENT OF TECHNOLOGY</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7233</td>
<td>BUSINESS INTELLIGENCE</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7234</td>
<td>TOTAL QUALITY MANAGEMENT</td>
<td>100</td>
</tr>
</tbody>
</table>

**GROUP C: MARKETING**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAEP7241</td>
<td>MARKETING OF SERVICES</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7242</td>
<td>WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7243</td>
<td>CUSTOMER RELATIONSHIP MANAGEMENT AND SALES MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBAEP7244</td>
<td>APPLICATION OF ACCOUNTING AND FINANCE IN MARKETING</td>
<td>100</td>
</tr>
</tbody>
</table>

**TOTAL** 750

**** Comprehensive Viva-Voce of the 4th Semester would be based on papers taught in 3rd and 4th Semester.

*** The Entrepreneurship Business Plan shall commence in the third semester and final marks would be awarded in the fourth semester.

#Students would be expected undertake assignments/projects related to Entrepreneurship in the different subjects taught to them in Third and Fourth Semester.

#Major Project would commence in Third Semester, but final marks would be awarded in Fourth Semester.
FIRST SEMESTER
MBAEP6101: BUSINESS ECONOMICS

Objective: The objective of this course is to equip the students with basic knowledge of the concepts and tools of economic analysis as relevant for business decision making.

UNIT I

UNIT II
Market structure and degree of competition, profit maximization, price and output determination in the short-run and long run: in perfect competition, monopoly, monopolistic competition and oligopoly.

UNIT III
Utility analysis: types of utility, relationship between total utility and marginal utility, critical appraisal of law of diminishing marginal utility, explanation of law of equi-marginal utility, derivation of demand curve with the help of utility analysis, validity of utility analysis in modern times.

UNIT IV
Keynesian analysis: Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics after 1936.

References
1. Ahuja, H.L., Advanced Economics Theory, S.Chand Group.
3. Dean, J., Managerial Economics, Prentice Hall
7. Varshney, R.L. and Maheshwari, K.L., Managerial Economics, Sultan Chand & Sons
MBAEP6102: BUSINESS STATISTICS

Objective: The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

UNIT-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, skewness-meaning and co-efficient of skewness. Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Tests of consistency, Base shifting, splicing and Deflation; Problems in construction, importance of index numbers in Managerial decision making.

UNIT-II

Correlation analysis- meaning & types of correlation, Karl Pearson’s coefficient of correlation and spearman’s rank correlation, regression analysis-meaning and two lines of regression ,relationship between correlation and regression co-efficient, time series analysis-measurement of trend and seasonal variations, time series and forecasting.

UNIT-III

Probability- basic concepts and approaches, addition, multiplication and Bayes’s theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions.

UNIT-IV

Statistical inference: Concept of sampling distribution, parameter and statistics, standard error.

Theory of estimation: Point and interval estimation, construction and confidence limits for mean.

Tests of significance-parametric v/s non-parametric tests, hypothesis testing, large samples, small samples- chi-square test, z-test, t-test, binomial test, analysis of variance. Independence of Attributes, Goodness of Fit and Test of Homogeneity.
References


**MBAEP6103: MANAGEMENT ACCOUNTING**

**Objective:** The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.

**UNIT – I**


**UNIT – II**

Revenue recognition and measurement (AS-9), fixed assets (AS-10), inventory valuation (AS-2), depreciation accounting (AS-6), intangible assets accounting (AS-26), financial statement analysis: ratio analysis, common size statements, comparative analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting, social and environmental accounting.

**UNIT – III**

UNIT – IV

Contemporary issues in management accounting – value chain analysis, activity based costing; activity based budgeting, target and life cycle costing, quality costing.

References


MBAEP6104: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.

UNIT I

Introduction to OB: concepts, foundations, contributing disciplines to OB, role of OB in management practices, challenges and opportunities for OB, OB in the context of globalization, scientific management and human relation tools: Hawthorne experiments, introduction to human behavior, perception, attitudes and job satisfaction

UNIT II

Personality: meaning, determinants, theories, MBIT and big five model, leadership: theories, determinants, style and challenges to leadership in India, motivation and morale: concept and applications, communication: interpersonal communication, listening, feedback, counseling, organizational communication.

UNIT III
Group process: group and intergroup behaviour, group decision making, team management: types of teams, teams in modern workplace, team v/s group, power: concept, bases of power, distinction b/w power and authority, power distribution in organization, organizational politics: concept, consequences, reasons and management of political behaviour, work stress: causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.

UNIT IV
Conflict and inter-group behavior: sources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management, organizational culture: functions of OC, creating and sustaining of OC, development and implications of OC, organizational effectiveness: concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

References

MBAEP6105: MARKETING MANAGEMENT
Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT I
Introduction to marketing: meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis: understanding marketing environment, consumer and organization buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.
UNIT II

Product planning and pricing: product concept, types of products, major product decisions, brand management, product life cycle, new product development process, pricing decisions, determinants of price, pricing process, policies and strategies.

UNIT III

Promotion and distribution decisions: communication process, promotion tools: advertising, personal selling, publicity and sales promotion, distribution channel decisions-types and functions of intermediaries, selection and management of intermediaries.

UNIT IV

Marketing organization and control: organizing for marketing, marketing implementation & control, ethics in marketing, emerging trends and issues in marketing: consumerism, rural marketing, societal marketing, direct and online marketing, green marketing, retail marketing, customer relation marketing.

References
MBAEP6106: WORKSHOP ON BUSINESS COMPUTING

Objective: 1) To create awareness in would-be managers, about information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making; 2) To explore the use of MS-Excel and other common IS tools.

UNIT-I

Introduction to Excel, Working with Excel Formula/Functions — Lookup (VLOOKUP, HLOOKUP) and Reference Functions, Logical Functions, Database Functions, Date and Time Functions, Information Functions, Mathematical and Trigonometric Functions, Statistical Functions, Text Functions, Conditional Formatting, Data Sorting and Filtering, Pivot Tables, Pivot Charts, Introduction to VBA Macro, Using Goal Seek and Sensitivity Analysis/ What If Analysis, Excel Charting, Solving simple linear programming problems using Excel Solver.

Unit-II


Using Data Base Functions in MS-Excel viz. DAVG(), DSUM(), DCOUNT(), DLOOKUP(), DMAX(), DMIN();

Introduction to HTML and webpage designing, Project Management — PERT/CPM using MS-Project; Hands on word-processing software & presentation software; Plagiarism — types of plagiarism, using plagiarism detection software.

References

4. Ram, B., Computer Fundamentals, New Age Publications
Objective: To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.

UNIT-I

Introduction to business research: definition, characteristics, types, research process - an overview, review of literature - its role and significance in the stages of research process, theory building, ethical issues in business research, formulation of the research problem and research proposal, hypothesis - definition, formulation and types, research design - definition, types, secondary data - definition, types, sources, evaluation and searches, primary data collection methods - surveys, observation and experiments, measurement and scaling concepts, measurement scales

UNIT-II

Select Stages of the Research Process - preparation of data collection instruments, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation, fieldwork, processing of data, data analysis - basic data analysis, hypothesis testing - t test, chi square test, test of proportion, bivariate analysis - tests of differences and measures of association through use of parametric and non-parametric tests, report writing, use of computers in research.

References

2. Carver, R.H. & Nash, J.G., Data Analysis with SPSS, Cengage Learning, New Delhi
SECOND SEMESTER

MBAEP6201: BUSINESS ENVIRONMENT

Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

UNIT I

Concept of business environment: its significance and nature, interaction matrix of different, environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors pharmaceutical industry, food processing, electronics fertilizers steel, soft drinks, and TV.

UNIT II


UNIT III

Technological environment, policy for research and development in India, appropriate technology, debate of technology vs labour, MNC as a source of transfer to technology and its implication, institutional infrastructure for exports in India, India’s export-import policy, global business environment, significance of foreign investment in India, opportunities and threats in WTO and the new international trading regime, tariff and non tariff barriers in global trade.

UNIT – IV

Socio-cultural environment in India: salient features of Indian culture values and their implication for Indian business, middle class in India and its implications on industrial growth in India, consumerism as emerging force, social responsibility of business, business
ethics and Indian business, impact of mass media on Indian business, changing role of rural sector in India: rural income and rural demand of consumer durable.

Reference:


**MBAEP6202: HUMAN RESOURCE MANAGEMENT**

**Objective:** The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.

**UNIT I**

Human resource management: functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation.

**UNIT II**

Managing performance, potential management, fringe benefits and incentives: compensation management, promotion, demotion, transfer, separation and right sizing.

**UNIT III**

Team management, empowerment management, creativity and decision making management, organisational learning and knowledge management, culture management, change management, managing ethical issues in human resource management, HRD audit.

**UNIT IV**

E-HRM/HRIS; measuring intellectual capital, impact of HRM practices on organizational performance, implications for HRD, contemporary issues in human resource management, global HR practices. Attracting, Developing and Retaining talent.
MBAEP6203: OPERATIONS MANAGEMENT

Objective: The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

UNIT I

Operations research: evolution, methodology and role in managerial decision making, linear programming: meaning, assumptions, advantages, scope and limitations, formulation of problem and its solution by graphical and simplex methods, special cases in simplex method, infeasibility, degeneracy, unboundedness and multiple optimal solutions, duality.

UNIT II

Transportation problems including transshipment problems: special cases in transportation problems, unbalanced problems, degeneracy, maximization objective and multiple optimal solutions, assignment problems including traveling salesman’s problem, special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

UNIT III

PERT/CPM: difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off, decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.
UNIT IV

Game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, queuing theory: concept, assumptions and applications, analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (M\textsubscript{M1} and MMK), simulation; meaning, process, advantages, limitations and applications.

References:

MBAEP6204: FINANCIAL MANAGEMENT

Objective: To provide an understanding of the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in investment and operations.

UNIT I

Introduction: concept of finance, scope and objectives of finance, profit maximization vs. wealth maximization, functions of finance manager in modern age, financial decision areas, time value of money, risk and return analysis: CAPM, shareholders value creation, traditional and modern measures of financial performance: ROI, earning price ratio, SVA, EVA and MVA.

UNIT II

Financing decision: long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; concept and approaches of capital structure decision: NI, NOI, traditional and Modigliani miller approach, cost of
capital: cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

UNIT III

Leverage analysis: financial, operating and combined leverage along with implications, EBIT-EPS analysis & indiffERENCE points, investment decision: appraisal of project; concept, process & techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting.

UNIT IV

Dividend decision: concept of retained earnings and ploughing back of profits, relevance and irrelevance theories of dividend decision: Walter’s model, Gordon’s model and Modigliani miller model, factors affecting dividend decision, overview of working capital decision: concept, components, factors affecting working capital requirement, working capital management: management of cash, inventory and receivables, introduction to working capital financing.

References:

1. Damodaran, A., Corporate Finance – Theory & Practice, John Wiley and Sons, Inc.

MBAEP6205: LEGAL ASPECTS OF BUSINESS

Objective: The objective of this course is to introduce the students with different legal aspects of business.

UNIT-I

Corporate personality, features of company, registration and incorporation, memorandum of association, articles of association, prospectus, shares, shareholders and members, limited liability partnership.
UNIT-II
Management of companies, directors, their appointment, duties, liabilities and powers, meetings of a company, borrowing power of the company, changes and their registration, prevention of oppression and mismanagement, winding up of a company, compulsory winding up and voluntary winding up.

UNIT-III

UNIT-IV

References:

MBAEP6209: WORKSHOP ON BUSINESS COMMUNICATION

Objective: The course aims at developing the communication skills of students in both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports.

UNIT – I
An introduction to business communication, elements of the communication models, types of communication, barriers to communication, principles of written communication, Business letters: their basic qualities, mechanics of letter writing, and specific types of letters, internal communication through memos, minutes and notices.

UNIT – II
Principles of oral communication, speeches: speech of introduction, of thanks, occasional speeches, theme speech, mastering the art of giving interviews in the following: selection or
placement interview, appraisal interview, exit interview, group communication: meetings and group discussions, report writing, principles of effective presentations including use of audio-visual media, business and social etiquette.

References

4. O'DRourke, J.S., Management communication: A case analysis approach, Pearson Education.

MBAEP6210: WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES

Objective: To develop in the students the ability to conduct research for business purposes using different multivariate techniques of analysis. The students should develop an understanding of the application of MVA techniques in different functional areas of business. The use of computer package for the purpose of analysis will be emphasized. This will help prepare students not only for their summer training but also for a corporate career.

UNIT I

Introduction- Classification of statistical techniques, Classification of multivariate techniques, Application of multivariate techniques in research in different functional areas of business.

Specific Techniques of MVA Ī Analysis of Variance, Discriminant Analysis

UNIT II

Specific Techniques of MVA contd. -Factor Analysis, Cluster Analysis, Multidimensional Scaling, Conjoint Analysis

References


Objective: The objective of this course on corporate strategy is to develop in the students an ability to analyze the strategic situation facing the organisation, to access the strategic options available to the organization and to implement the strategic choices made by it. Extensive use of a variety of case studies will help in meeting the objectives of this course.

End semester paper: The paper will be of four hours and will carry 50 marks. Section A will be of 20 marks consisting of five questions. 2 questions will be set from each unit. The students are required to answer two questions selecting one from each unit. Section B will be of 30 marks consisting of a compulsory case.

Unit I

Introduction to corporate strategy, an overview of formulation and implementation of strategy (including various models of strategy formulation and implementation), strategic leadership, determinants of competitive advantage, vision and mission including various approaches to business model, strategic coherence, stakeholders and strategy, internal and external environment of strategy, environmental analysis (including various tools of analysis), corporate resources, capabilities and core competencies, dynamic capabilities, value chain, competitor analysis, key success factors, drivers of change, competitive rivalry and competitive dynamics, challenges to sustainable competitive advantage, advantages and disadvantages of first movers, second movers and fast followers, defensive strategies for incumbents caught off guard, personal goals and aspirations of top management, corporate social responsibility, corporate governance and strategy, diversification-related and unrelated, integration-vertical and horizontal, execution of strategy.

Unit II

Executing functional, business and corporate strategy, strategic alternatives including models for development of strategic alternatives, strategies for entering new businesses, strategy and technology, strategy and industry life cycle, evaluation of strategy, implementing dynamic strategies, organization structure and strategy, international strategy and competitive advantage, understanding alliances and cooperative strategies, mergers, acquisitions and strategy, external and internal causes of organizational failure, differing corporate governance practices and strategy, role of executive compensation in implementation of strategy.

References:

2. Hitt, Michael and Hoskisson, Robert E., Strategic Management: Competitiveness and Globalisation, South Western Thomson.

MBAEP7111: ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT

Objective: The objective of the course is to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and to highlight issues in new enterprise management.

UNIT I

Entrepreneurship: Concept and definitions, entrepreneurship and economic development, classification and types of entrepreneurs, entrepreneurial competencies, factors affecting entrepreneurial growth: Economic, non-economic factors, traits/qualities of entrepreneurs, intrapreneur, manager v/s entrepreneur, The Role of the Entrepreneur, Entrepreneurs and Myths about entrepreneurs. Comprehensive overview of the critical components of creating a start-up, Role of venture creation in society.

UNIT II

Entrepreneurial Finance: Debt financing: Types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing: Sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process, direct public offerings, angel financing, Social Entrepreneurship and Rural Entrepreneurship, Entrepreneurial strategy.

UNIT III

Definition of MSME (micro, small and medium enterprises), rationale, objective, scope, role of MSME in economic development of India, significant provisions of MSME Act, 2006, mechanics of selling of new enterprise: Size and location, optimum units: Its meaning and determinants, size of industrial units in India, feasibility studies, technical, marketing and finance, managerial problems of new enterprises, production purchasing, financing, labor and marketing problems, facilities provided by different institutions and agencies in India, role of SMEs in global environment.

UNIT IV

Elements for a programme, entrepreneurial training and development programmes, entrepreneurship orientation and awareness programme, evaluation of various EDP programmes, women entrepreneurs, steps taken by government, to promote EDPs, institutional entrepreneurial environment in India, Role of support institutions: of director of industries, DIC, SIDO, SIDBI, small industries. development corporation (SIDC), SISI, NSIC, NIESBUD, state financial corporation (SFCs).
References:

**MBAEP7112: ENTREPRENEURIAL FINANCE**

**Objective:** The objective of this course is to orient the new entrepreneurs with the problems and issues involved in financing new enterprise.

**UNIT I**

The business plan: The dual purpose document, business plan development and advice, the business plan, development of proformas, checklist of financial information, business plan development sources. Identifying an idea and developing a business plan with key deliverables.

**UNIT II**

Financial statements and analysis: income statement, balance sheet, cash flow statement, ratio analysis, breakeven analysis, management of working capital.

**UNIT III**


**UNIT IV**

Debt financing: types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing: sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process, direct public offerings,
angel financing, intrapreneurship: intrapreneurship models, traits of high growth intrapreneurship, signs of intrapreneurship success, standard operating procedures, intrapreneurship blunder.

References


MBAEP7113: INFRASTRUCTURE AND PROJECT FINANCE

**Objective:** Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing understanding of project activities and relevant skills.

**UNIT-I**

Project identification analysis: socio-economic consideration in project formulation, social infrastructure projects for sustainable development, investment opportunities, project screening and presentation of projects of decision making, expansion of capacity, diversification. Economic value of innovative firms, Entrepreneurial capital formation process. Equity financing and Exit modes.

**UNIT-II**

Market and technical analysis: market and demand analysis: market survey, demand forecasting, uncertainties in demand forecasting, technical analysis: product mix, plant capacity, materials and inputs, machinery and equipment, project costing and finance: cost of project, cost of production, break even analysis, means of financing project, tax aspects in project finance, role of financial institution in project finance. Description of different financing models including bootstrapping, organic growth, debt and risk capital.
UNIT-III

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, effective rate of protection, risk analysis: measures of risk, sensitivity analysis, simulation analysis, decision tree analysis.

UNIT-IV

Project scheduling/network techniques in project management: CPM and PERT analysis, float times, crashing of activities, contraction of network for cost optimization, updating, cost analysis of resources allocation, multiple projects: project dependence, capital rationing, ranking methods of projects, mathematical programming approach, linear programming model, post project evaluation.

References


MBAEP7114: TAX PLANNING FOR ENTREPRENEURS

Objective: The primary objective of this course is to familiarize the students with relevant provisions of taxation laws (both direct and indirect taxes) for entrepreneurs. It will develop students’ skill for handling business problems using appropriate concepts of taxation laws.

UNIT I

Introduction to corporate taxation: importance of tax planning as a management decision, minimizing tax liability: tax evasion, tax avoidance and tax planning, objectives and basis of tax planning, key terms related to tax assessment of companies: Indian company, domestic company, foreign company, investment company, residential status of a company, scope of total income, carry forward and set off of losses, minimum alternative tax, provisions related to tax assessment of companies, tax assessment rates and exemption limits for companies.

UNIT II

Tax planning for different entities: tax provisions for new businesses, export business, industrial undertakings and infrastructure development undertaking, SEZs, business in special
category states, hotel industry, telecom industry, entertainment industry, IT, power, shipping and aircraft, oil and minerals, construction, and retail business, related tax deduction allowed to respective industries, business restructuring and tax planning: tax and relief provisions under merger, amalgamation, acquisition, demerger.

UNIT III

Tax planning vis-à-vis managerial decisions: capital structure decisions in wake of tax planning, provisions related to tax on dividend and deductions allowed, tax planning though bonus shares, lease or buy decisions, make or buy decision, repair/renewal or replacement decision, tax planning through employees' remuneration: fringe benefit of tax, ESOPs, double taxation relief, advance tax payment procedure, TDS: tax on salary, interest, dividend, interest.

UNIT IV

Wealth tax: charge of tax and related provisions, central sales tax act: objectives, key terms and provisions, service tax: general principals, charge and exemptions, registration and mode of payment.

References:

1. Agarwal, K.K., Corporate Tax Planning, Atlantic Publishers & Distributors
2. Agarwal, K.K., Direct Tax Planning and Management, Atlantic Publishers & Distributors
3. Ahuja, G. and Gupta, R., Corporate Tax Planning and Management, Bharat law house, New Delhi.
MBAEP7115: INVESTING IN PRIVATE EQUITY

Objective: To familiarize the students with the tools and techniques for investing in private equity.

UNIT-I

Equity shares and their risk return characteristics, different types of equity shares, knowing market indices (SENSEX and NIFTY) and their importance, valuation of equity shares, significance and approaches, risk and return theory, concepts of risk and return, diversification of risk, measurement of risk and return, estimation of discount rates, cash flows, growth rates.

UNIT-II

The investment environment, equity trading: market & mechanism, security analysis: macroeconomic and industry analysis, company analysis, technical analysis (charts, line charts, line & volume, charts, point & figure charts, bar chart, candlestick chart, various patterns, Dow theory and Elliot wave theory.

UNIT-III

Market efficiency and behavioral finance, portfolio theory: optimum portfolio selection, Markowitz portfolio theory: Sharpe single index model, the capital asset pricing model, arbitrage pricing theory.

UNIT-IV

Active portfolio management: portfolio performance evaluation, international diversification, the process of portfolio management, the theory of active portfolio management, portfolio revision.

References
MBAEP7116: MARKETING FOR ENTREPRENEURSHIP

Objective: This course aims at orienting the participants about need and importance of marketing strategies for entrepreneurs other than those included in the compulsory paper on strategic management. It endeavors to sharpen the grasp of theoretical concepts and analytical ability of students particularly through the use of relevant cases.

UNIT I
Introduction and overview of marketing strategy: definition, brief history and current trends; importance, conceptual framework of marketing strategy, alternative approaches to developing the strategic marketing plan especially formal planning systems, writing a strategic marketing plan for Entrepreneurs.

UNIT II
Marketing strategy in different situations: product life cycle and marketing strategy, managing profit growth, sales growth, new products, product lines, product portfolio, strategies for market leaders, challengers, followers and niches, offensive and defensive competitive strategy. Essential elements of successful scaling of an entrepreneurial venture, including an overview of demand generation, customer acquisition, adoption, diffusion and forecasting demand.

UNIT – III
Marketing strategy in different situation continued: competing on costs, competing on price, competition between price points, segmentation strategies, market share strategies, speed as strategy, marketing strategies for nonprofit organizations and for select prominent business sectors of the Indian economy. Effective marketing including how to market effectively, building a sales process, partnerships and supply relationships.

UNIT – IV
Marketing strategy implementation, Mckinsey 7-s framework, marketing strategy evaluation including marketing audit and essential marketing metrics, financial aspects of marketing management. Entrepreneurial strategy including that for professional services (e.g. legal and accountancy).

References
MBAEP7117: LEGAL AND GOVERNMENT POLICY CONSIDERATIONS IN NEW ENTERPRISE

Objective: This course aims at imparting knowledge and developing skills necessary for developing a legal strategy, understanding of business laws, introduction to contract drafting, issues in legal compliance and negotiations, and understanding the context of government policy for starting a new enterprise.

UNIT I


MSMED Act: Advantages of registration, money recovery procedures for start-ups, Appointment of advisors, and remuneration models.

Legal basis of tenders, Engineering Procurement Construction Contracts and Concession Contracts, Legal compliances insisted by the Government for evaluating eligibility criteria of bidders.

UNIT II

Raising Investment-Angel rounds, Venture Capital (VC) & Private Equity (PE) deals, Financial and Strategic Investment, Steps in an investment transaction-negotiation, drafting and legal strategy, conducting due diligence, Understanding non-disclosure agreements (NDAs), Exit issues in investment transactions, PIPES transactions, Strategic Investment and Joint Ventures.

UNIT – III

Accounting and record keeping for various forms of business entities, Financial planning for a business.

Corporate Taxation: Corporate Income tax, Minimum Alternate Tax (MAT), Taxation of Software, tax on issue of capital (e.g. equity, bonus shares and convertible instruments), Transfer pricing, Tax deduction at source (TDS).

Goods and Service Tax (GST), Indirect taxes: Introduction to GST, How to determine GST applicability to a business entity, Dual GST, State GST, Central GST, Integrated GST, GST Registration process.
Issues linked to tax strategy, Export and Import, Import and Export duties, Incentives for Exporters.

UNIT – IV

FDI Restrictions on foreign investors, FDI in different business structures, FDI in E-Commerce, Bank accounts for foreigners and handling foreign exchange, Compliance and Filing Requirements, Relaxation for foreign venture capital investors, negotiating exits with foreign investors.

SEZs: Law relating to SEZs, Tax sops available to SEZs, Types of SEZs, comparison of SEZs with EOUs (Export Oriented Units) and Software Technology Parks (STPs), Insurance: Regulation of Insurance Sector, Mutual Funds working and introductory Fund structuring.

References


MBAEP7121: INVESTMENT MANAGEMENT

Objective: The purpose of this course is to acquaint students with the theoretical and practical aspects of investment analysis, for security selection and portfolio management purposes.

UNIT - I

Investment Background - Meaning and avenues of investment, global investment choices, measures of risk and return, determinants of required rates of return, relationship between risk and return. Asset allocation decision- individual investor life cycle, the portfolio management process, the importance of asset allocation.


UNIT - II

Developments in Investment Theory - Efficient market hypothesis; introduction to portfolio management, Markowitz portfolio theory; introduction to asset pricing models, capital market
theory, the capital asset pricing model (CAPM); multifactor models of risk and return, arbitrage pricing theory (APT), multifactor models and risk estimation.


UNIT - III

Analysis and Management of Common Stock - Macro analysis and micro valuation of the stock market, industry analysis, company analysis and stock valuation, technical analysis, equity portfolio management strategies.

Analysis and Management of Fixed Income Securities - Bond fundamentals, the analysis and valuation of bonds, bond portfolio management strategies.

UNIT - IV

Derivative Security Analysis - Overview of derivative markets, investing with derivative securities, forward and futures contracts, option contracts, swap contracts, convertible securities, and other embedded derivatives.


References

MBAEP7122: MANAGEMENT CONTROL SYSTEMS

Objective: The objective of this course is to allow students to gain knowledge, develop insight and analytical skills related to design and implementation of management systems.

UNIT I

Management control system: basic concepts, boundaries, understanding strategies, behavior in organizations, inter-relationship among strategic planning, management control and operational control, responsibility accounting, importance of informal management controls.

UNIT II

Structure of management control: need for delegation, types of responsibility centers, organizational structure of responsibility centers, revenue and expense centers, profit centers, measuring and controlling assets employed, objectives and methods of transfer pricing, pricing corporate services and administration of transfer prices.

UNIT III


UNIT IV

Applications of management control systems: management compensation, controls for differentiated strategies, control in service organizations, control in non-profit organizations, management control in multinational and multi project corporations, management control-related ethical issues.

References

MBAEP7123: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Objective: 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.

UNIT I
Planning and analysis overview: phases of capital budgeting, levels of decision making, resource allocation framework, key criteria for allocation of resource, elementary investment strategies, portfolio planning tools, strategic position and action evaluation, aspects relating to conglomerate diversification, interface between strategic planning and capital budgeting, generation and screening of project ideas: generation of ideas, monitoring the environment, regulatory framework for projects, corporate appraisal, preliminary screening, project rating index, sources of positive NPV, qualities of a successful entrepreneur, profile of a typical successful and unsuccessful entrepreneur, porter model for estimation of profit potential of industries.

UNIT II
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, work schedule.

Financial analysis: estimation of cost of project and means of financing, estimates of sales and production, cost of production, working capital requirement and its financing, estimates of working results, projected cash flow statement, projected balance sheet, project cash flows, basic principles of measurement of cash flows, components of the cash flow streams, viewing a project from different points of view, definition of cash flows by financial institutions and planning commission, biases in cash flow estimation, appraisal criteria (net present value, benefit cost ratio, internal rate of returns urgency, payback period, and accounting rate of returns), investment appraisal in practice.
UNIT III

Types and measure of risk: simple estimation of risk, sensitivity analysis, scenario analysis, Monte Carlo simulation, decision tree analysis, selection of project, risk analysis in practice, special decision situations: choice between mutually exclusive projects of unequal life, optimal timing decision, determination of economic life, inter-relationships between investment and financing aspects, inflation and capital budgeting, analysis of firm and market risk: portfolio theory and capital budgeting, capital asset pricing model, estimation of key factors, CAPM and capital budgeting, social cost benefit analysis (SCBA): rationale for SCBA, UNIDO approach to SCBA, little and mirrlees approach to SCB, multiple projects and constraints: constraints, methods of ranking, mathematical programming approach, linear programming model.

UNIT IV

Project financing in India: means of finance, norms and policies of financial institutions, SEBI guidelines, sample financing plans, structure of financial institutions in India, schemes of assistance, term loans procedures, project appraisal by financial institutions, project management: forms of project organization, project planning, 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, network cost system, project review and administrative aspects: initial review, performance evaluation, abandonment analysis, administrative aspects of capital budgeting, evaluating the capital budgeting system of an organization.

References:

MBAEP7131: PRODUCT INNOVATION IN TECHNOLOGY BUSINESS

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Manufacturing Policy and Implementation.

UNIT I

Production function: production function & the organization, five Ps of production, production strategy, planning & controlling the operations - product selection linking the product with marketing, planning the operation, setting up production system, controlling the production, manufacturing system design: organization of manufacturing operation, job batch and flow production methods, group technology - coding composite component, product flow analysis, group technology and just-in-time.

UNIT II

Just-in-time manufacturing: JIT manufacturing, people involvement, total quality control, advantage of JIT manufacturing, elements that support JIT flow, the kanban system optimized production technology (OPT.). manufacturing & service strategies: manufacturing as a competitive advantage, corporate strategy & manufacturing strategy, production planning and inventory control in manufacturing strategy.

UNIT III

Theory of constraints & synchronous manufacturing: introduction, theory of constraints, the goal of performance measures, synchronous manufacturing, speed to market, bench marking, simultaneous engineering, reverse engineering, technology audit, strategic alliances.

UNIT IV

Technological innovation in manufacturing: automated design support, computer numerical control (CNC) machines, computer aided manufacturing (CAM), flexible manufacturing system (FMS), computer integrated manufacturing (CIM), artificial intelligence (AI), automation in services.

References:

2. Narasimhan, S.L., Mcleavey, D.W. and Billington, D.W., Production Planning & Inventory Control, Prentice Hall of India.
MBAEP7132: BUSINESS PROCESS RE-EENGINEERING

Objective: The objective of this course is to develop the abilities of the students to design and to evaluate management and its existing structure and select the right frame for Reengineering.

UNIT I

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.

UNIT II

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.

UNIT III

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.

UNIT IV

Planning for change, refined mission and scope, design options and alternatives, filling in the line details, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes, selecting the right frame, the horns of the downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change, reengineering experience.

References

MBAEP7133: INTEGRATING E-SYSTEMS AND GLOBAL INFORMATION SYSTEMS

Objective: This course addresses strategic, technological, and organizational connectivity issues to support effective and meaningful integration of information and systems. The course is especially relevant for those who wish to effectively exploit information technology and create new business processes and opportunities.

UNIT I

Strategic Connectivity: Strategic benefits and implications of intra-and-inter-organisational communications and connectivity and the need for information integration; Information Technology, Corporate Strategy, Competitive Advantage and Inter-and Intra-Organisational systems; Aggregators: the new business on the internet-development of aggregators, and value addition through post-aggregation services; Types of aggregators: comparison and relationship aggregators, Strategy and the Internet.

UNIT II

Physical Connectivity: basic and emerging communications technologies, such as hardware (e.g. fibre optics, cable), software / protocols (e.g. TCP/IP, ADSL, ATM), and architectures (e.g. Local Area Networks, Wide Area Networks), needed to interconnect systems.
Overview of various Local Area Network (LAN) architectures; Worldwide Web and Internet Technology, Network Protocols: Overview of communication network concepts based on the ISO reference Model of Open System Interconnection (OSI); Emerging Technologies.

UNIT III

Logical Connectivity: New technologies to aid connectivity, and to address the syntactic and semantic mapping requirements; Distributed Homogeneous Databases, Distributed Heterogeneous Databases; Recent developments, particularly in the fields of heterogeneous Distributed Database Management Systems, Web services, and the Semantic web; Integration among Databases, Web as a Database, Semantic Integration: problem of semantic heterogeneity; Component Architectures & Web Services.

UNIT IV

Organizational Connectivity: Organizational implications and management policy challenges encountered in actually making effective use of systems that span normal organizational boundaries; Theories of loosely-coupled organization, Markets and Hierarchies:
Organizational Coupling; Development of Standards; Motivating Strategic Alliances and Organizational Transformation; Ways to increase the likelihood of success through three techniques viz. bi-directional benefits, co-operative pay-out, and asymmetric control.

References


MBAEP7141: MARKETING RESEARCH AND PRODUCT MANAGEMENT

Objective: The course aims to develop the student’s ability to conduct, evaluate and research particularly with respect to marketing mix elements. It also seeks to develop an understanding of the innovation process and the methods of analysis and evaluation used in the product development process.

UNIT I

An overview of marketing research- definition and scope; phases, changes due to technology including the internet; the marketing research industry, experimental research design, application of marketing research and the following techniques of multivariate analysis to marketing mix elements viz.- factor analysis, cluster analysis, multi dimensional scaling and conjoint analysis, product research, advertising research- setting advertising objectives, concept testing, audience profiling, copy research, media research.

UNIT II

Pricing research including use of conjoint analysis for this purpose, package research distribution research, research for market segmenting including the use of cluster analysis for this purpose, scale validation- relationship of validity and reliability- their types and their estimation, qualitative research tools including ethnography and laddering
UNIT III

Product management: in context of business strategy, the relationship of product management to the marketing concept, product mix concept, product classification, product planning: marketing plan, portfolio analysis, market potential and forecasting, product market strategies, product life cycle: stages and corresponding strategies, product evaluation, product positioning: concept, product differentiation, positioning strategies, preference analysis, benefit segmentation, new products: the importance of innovation, new product categories, organization for product management, prototyping, new product development process, test marketing.

UNIT IV

Socio cultural meaning of brands: understanding the social psychology of brands, emotions and brands, symbolic meaning of brands, cultural meaning systems and brands, brand equity: introduction and definition, name value, model of brand equity synthesis, auditing and measuring brand equity managing brands, branding strategies for functional and symbolic brands, brand stretching and retrenching, branding services and managing the corporate brand, brands and advertising.

References

Objective: The objective of this course is to inculcate the skills of data analytics among students by exposing them to the wide range of data analytics techniques using R, an open software. Students will be able to apply different analytics techniques on real life business problems to make better decisions.

UNIT I

Introduction to business analytics: significance, types, and applications in various industries. Data analytics and business intelligence, Data analytics tools and process.

Data Preparation: Methods of data preparation, handling missing values and outliers, transforming variables, derived variables, use of dplyr package.

Data Visualization: Significance of data visualization, tools of data visualization, use of ggplot2 package.

UNIT II

Predictive analytics: Training data set and validation data set, Model estimation, Model validation and diagnostic.


Decision Tree: meaning, decision tree algorithm, entropy, Gini impurity index.

Social Media Analytics: Significance of Social Media Analytics, Social Media Analytics tools, Sentiment Analysis.

Text analytics: Introduction to Text Analytics, Text corpus formation.

UNIT III

Marketing Analytics: Marketing Analytics as an enabler of Marketing Strategy, Defining the Data-Driven Marketing Strategy.


Product Analytics: market segmentation, collaborative filtering, classification trees, forecasting sales of new products.
UNIT IV

Retailing Analytics: Market Basket Analysis, RFM analysis, Allocation of retail space and sales resources, forecasting sales.

Pricing Analytics: estimating demand curves, price bundling, nonlinear pricing.

Customer Analytics: understanding customer wants, customer life time value, allocating market resources between acquisition and retention of customers.

References

7. Stephan Sorger, Marketing Analytics: Strategic Models and Metrics.

MBAEP7143: DIGITAL MARKETING & RETAIL MANAGEMENT

Objective: The course aims to build conceptual foundation of digital marketing and to develop the students’ ability to plan, implement and monitor digital marketing campaigns. The course takes a strategic approach to retail management, emphasizing the things that influence the decisions made by retailers.

UNIT I

Digital Marketing: Meaning, importance and challenges, digital marketing process, traditional marketing versus digital marketing, Digital marketing strategy.

Website planning and Conceptualization: Developing website using CMS (Wordpress), keyword planning and analysis.
Search engine optimization (SEO): Keyword search tools, Working of search engines, On-site SEO techniques, Offsite SEO techniques, Local SEO: concept and importance.

UNIT II

Search engine marketing: Significance, Search engine marketing tools, designing search campaigns, location targeting, bidding strategy, and managing campaigns. Landing pages: qualities of a good landing page.

Display Marketing: nature and importance, creating display campaigns, targeting at local level and international level, tracking performance and conversion, Optimizing display campaigns, Pay per click campaigns (PPCs).

Web Analytics: importance, process, funnels, and segments.

Social Media Marketing: need and importance, formulating social media marketing strategy, forms of social media marketing; Facebook Marketing.

UNIT III

The retail environment: the changing consumer, the retail response, the role of government. Theories of retail change, Retail Strategic Planning, Customer Value: Building and Sustaining Relationships through customer value, relationship marketing and social marketing in retail management, The development of retail marketing: What is retail marketing? Types of various retail formats-food and non-food, Evaluation and Identification of Retail Customers: Consumer Behavior, Retail market segmentation & franchising, Retail logistics: Supply chain management, theoretical perspectives, Efficient consumer response (ECR), The Retail Supply Chain, Retailing Information Systems and Research: Retail Information Systems, RFID, Universal Product Code (UPC), Electronic Data Interchange (EDI), Marketing and Market Research, Gathering Information, Using Technology to Gather Data and Information, Market Selection And Location Analysis: Deciding on a Target Customer Group, Choosing the Right Location ,Regional Analysis, Trading Area Analysis, Actual Site Analysis and Selection, Merchandise Buying and Handling: Inventory Planning, The Merchandise Mix ,Vendor Interactions ,Merchandise Logistics and Logistics Management

UNIT IV

Pricing in Retailing; Determining Pricing Objective, Determining Pricing Flexibility, Determining Pricing Strategy and Policies ,Establishing Price, Developing an Effective
Integrated Marketing Communications Mix: Retail Promotional Mix – Advertising, sales promotions – contests, coupons, etc., personal selling, publicity, public relations, point of purchase. Types of media used by retailers, advantages, disadvantages, Store Layout and Design: Store image and atmospherics, Store layout and design, layout patterns – grid, free flow, loop, boutique. Experiential merchandising, solutions selling Space management – sales per square foot, GMROI, planogram footfalls / computerized methods & non computerized methods, visual / display methods, Retail security: Causes of shrinkage, The scale of retail crime, Types of retail crime, Dealing with crime – India, Retail loss prevention, Managing People, Emerging trends in retail: The internationalization of retailing, Electronic commerce and retailing, Green Retailing

References:

3. Jan Zimmerman, *Social Media Marketing All-in-One for Dummies*
FOURTH SEMESTER

MBAEP7204: Human Values and Business Ethics

Objective: To sensitize students regarding the importance of human values and ethics in business.

Unit I


Unit II


Unit III

Indian value system and values, Indian ethos in management, creating ethical corporate structures, ethical leadership, law and ethics, work ethics: nature and scope, ethical issues at workplace, cross cultural ethics, ethical dilemmas.

Unit IV

Ethics in business disciplines: HRM (downsizing, balance of power, compensation, conflicts), marketing (commodity culture, pricing, advertising), finance and accounting (stock market, financial reporting, insider trading), technology (privacy at workplace, genetically modified foods).

References:


MBAEP 7205: MAJOR PROJECT

Objective The objective of this course is to train students to formulate a business problem, and undertake rigorous research using different tools learnt by them during the management program. Students are expected to use various econometric techniques, statistical software, and the qualitative and quantitative research methodology techniques taught to them.
Each student would be allocated to a UBS faculty who would guide and supervise the major project.

The major project would commence in third semester, and continue in the fourth semester. However, marks awarded would be included in the marks sheet of fourth semester.

**MBAEP 7206: ENTREPRENEURSHIP BUSINESS PLAN**

**Objective:** Students would be required to prepare a detailed Business Plan for an Entrepreneurial Venture/Start Up under the Supervision of UBS Faculty.

Students should apply the concepts taught in the course by identifying an idea (of their own) and developing a business plan (including the key deliverables, e.g., customer needs, concept description, financials, and so forth) and presenting it in front of a panel of academics and practitioners, along with a written report.

**MBAEP7211: MANAGING STRATEGIC IMPLEMENTATION AND BUSINESS TRANSFORMATION**

**Objective** The objective of this course is to expose students to the sweeping changes in the nature of work, changes occurring in business organizations as well as changes in relations among institutions that interact with work, particularly labour market, community and family-centered groups and organizations, as well as government.

**UNIT I**

Managing the changing workforce and changing nature of work: work in historical context, moral foundations of work, relation of work to personal/family life, models of employment relations, workforce expectations, sustainable business: tradeoff between environmental and business objectives, corporate citizenship roadmap, business principles, transparency engagement, accountability, triple bottom line assessment, sustainable strategies, performance and indicators.

**UNIT II**

Managing labor-management strategic partnerships: dynamics of strategic partnerships-cross-firm partnership, cross-institution partnership, labour-management partnership; principles of partnership, tensions underlying the principles of partnership, historical Indian
labour relations, implications for work-family integration: strategy towards integrating work and family life, holistic approach to work, changes in the workforce and related problems, role of employers, unions, professional associations, and government, best practices in India.

UNIT III

Knowledge work and knowledge management: role of knowledge in the economy and firms, types of knowledge critical to success, role of information technology in knowledge management, organizational strategies for using, capturing and sharing knowledge, role of knowledge manager, implementing technical and social systems change: awareness of shifts in social and technical systems over time, understanding of the interdependency between social and technical systems, identification of potential guiding principles for designing, implementing, and sustaining change in social and technical aspects of new work systems.

UNIT IV

Leadership skills for the 21st century: core leadership capabilities, modes of learning about leadership, leading edge research and practice on leadership, transforming regional, national, and international institutions: placing public service in historical perspective, new roles for government agencies, challenges in managing change in government organizations, strategies for making public service an attractive career option, role of customers as partners in transforming government organizations.

References


MBAEP7212: MANAGING TEAMS

Objective: In this course effort shall be to make individuals effective team members and also how they can build effective teams in their respective organizations.
UNIT I
Definition of teams, types and value of teams, characteristics of effective teams, areas in which team fails, reasons for their failure.

UNIT II
Formal team diagnostic meeting, formal team building meeting, process consultation interactions.

UNIT III
Techniques and exercises used for building effective teams ï role analysis technique, role negotiation technique, interdependency exercise, responsibility charting, force field analysis.

UNIT IV
Inter group team building interventions as given as Blake, mouton and Shepard, organization mirroring interventions, third party peacemaking interventions, partnering case studies in team building.

References
1. Aravindan, P., Team Engineering and World Class Management, Wheeler publishing.
3. Cummings, T. and Worley, C., Organizational Development and Change, Thomson Learning (South Western).
7. Schein, E., Organization Psychology, Prentice Hall.
MBAEP7213: MANAGING GLOBAL ENTERPRISE

Objective: The objective of this course is to acquaint the students with the concept of multinational enterprise and also the environment affecting the working of MNEs.

UNIT I

Definition of multinational enterprise, nature of multinational enterprise, reasons for going global; role of MNEs in world economy, EPRG model, the environment of international business — geopolitical, economic, cultural, social, legal, PEST analysis.

UNIT II

Regulation of international business — home country, host country and MNEs response to regulation, technology transfer — methods and debate on technology transfer, social responsibility and MNEs, organisation structure of MNEs.

UNIT III

International financial management — concept, tax considerations, tax havens, international marketing management — concepts, transfer pricing, corporate governance — international perspective.

UNIT IV

International human resource management — staffing of MNEs; international supply chain management — concept, distribution channels.

References

4. Mellahi, K., Frynas, J. George and Finlay Paul, Oxford University Press
MBAEP7214: ORGANISATION STRUCTURE AND DESIGN

Objective: Understanding organisations is essential to becoming more effective analysts, managers, and leaders. This course aims to develop an understanding among management students of the ways to promote organisational effectiveness through internal structures and processes.

UNIT I

Introduction to organisations: definition, types, importance of organisations, organisation theories: an overview, the evolution of organisation theory and design, perspectives on organisations.

UNIT II

Organisational design: organisational purpose, structural and contextual dimensions, performance and effectiveness outcomes, approaches to organisational effectiveness, integrated effectiveness model, role of strategic direction in organisational design, efficient versus learning organisation.

UNIT III

Open system design elements: the external environment, inter-organisational relationships, designing organisations for the international environment, internal design elements: manufacturing and service technologies, information technology and control, organisation size, lifecycle and decline.

UNIT IV

Managing dynamic processes: managing the environment, organisational culture and ethical values, innovation and change, decision making processes, conflict, power, and politics.

References

MBAEP7221: STRATEGIC COST MANAGEMENT

Objective: To understand how to use different techniques of cost management with a strategic perspective.

UNIT I
Strategy and cost management, moving from traditional to modern manufacturing environments, contemporary cost management techniques, nature of cost - traditional and contemporary cost classification, cost measurement systems - traditional and contemporary approaches, manufacturing overhead allocation - traditional and activity-based.

UNIT II
Implementing strategy - strategic positioning, value chain, balanced scorecard and strategy map. Customer Profitability Analysis. Profit variance analysis.

UNIT III
Activity-Based Costing: steps in designing an Activity-Based Costing (ABC) system, benefits and comparison of volume-based and ABC, Activity-Based Management (ABM), Multistage Activity-Based Costing, Resource Consumption Accounting (RCA), Time-Driven Activity-Based Costing (TDABC).

UNIT IV
Strategic role of non-financial performance indicators, management and control of quality - framework, financial measures, non-financial indicators; lean accounting, cost management through life cycle analysis and target costing.

References
MBAEP7222: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.

UNIT I

Foundations of international financial management: globalization and multinational firm; the importance, rewards and risk of international finance; goals for international financial management; exposure to international risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.

UNIT II

International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.

UNIT III

Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis.

UNIT IV

Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management; exports and imports; international tax environment; corporate governance around the world.

References

MBAEP7223: BEHAVIORAL FINANCE

Objective: The purpose of this course is to introduce the student to the new field of behavioral finance. The field treats how psychological factors affect the decision-making of individual investors and how these factors in turn affect the financial markets. It questions the common assumption of efficient markets within the traditional neoclassical economic theory.

UNIT I

Conventional finance, prospect theory and market efficiency: traditional versus behavioral finance, neoclassical economics, expected utility theory, risk attitude, Allais paradox, asset pricing, the pricing of risk, market efficiency, agency theory, prospect theory and extensions, framing, and mental accounting, challenges to market efficiency, some key anomalies, noise-trading and limits to arbitrage.

UNIT II

Behavioral science foundations and investor behavior: heuristics and biases, overconfidence, emotional foundations, implications of heuristics and biases for financial decision-making, implications of overconfidence for financial decision-making, individual investors and the forces of emotions.

UNIT III

Social forces and market outcomes: social interactions and investments, empirical evidences of social forces at work, behavioral explanations to market anomalies, behavioral factors and stock market puzzles- the equity premium puzzle, real-world bubbles, experimental bubbles market, behavioral finance and market valuations, excessive volatility.

UNIT IV

Behavioral corporate finance and money management: managerial decision-making, financial decisions, capital budgeting and other investment decisions, dividend policy decisions,
loyalty, agency conflicts and corporate governance, initial public offers, mergers and acquisitions, neurofinance and the traders' brain.

References:

2. Forbes, W., Behavioral Finance, John Wiley & Sons Ltd.

MBAEP7224: CORPORATE GOVERNANCE

Objective: The objective of this course is to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in industrialized and developing countries.

UNIT I

Introduction to the corporation and corporate governance: the nature, significance, formation and historical development of the corporation, significant characteristics of the corporation (legal personality, indefinite life, joint-stock, aggregation of risk capital, limited liability, transferability of shares), the corporation as distinguished from other business entities (sole proprietorship, partnership, limited partnership), introduction to agency concepts (board and managers/stockholders, majority and minority stockholders) and to 'agency problem' meanings and significance of corporate governance.
UNIT II

The internal and external institutions of corporate governance: the purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state), the concept of corporate social responsibility, the internal institutions of corporate governance (directors, managers, and shareholders), choices within legal constraints, e.g., anti-takeover defenses; mitigation and indemnification

UNIT III

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), outside forces (regulators, government enforcement), legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press).

UNIT IV

The significance of insolvency regimes: corporate governance and foreign investment, corporate governance and privatization, insolvency regimes and their effect on corporate governance.

References

MBAEP7231: KNOWLEDGE MANAGEMENT

Objective: The subject aims at practical applications of KM tools and technologies explaining the basic knowledge representation, problem solving in industry.

UNIT-I

Introduction: definition, evolution, need, drivers, scope, approaches in organizations, strategies in organizations, components and functions, understanding knowledge; Learning organization: five components of learning organization, knowledge sources, and documentation.

UNIT II

Essentials Of Knowledge Management, knowledge creation process, knowledge management techniques, Knowledge creation process, systems and tools, organizational knowledge management architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization.

UNIT III

Knowledge management system life cycle, managing knowledge workers - knowledge audit, and knowledge management practices in organizations, few case studies.

UNIT IV

Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

References

1. Awad, E.M. and Ghazri, M., Knowledge Management, Pearson Education.
6. Warier, S., Knowledge Management, Vikas publications
MBAEP7232: MANAGEMENT OF TECHNOLOGY

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business.

UNIT I
Management of technology: various aspects and issues, strategic considerations, technological change and innovation, impact of technological change on employment and productivity, social consequences.

UNIT II
Technology forecasting, technology development, technology acquisition and transfer. Technology absorption and diffusion, evaluation/assessment of competing technologies, foreign diffusion, collaboration and strategic technological alliances.

UNIT III
Law regarding protection of trade intellectual property rights, patents, trademarks, TRIPS and W.T.O. - its impact on Indian economy.

UNIT IV
Technological environment in India - technology policy, role of various government organisations such as DST, CSIR in development and dissemination of technology, technology development at organisation level, role of information system, quality systems and market feedback.

References
1. Fredrick Betz, Managing Technology, Prentice Hall.
4. UN-ESCAP: Technology for Development, ESCAP Secretariat.
MBAEP7233: BUSINESS INTELLIGENCE

Objective: To develop a critical awareness of the range of tools being marketed under the label "Decision Support" or more generally "Business Intelligence (BI)" and consequently provide an understanding of the key algorithms and techniques which are embodied in business intelligence products.

UNIT I

Introduction to BI, the need for business intelligence, business intelligence terminology and key concepts, deduction, induction, machine learning and neural networks.

UNIT II

Business intelligence techniques, data warehousing, data mining and techniques, OLAP, business intelligence system & software.

UNIT III

SAS programming, logistic regression, exercises on LR, decision trees (DT) (enterprise miner), exercise on DT, time series forecasting (TSFS), exercise on TSFS.

UNIT IV

Artificial neural networks (ANN), exercise on ANN, association rules, exercise on association rules, real life application of BI.

References

3. Biere M., Business Intelligence for the Enterprise, Prentice Hall.
6. Moss L. T. and ShakuAtre, Business Intelligence Roadmap, Addison-Wesley.
MBAEP7234: TOTAL QUALITY MANAGEMENT

Objective: The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

UNIT I

Introduction to TQM: history, aims, objectives, benefits, gurus and their principles, TQM. reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques: brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagrams, total quality control, quality assurance: practices and techniques, TQM and management: new management challenges, trends and contribution of TQM.

UNIT II

Customer focus: defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction, continuous improvement process: what is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM’s control and improvement process, designing for quality: opportunities for improvement in product design, early warning, concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance, workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, benchmarking: defining, importance and benefits, types, basic steps, pitfalls, JIT: definitions, benefits, JIT cause and effects, JIT implementation in manufacturing.

UNIT III

TQM for Marketing Function: quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change management, technology and product quality, quality of after sales services: quality measurement in customer service, organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture, technology and culture, motivation quality linked productivity.
UNIT IV


References


MBAEP7241: MARKETING OF SERVICES

**Objective:** To provide complete exposure to all aspects of service design, standards, delivering and performing service.

**UNIT I**

Introduction to services: concepts of services marketing triangle, service marketing mix, GAP models of service quality, consumer behavior in services, zone of tolerance, factors that influence customer perception of service, service encounters, customer satisfaction, service quality.

**UNIT II**

Understanding customer expectation through market research: types of service research, building customer relationship through retention strategies, market segmentation, 3 levels of retention strategies, customer defined service standards, service quality as profit strategy, role of service quality in offensive and defensive marketing service design and positioning, new service development- types, stages, service blue printing-using and reading blue print, service positioning- positioning on the five dimensions of service quality, positing on service evidence.
UNIT III

Employee role in service designing, importance of service employee, emotional labour, source of conflicts, strategies for closing GAP3 customer role in service delivery, strategies for enhancing, customer participation, delivery through intermediaries, managing demand and capacity, lack of inventory capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies.

UNIT IV

Role of marketing communication: key reasons for GAP-4 involving communication, role of price and value in provider GAP-4, role of non-monetary cost, price as an indicator of service quality, physical evidence in services: types of service Scapes, role of service GAPs, framework for understanding service GAPs and its effect on behaviour, marketing of services in selected industries: banking, insurance, tourism, transportation, educational services, advertising and real estate.

References

MBAEP7242: WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE

Objective: The course aims at providing and understanding of foreign exchange, export financing, Export ï Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.

UNIT I
Documents for starting up a new export venture, aligned documentation system: meaning, rationale, various documents, EDI initiative, methods of payment: advance payment, open account, consignment sales, Documents against acceptance (D/A), documents against payment (D/P), letter of credit, pre shipment credit: meaning, procedure, rates, documents needed, post shipment credit: meaning, procedure, types and documents needed.

UNIT II
Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, bank guarantees and special schemes, role of ECGC, theories and practice of foreign exchange rate determination, floating and fixed exchange rates, exchange control regulations and procedures in India, FEMA.

UNIT III
Processing of an export order: stages in implementing export transaction, procedures and documents related to quality control ï ISO 9000, ISO 14000, marine insurance: types of marine insurance, marine losses, procedure and documents needed for claim.

UNIT IV
Customs and port clearance, import procedures and documents, Incoterms 2000.

References

1. Handbook of procedures Volume I & II.
MBAEP7243: CUSTOMER RELATIONSHIP MANAGEMENT AND SALES MANAGEMENT

Objective: The course aims to develop in the students an understanding of the concepts, importance, benefits and principles of customer relationship management within the context of marketing strategy. It also aims to familiarize the students with the fundamentals of sales management so as to enable the students to effectively manage a sales force.

UNIT I
Introduction to CRM: definition, components, scope, evolution, importance and transformation of customers, touch point analysis, customer value, customer relationship styles, types of customers and customer value, customer lifetime value, customer value and customer satisfaction as precursors to CRM, value co-creation, customer value management, analysing profitability of customers: value chain analysis, customer defection, closed loop marketing, customer retention: importance, stages, measurement of customer expectations: managing and delivering, consumer research, CRM measurement, e-CRM: basic concepts, importance, benefits, steps and success factors in e-CRM, merging CRM and the internet, and barriers to internet adoption.

UNIT II
Developing and deploying CRM strategy: CRM program life-cycle, building blocks of CRM, components of CRM infrastructure: information, process, technology and people and their integration, technology for customer relationship, delivering the customer offer, issues in customer privacy, CRM measurement, Analysis of CRM strategies and approaches practised by successful business houses in India and abroad, emerging trends in CRM.

UNIT III
Introduction to sales management: nature, scope & its evolution, relationship between selling & marketing, selling strategies, selling & buying styles, selling skills, sales in the era of CRM, sales related marketing policies: product, distribution, pricing & personal selling policies, negotiation strategies.

UNIT IV
Sales organization: types of sales structure, management of sales territory, sales quotas, sales budget, sales control & cost analysis, organizing & staffing sales force: selection &
recruitment of sales force, sales training, motivation & compensation, strategic role of information in sales management, ethical & legal issues in sales, evaluating of sales force performance.

References

**MBAEP7244: APPLICATION OF ACCOUNTING AND FINANCE IN MARKETING**

**Objective**: To understand the role of accounting and finance techniques in select areas of decision making in marketing.

**UNIT I**
Accounting and marketing interface, financial dimensions of marketing planning, budgeting for marketing; strategic planning; accounting for product: financial aspects of product line, financial aspects of product life cycle, life cycle costing, product portfolio analysis, accounting for price: pricing methods and strategies, CVP analysis, risk-averse pricing strategies, setting price in an overseas market.

**UNIT II**
Accounting for promotion: push strategy and pull strategy, role of accounting in push strategy, formulation of sales force budget, controlling performance of human resources, sales related variance analysis, role of accounting in pull strategy, formulating advertising budget, controlling financial outlays and evaluating effectiveness of advertising.
UNIT III

Accounting for place; accounting techniques for distribution cost analysis and control, cost issues in supply chain management, customer profitability, customer lifetime value and customer equity, determining indirect value of a customer, strategic variance analysis.

UNIT IV

Performance measurement and evaluation, impact of financial structure on performance, use of ratios for prediction of business failure, role of discount rate in capital projects, measurement of risk, key performance indicators of marketing performance and balanced scorecard.

References: