

HARCOURT BUTLER TECHNICAL UNIVERSITY KANPUR, INDIA

MBA PROGRAMME

STUDY AND EVALUATION SCHEME

with

SYLLABUS



Department of Humanities

School of Humanities and Social Sciences

HARCOURT BUTLER TECHNICAL UNIVERISTY, KANPUR, INDIA

MBA PROGRAMME

STUDY AND EVALUATION SCHEME

Semester: I

Course Code	Subject	Periods			Evaluation Scheme						Credit
					MSE				ESE	Subject Total	
		L	T	P	CT	TA*	Lab	Total			
MBA 401	Principles of Management	3	0	0	30	20	-	50	50	100	3
MBA 403	Quantitative Analysis	2	1	0	30	20	-	50	50	100	3
MBA 405	Management Accounting	2	1	0	30	20	-	50	50	100	3
MBA 407	Computer Applications in Management	2	0	2	15	20	15	50	50	100	3
MBA 409	Business Environment	3	0	0	30	20	-	50	50	100	3
MBA 411	Business Ethics	3	0	0	30	20	-	50	50	100	3
MBA 413	Organizational Behavior	3	0	0	30	20	-	50	50	100	3
MBA 415	Business Communication	2	0	2	15	20	15	50	50	100	3

*TA = TAQ+AT (10 marks each)

Semester: II

Course Code	Subject	Periods			Evaluation Scheme						Credit
					MSE				ESE	Subject Total	
		L	T	P	CT	TA*	Lab	Total			
MBA 402	Financial Management	3	0	0	30	20	-	50	50	100	3
MBA 404	Marketing Management	3	0	0	30	20	-	50	50	100	3
MBA 406	Data and Information Systems	2	0	2	15	20	15	50	50	100	3
MBA 408	Research Methodology	2	1	0	30	20	-	50	50	100	3
MBA 410	Managerial Economics	3	0	0	30	20	-	50	50	100	3
MBA 412	Human Resource Management	3	0	0	30	20	-	50	50	100	3
MBA 414	Production & Operation Management	3	0	0	30	20	-	50	50	100	3
MBA 416	Legal Management	3	0	0	30	20	-	50	50	100	3

*TA = TAQ+AT (10 marks each)

Semester: III

Course Code	Subject	Periods			Evaluation Scheme					Credit
					MSE			ESE	Subject Total	
		L	T	P	CT	TA	Total			
MBA 501	Strategic Management	3	0	0	30	20	50	50	100	3
MBA 503	International Environment & Management	3	0	0	30	20	50	50	100	3
MBA 505	Organizational Effectiveness & Change	3	0	0	30	20	50	50	100	3
MBA 5XX	Elective I*	3	0	0	30	20	50	50	100	3
MBA 5XX	Elective II*	3	0	0	30	20	50	50	100	3
MBA 5XX	Elective III*	3	0	0	30	20	50	50	100	3
MBA 5XX	Elective IV*	3	0	0	30	20	50	50	100	3
MBA 591	Capstone/Industrial Project#	-	-	10	50			50	100	5

Note: * Each student shall take one specialization out of 05 specialized courses offered. The four elective courses must be from one and same specialization in IIIrd and IVth semester respectively.
Project evaluation shall be done internally (50) as well as externally (50 marks) through open presentation and viva method.

Semester: IV

Course Code	Subject	Periods			Evaluation Scheme					Credit
					MSE			ESE	Subject Total	
		L	T	P	CT	TA	Total			
MBA 502	Corporate Governance	3	0	0	30	20	50	50	100	3
MBA 504	Entrepreneurship	3	0	0	30	20	50	50	100	3
MBA 506	International Business	3	0	0	30	20	50	50	100	3
MBA 5XX	Elective I*	3	0	0	30	20	50	50	100	3
MBA 5XX	Elective II*	3	0	0	30	20	50	50	100	3
MBA 5XX	Elective III*	3	0	0	30	20	50	50	100	3
MBA 5XX	Elective IV*	3	0	0	30	20	50	50	100	3
MBA 592	Research Project#	0	0	10	50			50	100	5

Note: * Each student shall take one specialization out of 05 specialization offered. The four elective courses must be from one and same specialization in IIIrd and IVth semester respectively.
Project evaluation shall be done internally (50) as well as externally (50 marks) through open presentation and viva method.

IMPORTANT: The board of studies also agreed to accept the credits of the courses completed in online (NPTEL/ SWAYAM etc.) of final Semester for the purpose of academic credits if available on similar title and credits..

MBA: List of Specialized and Elective Courses offered in 2nd Year

A) Marketing (MBA 52X) L T P : 3 0 0	
IIIrd Semester	IVth Semester
MBA 521: Consumer Behavior	MBA 522: Retail Management
MBA 523: Advertising Management	MBA 524: International Marketing
MBA 525: Sales & Distribution Management	MBA 526: Marketing Analytics
MBA 527: Marketing Research	MBA 528: Applied Strategic Marketing
B) Human Resource (MBA 53X) L T P : 3 0 0	
IIIrd Semester	IVth Semester
MBA 531: Team Building	MBA 532: Performance Appraisal & Management
MBA 533: Negotiation & Counseling	MBA 534: Human Resource Accounting and Audit
MBA 535: Industrial Relations & Labour Laws	MBA 536: International HRM
MBA 537: Human Resource Development	MBA 538: Compensation Management
C) Finance (MBA 54X) L T P : 3 0 0	
IIIrd Semester	IVth Semester
MBA 541: Investment Management	MBA 542: International Finance
MBA 543 Financial Statement Analysis	MBA 544: Commercial Banking & Financial Services
MBA 545: Derivatives and Risk Management	MBA 546: Security Analysis
MBA 547: Portfolio Management	MBA 548: Project Finance
D) Systems (MBA 55X) L T P : 2 0 2	
IIIrd Semester	IVth Semester
MBA 551: Data Base Management Systems	MBA 552: Enterprise Resource Planning
MBA 553: Information Security & Cyber laws	MBA 554: AI and Machine Learning
MBA 555: Software Project Management	MBA 556: Data Warehousing and Mining
MBA 557: E- Commerce	MBA 558: Data Sciences
E) Operations (MBA 56X) L T P : 3 0 0	
IIIrd Semester	IVth Semester
MBA 561: Total Quality Management	MBA 562: Operational Strategy
MBA 563: Logistics & Supply Chain Management	MBA 564: Manufacturing Planning & Control
MBA 565: Service Operations Management	MBA 566: Inventory Management
MBA 567: Project Management	MBA 568: Process Management

IMPORTANT: The board of studies also agreed to accept the credits of the courses completed in online (NPTEL/ SWAYAM etc.) of final Semester for the purpose of academic credits if available on similar title and credits.

MBA

FIRST YEAR SYLLABUS

Unit I: Basic Concepts of Management

Management: Concept, Nature & Importance; Managerial Roles & Skills; Levels & Principles of Management; Management Process; Theories, Management practices, Evolution of Management Thought, Managerial skills and Managerial Functions,

Case Study 101.1

Assignment 101.1

Unit II: Planning

Nature, Scope, Objectives and Significance of Planning; Types of Planning; Process of Planning; Barriers, Planning Premises and Forecasting; Types of plans

Decision-making- types, process, components, techniques and styles of Decision Making,

Case Study 101.2

Assignment 101.2

UNIT III: Organizing

Concept of Organizing; Organization Process; Determinants, dimensions of Organisation Structure, Organisational plans; Formal & Informal Organizations; Departmentation, Centralization & Decentralization, Span of Management; Authority, Responsibility and Accountability; Power; Delegation.

Case Study 101.3

Assignment 101.3

UNIT IV: Directing

Concept, Nature, Scope, Principles of Direction, Leadership approaches & Theories, Motivation Theories & concept; Communication; Staffing

Case study 101.4

Assignment 101.4

UNIT V: Controlling & Coordination

Control: Nature, Process, Types & Techniques of control; Co-ordination: Concept, Types & Techniques of coordination, Principles of coordination

Case Study 1.5

Assignment 1.5

Suggested Readings

1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India,
2. Charles W L Hill, Steven L McShane, 'Principles of Management', Mcgraw Hill Education, Special Indian Edition.
3. P. Subba Rao, Principles of Management, Himalaya Publishing
4. Koontz & O'Donnell, Essentials of Management, Tata McGraw Hill

Course Outcomes:

1. To develop basic understanding and concepts of management.
2. To learn the process of planning and decision making.
3. To create understanding of organization concepts.
4. To help develop leadership & managerial skills in the students
5. To familiarize students with the different aspects of control.

Unit I Descriptive Statistics

Meaning, Scope, types, functions and limitations of statistics, Measures of Central tendency, Measures of Dispersion, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

Case Study 103.1

Assignment 103.1

Unit II Time Series

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business Decision-making.

Case Study 103.2

Assignment 103.2

Unit III Correlation & Regression Analysis

Correlation Analysis: Types, Properties & Method: Rank Method & Karl Pearson's Coefficient of Correlation, Simple Regression Analysis: Introduction to regression analysis, regression lines, Coefficient of Determination & Estimation

Case Study 103.3

Assignment 103.3

Unit IV Probability Theory & Distribution

Probability: Theory of Probability, Bayes' Theorem; Probability: Concept and application of Binomial; Poisson and Normal distributions.

Case Study 103.4

Assignment 103.4

Unit V Hypothesis & Data Analysis

Hypothesis Testing: Analysis of data (t, F, Z Test and Chi Square Test) Concept of Business Analytics-Meaning types and application

Case Study 103.5

Assignment 103.5

Suggested Readings:

1. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill.
2. Levin and Rubin – Statistics for Management, 7th ed., Pearson
3. S. C. Gupta – Fundamentals of Statistics, Himalaya Publishing
4. R.S Bhardwaj, R.S. Business Statistics, Excel Books, 2000
5. Arulmozhi ,G. and Muthulakshmi ,S(2009),Statistics for Management, The McGraw-Hill Education,

Course Outcomes:

1. To disseminate knowledge in various quantitative tools and techniques & understand basic concepts of statistics.
2. To understand time series analysis & its applications in business
3. To develop understanding of correlation & regression analysis.
4. To help evaluate basic concepts of probability
5. To apply hypothesis testing and their implication in business analytics and managerial decision making.

Unit I: Introduction to Accounting

Basic Concepts, Purpose, Importance, Scope and Limitations of Financial Accounting, Management Accounting and Cost Accounting; Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS), International Financial Reporting Standards (IFRS) –need and significance, Basic Accounting Concepts; Accounting Mechanics

Case Study 105.1

Assignment 105.1

Unit II: Financial Statements Preparation and Analysis

Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Trend Analysis

Case Study 105.2

Assignment 105.2

Unit III: Preparation of Cash Flow Statement,

Direct Method-Cash Flow from Operating, Investing and Financing Activities; Indirect Method of Preparing Cash Flow Statement-Reconciliation of Net Income to Net Cash Provided by Operations,

Case Study 105.3

Assignment 105.3

Unit IV: Costing Technique

Introduction to Costs & classification, Absorption and marginal costing, use of costing techniques in managerial decision making, Cost-Volume-Profit Analysis

Case Study 105.4

Assignment 105.4

Unit V: Accounting for Planning and Control

Nature, scope, importance of Budgets, Various Types of Budgets, Preparation of Cash, Sales and Flexible Budget, Controlling through Budgets, Variance Analysis

Case Study 105.5

Assignment 105.5

Suggested Reading:

1. Management Accounting –Charles Horngren
2. Management Accounting- Khan and Jain, Tata Mc. Graw Hills
3. Management Accounting- Ananthanayanan, P.S. Oxford Publication
4. Dr. D.C. Sharma & K.G. Gupta: Management accounting.
5. Accounting for Management: S.K, Bhattacharya and John Dearden

Course Outcomes:

1. To integrate the fundamental concepts, principles and techniques of accounting.
2. To develop the understanding of preparation and presentation of financial statements.
3. To apply knowledge of various financial tools to view the financial position of company.
4. To ascertain the correct analysis of cost per unit by different elements of cost.
5. To plan & control the procedure of financial aspect of accounting.

Unit I: Basic Applications of Computer

Computer and alternate machines, Hardware and software, operating systems, Assembler, Compiler and Interpreter, Data processing, Storage application,

Case Study 107.1

Assignment 107.1

Unit II: Data and Information System

Data and information, Data and big data, Physical storage, Cloud storage, Cloud application, Scanning, Storage and sharing, Quick Note Applications, Email & its applications

Case Study 107.2

Assignment 107.2

Unit III: Software for Businesses

Open source software, professional software, ERP: generalized and customized, Language applications like IMEs, Office software, Internet Browser, Big Data Applications

Case Study 107.3

Assignment 107.3

Unit IV: Online Platforms and Uses

File sharing platform, online meetings platform, and online monitoring system, Privacy and Security Protocols

Case Study 107.4

Assignment 107.4

Unit V: Interactive and Smart Systems

AI application, Machine Learning uses, Surveillance System, CCTV, Integrating Smart devices, Business Process Resources

Case Study 107.5

Assignment 107.5

Suggested Readings:

1. Understanding Computers: Today and Tomorrow by Morley and Parker, Cengage
2. Introduction to Computer science, IITL education solutions, Pearson.
3. Ron: The Compact Guide to Microsoft office: BPB Publication, Delhi, Norton, Peter: Working with IBM-PG, E3P13 Publication, Delhi
4. Introduction to computers by Peter Norton (Tata Mcgraw Hill)
5. Introduction to computers by Leon (Vikas Publishing)
6. Information Technology by Diwakar yadav

Course Outcomes:

1. To know the basic application of computer in businesses
2. To understand data need and storage systems with its application.
3. To identify newer software for businesses.
4. To use various online platforms in businesses
5. To understand tools and methods which makes a system smart and interactive.

UNIT-1 Theoretical Framework of Business Environment:

Business Environment; Concept, Nature and Factors, Element of environment, Techniques of environmental scanning and monitoring, Changing Dimensions of Business Environment

Case Study 109.1

Assignment 109.1

UNIT-2 Economic Environment of Business:

Economic environment, elements & economic systems; Economics reforms & role of government, policies, Economic role of Government; Contemporary Economic Reforms, Role of Industry in Economic policies – industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development

Case Study 109.2

Assignment 109.2

UNIT-3 Political and Legal Environment of Business:

Political environment: Introduction & elements, Government and business factors; dimensions of legal environment: MRTP Act, FEMA and licensing policy; Consumer Protection Act. Industries (Development and Regulation) Act, Companies Act and its amendments.

Case Study 109.3

Assignment 109.3

UNIT-4 Socio-Cultural Environment:

Socio-cultural environment: Introduction, elements, Social institutions and systems; Social values and attitudes; Social groups; Income Disparity and its Socio-Cultural Implications; Divestment new methods Revenue Management, Social Network Analysis.

Case study 109.4

Assignment 109.4

UNIT-5 International and Technological Environment:

Multinational corporations; International Financial Markets; International economic institutions – GATT, WTO, World Bank, IMF and their importance to India; Foreign trade policies; Technological environment ,Technology transfer. Patent laws, Balance of Payment, Regional Economic Integration and emerging issues.

Case Study 109.5

Assignment 109.5

Suggested Readings

1. Indian Economy: Performance & Policies, 8th Ed.- Uma Kapila, Academic Foundation, New Delhi
2. Business Environment- B.N. Ghosh, Oxford University Press
3. International Business- P. Subba Rao, Himalaya Publishing House
4. International Business Environment and Operations- John D. Daniels, Pearson Education, Twelfth edition
5. Business Environment, Cherunilum, Francis Himalaya Publishing House

Course Outcomes

1. To imbibe practical insight of the concepts of business environment.
2. To help understand different aspects and policy of economic environment.
3. To acquaint students with political & legal elements of the business.
4. To facilitate understanding of the socio-culture environment around the business
5. To provide foundation for the understanding of the international bus

Unit I: Introduction

Definition, Ethics, business Ethics, scope of business Ethics, factors affecting Business Ethics, Principles, Ethical Principles in business.

Case Study 111.1

Assignment 111.1

Unit II: Ethical Issues and Dilemmas

Ethical issue in organization, Ethic System: Deontological, Teleological Ethics, Virtue Based Ethics, Professional Ethics, Business Ethics –Cross Country Perspective, Ethical Dilemma, introduction causes of ethical dilemma, levels of ethical dilemma: individual, organizational and societal, Resolving of ethical dilemma

Case Study 111.2

Assignment 111.2

Unit III: Ethical Standard and Programme

Sources of ethical standard, ethics programme, development of ethical programme, code of ethics, Value based organization, Organizational culture, TQM, Human Values, Work life balance

Case Study 111.3

Assignment 111.3

Unit IV: Application of Business Ethics

Ethics in the world of business: marketing, information technology, human resources management, Environmental ethics

Case Study 111.4

Assignment 111.4

Unit V: Corporate Governance

Corporate Governance: Evolution, Principles, Main Drivers, Theories and Models, Moral Corporate Excellence, Global Practices on Corporate Governance in the World and their impact on corporate world.

Case Study 111.5

Assignment 111.5

Suggested Readings:

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009
2. Weiss, Business Ethics concept & cases, 1st edition, 2009, Cengage Learning
- 3 Velasquez, Business Ethics, Concepts & Cases, 6th edition, 2009, PHI
- 4 Murthy, Business Ethics, 2009, Himalaya Publishing House
5. Sharma, J.P., An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New Delhi

Course Outcomes:

1. To understand the role of ethics in business policies, institution and behaviour.
2. To develop skills in identification & analysis of ethical dilemmas at organisation
3. To identify the different sources of ethical programme and its emergence in organization.
4. To acquaint with application of ethics in different aspects of business
5. To ascertain the knowledge of CSR and its impact on businesses.

Unit I: Introduction to OB:

Meaning, Nature, Significance of OB, Changing Context, Challenges and Opportunities for O.B, Models of O.B. Historical Development of O.B., Contributing disciplines to the O.B. field,

Case study 113.1

Assignment 113.1

Unit II: Individual Behaviour:

Values & Culture; Attitudes; Personality: determinants & theories; Perception: factors influencing perception, process; Learning: Concept & theories; Motivation: Process, theories and application, Commitment, Stress management

Case study 113.2

Assignment 113.2

Unit III: Interpersonal Behaviour

Transactional analysis: life positions, self-awareness, structural analysis, PAC Ego states, Psychological games, stroking and implications of transactional analysis

Case study 113.3

Assignment 113.3

Unit IV: Group Dynamics

Group Norms, Group Cohesiveness, Group Shift and Techniques for decision making, Group Conflict, Dysfunctional Groups, Leadership: concept, types & models, Team Building and team development

Case study 113.4

Assignment 113.4

Unit V: Organizational Development

Concept, Scope, practice and process of organizational Development interventions

Organizational culture, Organizational Conflict, Organizational Change, Power, authority and politics

Case study 113.5

Assignment 113.5

Suggested Readings:

1. Robbins, Judge, and Vohra (2013). Organizational Behavior. Prentice Hall Inc.
2. Fred, Luthans Organisational Behavior. UK: McGraw Hill.
3. G, Moorhead & Griffith. (2007). Organizational Behavior. Houghton Muffin Co.
4. Davis, Keith. (1989). OB: Human Behaviour at Work. McGraw Hill Inc.
5. Rao, V.S.P., & Narayana, P. S. Organisation Theory and Behaviour. Konark publications

Course Outcomes:

1. Apply organizational objectives, components and models in Indian context for better results for attaining organizational goals.
2. Demonstrate individual behavioral dimensions, learning theories, perceptual process, values & ethics with motivational techniques in stressed situations.
3. Identify mechanism for conducive survival of individual in an organization with interpersonal understanding.
4. Ascertain group, group behavior, Team & Team building with its key role in organization.
5. Demonstrate organizational structure, organizational change, organizational development for achieving higher productivity and accomplishing goals of organization

Unit I Communication:

Definition, Concepts, Process, Types & Levels, Principles, Barriers, Business Communication, Communication Ethics, Need of effective communication in business

Case Study 115.1

Assignment 115.1

Unit II Communication Skills:

Concept, Interpersonal communication, Cross-cultural Communication, group communication, Verbal and Non Verbal Communication, written and oral, Postures and Gestures Listening Skills: Process, Types, Barriers, Importance, essentials

Case Study 115.2

Assignment 115.2

Unit III Business letters:

Essentials of business letter, Parts, Forms, Types, Preparation of Business letter, Internal Communication: letters to staff, Circulars and Memos, Office note, Representations

Case Study 115.3

Assignment 115.3

Unit IV Mass Communication:

Meetings, Conferences, Presentation skills, Advertisements, Publicity, Press Releases, Media mix, Public relations, Newsletters. Direct Marketing: Report writing, Types, Essentials of a good report,

Case Study 115.4

Assignment 115.4

Unit V Interview:

Types of Interview, Conducting the Interview, job application, Resume preparation, Group discussion, pictorial & professional presentation, e-presentation (Giving Presentation Online) New trends in business communication (netiquette & e-mail writing)

Case Study 115.5

Assignment 115.5

Suggested Readings:

1. Bovée, Courtland L., & Thill, John V., Business Communication Today, Pearson.
2. Bailey, Gerry, & Way, Steve, Communication, Gareth Stevens Pub.
3. Blundel, Richard, & Ippolito, Kate, Effective Organisational Communication: Perspectives, principles and practices, FT Prentice Hall.
4. Business Communication: Skill, Concepts and Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education.
5. Asha Kaul, Business Communication, Prentice Hall of India

Course Outcomes:

1. To understand need of communication in businesses
2. To identify various types of communication used in businesses
3. To learn draft a business letter
4. To get insight into mass communication.
5. To understand interview process and its importance.

Unit – I

Introduction to financial management: Meaning, Nature, and scope, functions, and objectives of financial management, time value of money, organization of finance functions

Case Study 102.1
Assignment 102.1

Unit - II

Capital Budgeting Under conditions of Certainty – Principles and Techniques: ARR, Payback, Net Present Value, Profitability Index, Internal Rate of Return; NPV Vs IRR.

Case Study 102.2
Assignment 102.2

Unit - III

Evaluation of Projects under Conditions of Uncertainty: Methods of incorporating risk – Risk Adjusted Discount Rate, Certainty Equivalent, Sensitivity Analysis, Probabilistic, Decision Tree, Capital Rationing.

Case Study 102.3
Assignment 102.3

Unit - IV

Concept and Measurement of Cost of Capital, Capital Structure Theories, Designing Capital Structure; Leverage – Operating, Financial and Combined. computation of cost of various sources of capital, weighted average of cost of capital. EBIT & EPS Analysis Point of Indifference.

Case Study 102.4
Assignment 102.4

Unit - V

Management of Working Capital: Gross and Net Working Capital, Principles of Working Capital; Dividend Decisions and Theories: Irrelevance of Dividends: Modigliani and Miller (M-M) Hypothesis, Relevance of Dividends: Walter's Model, Gordon's Model, Determinants of Dividend Policy.

Case Study 102.5
Assignment 102.5

Suggested Readings:

1. Khan & Jain: Financial Management, TMH, New Delhi
2. I.M. Pandey: Financial Management, Vikas Publication
3. J. C. Van Horne: Financial Management and Policy, PHI, New Delhi.
4. S. C. Kuchhal: Financial Management, Chaitanya Publishing House.
5. V. K. Bhalla: Financial Management and Policy, Anmol Publications.
6. R. P. Rustagi: Financial Analysis and Financial Management, Sultan Chand & Sons

Course Outcomes:

1. To acquire knowledge regarding the basic concepts and principles of Financial Management
2. To appraise and identify various capital budgeting techniques and decision making.
3. To evaluate the projects and associated uncertainty & risk
4. To develop skills & ability for designing the capital structure in financial decision.
5. To determine an understanding of various dividend models and its applicability.

Unit I:

Marketing: Concepts, Meaning, Scope, Nature, Importance, Recent Trends & Challenges, Marketing mix & elements, Marketing Orientations, applications, functions, Marketing Environment-Micro and Macro Environment, customer value and the value delivery process.

Case Study 104.1

Assignment 104.1

Unit II:

Marketing Plan and Strategy, Market Segmentation, Market Targeting, Positioning, Purpose & its role, Niche Market, Consumer Behaviour and Factors influencing consumer behaviour Branding: Concept & Types, Brand equity, Branding Positioning. Branding Decisions

Case Study 104.2

Assignment 104.2

Unit III:

Product Management-Concept, Levels & Classification, Product life cycle, Product Differentiation, Pricing: Concept & Strategies, Pricing techniques & Decisions, New Product Development, Product Positioning, Product Line and Product Line decisions, Product Mix, Packaging, Labelling

Case Study 104.3

Assignment 104.3

Unit IV:

Place Decision: Meaning, Purpose, Marketing Channels, levels & Design, Channel Conflict. Factors, Channel management decisions, Retailing & Types of Retailers, Promotion Mix- Characteristics, Advertising, Personal Selling, Publicity, Sales Promotion. Direct Marketing.

Case Study 104.4

Assignment 104.4

Unit V:

Marketing Communication Mix, Integrated Marketing Communication, Customer Relationship Management: Meaning, roles, significance Relationship Marketing, Relationship Management Consumer Response, Models, Communication Channels, New Forms of Communication, Marketing Control, Global Marketing: Global P's of Marketing, Green Marketing, Agile Marketing
Recent trends and Innovation in Marketing

Case Study 104.5

Assignment 104.5

Suggested Readings:

1. Kotler, Philip: Marketing Management: PHI, New Delhi
2. Stanton, W J: Fundamentals of Marketing
3. Cunduff & Still: Fundamentals of Marketing
4. Rusenberg, L J: Marketing
5. Pillai R S N, Bhagwati : Modern Marketing Principles & Practices
6. Neelmegham and Namakumari : Marketing Management

Course Outcomes:

1. To understand basic marketing concepts & principles and its practical implications in the business environment.
2. To understand & evaluate different Market Segments and its applications.
3. To understand concepts & strategies involved in the marketing of products and services.
4. To develop insights of basic fundamentals involved in value creation, delivery and promotion.
5. To acquaint students with latest forms of communication as well as strategies for better understanding of current global and emerging aspect of marketing.

Unit I: Introduction to Information Systems

Information system: Need, purpose and objective Concepts, Types of Information Systems, Key Information System Applications in Business, Strategic Role of Information Systems, IS and Business Alignment

Case Study 106.1

Assignment 106.1

Unit II: Organizing Data and Information

Data Management, Data Modeling, Database Management Systems, Database Applications, Data Warehouse, Data Mart, Data Mining, Knowledge Management

Case Study 106.2

Assignment 106.2

Unit III: Building Information Systems

Introduction to System Analysis and Design: Elicitation, Analysis, Documentation, Review and management of user requirement, Feasibility study, Information modelling and specification of requirements, System Development Lifecycle, Alternative Systems Building Approaches- Prototyping, End user computing, Application packages

Case Study 106.3

Assignment 106.3

Unit IV: Telecommunications and Networking

Basic concepts, OSI and TCP/IP models, Network topologies, expert systems, applications of AI, Fuzzy, machine learning and GA in business

Case Study 106.4

Assignment 106.4

Unit V: Advances in Information Systems

IS outsourcing concepts, Latest development in the area of IS outsourcing, Information Systems Security and Control; Ethical and Social Impact of Information Systems.

Case Study 106.5

Assignment 106.5

Suggested Readings:

1. K. C. Laudon and J. P. Laudon, J. P. Management Information Systems: Managing the Digital Firm. ed. xi, Upper Saddle River, NJ: Prentice Hall, 2006.
2. James A O'Brien and George M Marakas, Introduction to Information Systems, ed. xiii, 2007, McGraw-Hill.
3. Ralph M Stair and George W Reynolds, Principles of Information Systems, ed. iii, Thomson Learning.
4. Steven Alter, Information Systems, ed. iii, Pearson Education Asia.

Course Outcomes

1. To understand the importance of Information management.
2. To provide an overview of Management Information Systems fundamentals.
3. To discuss the basics of Telecommunications and Networking.
4. To explain the alternatives for Information System Development.
5. To discuss issues like Ethics, Security, and Outsourcing as they relate to computer based information systems

UNIT I

Research: – Definition, Meaning, Importance, Objectives and classification and Significance of Research, Research Process, Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal. – Formulation of Research Problem Research applications in functional areas of Business, Emerging trends in Business research.

Case Study 108.1

Assignment 108.1

UNIT II

Research Design: Qualitative and Quantitative research approaches, Exploratory Research Design, Descriptive Research Designs- Cross-sectional & Longitudinal, Experimental Design & Causal relationships, Independent & Dependent variables

Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.

Case Study 108.2

Assignment 108.2

UNIT III

Sampling design: Census and Sampling Investigation, Sampling Design process, Probability and Non Probability Sampling Techniques, **Scaling & Measurement Techniques**: Concept & Level of Measurement- Nominal, Ordinal, Interval, Ratio, Questionnaire Design, Sampling, sample frame Sampling errors, Non Sampling errors, & its applications, Sample size determination

Case Study 108.3

Assignment 108.3

UNIT IV

Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data

Data Collection: Primary & Secondary Data; Survey Method of Data Collection, Classification of Observation Method; Fieldwork and Data Preparation

Hypothesis: Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Hypothesis Testing: one tail test and two tail tests, z-test, t-test, F-test and chi square test, ANOVA, Concepts of Multivariate Techniques-Multiple Regression Analysis, Factor Analysis, Cluster Analysis, Discriminant Analysis etc.

Case Study 108.4

Assignment 108.4

UNIT V

Mechanism of Report Writing: Meaning, Types and Research Report layout, Steps in Report Writing, Essentials of a good report, Tabular & Graphical Presentation of Data, Citations, Bibliography and Annexure in Report, Use of Statistical Software to Analysis the Data.

Case Study 108.5

Assignment 108.5

Suggesting Readings:

1. Statistics for Management, Levin & Rubin
2. Business Research Methods, Cooper and Schindler, TMH Publication
3. Business Research Methodology, Srivastava and Rego
4. Marketing Research: An Applied Orientation, by Satyabhushan Dash, Naresh K. Malhotra, Pearson publisher.
5. Business Research Methods: Naval Bajpai, Pearson publisher

Course Outcomes:

1. To understand the fundamentals of research and basic tools & techniques.
2. To analyse and understand the research design and its application in various research project.
3. To acquire adequate knowledge on sampling and its techniques.
4. To acquaint students with various data analysis-and hypothesis testing procedures
5. To demonstrate and apply the concept of statistical analysis and technique of report writing.

Unit I:

Nature and Scope of Managerial Economics Fundamental Economic Concepts – Incremental Principle, Opportunity Cost Principle, Equi-Marginal Principle. Utility and Indifference Curve Analysis, Budget line and Consumer surplus.

Case Study 110.1

Assignment 110.1

Unit II:

Demand Analysis: Individual and Market demand functions; Law of demand, Determinants of demand; Elasticity of demand – Concept, types, importance and applications

Supply Analysis: Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making, Demand-Supply Framework, Price of a Product under demand and supply forces

Case Study 110.2

Assignment 110.2

Unit III:

Production and cost Analysis: concepts & analysis; Production function, Types of production function, Laws of production, economies of scales. Cost concept and analysis: Types, theories; Cost output relationship in the short-run and long-run. Revenue Estimation

Case Study 110.3

Assignment 110.3

Unit IV:

Market Structures and Strategic Behaviour of Firms, Price Determination under different Market Conditions: Characteristics of different market structure; Price determination and firm's equilibrium in short- run and long- run under perfect competition, Monopolistic competition, Oligopoly and Monopoly. Price discrimination and dumping.

Case Study 110.4

Assignment 110.4

Unit V:

National Income Analysis, Inflation: definition, theories, types and measures to control inflation, Business Cycles: definition, phases & theories; Budget.

Case Study 110.5

Assignment 110.5

Suggested Readings:

1. Thomas and Maurice, Managerial Economics, 8th Edition, McGraw-Hill
2. Baumol, William J: Economic Theory and Operational Analysis, Prentice Hall, London.
3. Dean, Joel: Managerial Economics, Prentice Hall, New Delhi.
4. G S Gupta, Managerial Economics, Tata McGrawHill
5. Mithani. D.M: Managerial Economics, Himalaya Publishing House, New Delhi.

Course Outcomes:

1. To acquaint the students with the concepts of micro economics and various economic principles that help to make effective economic decisions under conditions of risk and uncertainty.
2. To evaluate & analyse the concepts of demand & supply and apply them in various changing situations in industry
3. To develop understand about the production concepts and its application in the changing economy.
4. To understand the different market structures and the application of price discrimination in market
5. To able to understand and analyse the different macro environment factors affecting the business decision making.

Unit - I

Contemporary HRM, Evolution of HRM & Trends, HR Models; HRM vs.HRD, Introduction to SHRM, Global Scenario

Case Study 112.1

Assignment 112.1

Unit II

Human Resource Planning: Features, Need, Objectives, Process and Factors Affecting Human Resource Planning, Methods demand forecasting for manpower planning, Meaning of job Analysis, job design , Recruitment & Selection: process, Management Assessment Centres

Case Study 112.2

Assignment 112.2

Unit - III

Employee Orientation- Purpose & Induction, Placement Employee Training & Development: Meaning importance, types and methods: on the job and off the job and Training Process and evaluation of training program, career planning, promotion, transfer, demotion and separation

Case Study 112.3

Assignment 112.3

Unit – IV

Compensation Management & Performance Appraisal: Wage & Salary Administration, Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems and Interview, Succession Planning, Job Evaluation: Meaning and methods of job evaluation, Introduction to compensation management, Components and structure of employee compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends

Case Study 112.4

Assignment 112.4

Unit: V

Introduction to employee relation and industrial relations, Employee Safety / Health and International Human Resource Management: Needs and legal provision of employee health, safety and welfare. Basic principles governing International Human Resource, Quality of Work Life, Quality Circles and TQM.

Case Study 112.5

Assignment 112.5

Suggested Reading:

1. Gary Dessler and Biju Varkkey Human Resource Management, Person Publication, 2013, 14th Edition
2. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
3. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.
4. Wayne F. Casio: Managing Human Resource, McGraw Hill Companies.
5. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.

Course Outcomes:

1. To understand the basic concepts and frameworks of Human Resource Management (HRM) and its role in effective business decision making.
2. To learn function such as recruitment, selection and employee placement and orientation.
3. To analyse different training & development modules and techniques for appraising the performance of employees
4. To describe the role of employee benefits and compensation as a critical component of employee performance, productivity and effectiveness.
5. To demonstrate the knowledge of human resource in different legal aspects and impacts of HR practices at international level

Unit I: Production and operations management, strategy and planning

Meaning, Nature and Scope of Production and Operation Management, Objectives of Operations Management, Duties and Responsibilities of Operations Management, Production Function, Systems approach to Operations Management, Operations management (OM) functions; OM interaction with other functional areas of management; OM decisions; Contributions of OM; Global perspective of OM; Operations strategy; Demand forecasting

Case Study 114.1

Assignment 114.1

Unit II: Project Management & Process Design

Project management fundamentals, New product development; Techniques in new product development; Process design decisions- structure, customer involvement, vertical integration, resource flexibility, capital intensity; Selection of process design; Technology development process.

Case Study 114.2

Assignment 114.2

Unit III: Supply Chain Management, Facility Capacity, Location, and Layout

Introduction to SCM, Capacity Planning, Capacity decisions for service Operations, Location decisions, Location analysis, Product and process layouts.

Case Study 114.3

Assignment 114.3

Unit IV: Inventory Management

Fundamentals of inventory; Inventory costs; Basic EOQ models; Aggregate planning; Materials Requirements Planning; Just-in-Time Manufacturing; Enterprise Resource Planning.

Case Study 114.4

Assignment 114.4

Unit V: Quality and Productivity Management

Quality defined; Dimensions of quality; Quality costs; Statistical quality control (SQC) techniques; Work measurement and Productivity; Business Process Reengineering.

Case Study 114.5

Assignment 114.5

Suggested Readings

1. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
2. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
3. Krajewski, L.J., Ritzman, L.P. and Malhotra, M. K., Operations Management: Processes and Value Chains, ed.viii, First impression, 2007, Pearson Education.
4. Schroeder, R.G., Operations Management- Contemporary Concepts and Cases, 2002, McGraw-Hill.

Course Outcomes

1. Understand the framework of operations systems and management.
2. Develop the ability to design operations systems.
3. Learn to solve decision problems related to operations issues like capacity, plant location and layout, inventory, productivity, quality, and strategy.
4. Understand inventory control system.
5. To learn quality aspect and quality control system.

UNIT- I

Law of Contract: Definition, essentials, Indian Contract Act, 1872 Proposal, Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts, e-contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency

Case Study 116.1

Assignment 116.1

UNIT II

The Negotiable Instruments Act, 1881: Meaning, characteristics, Classification. Promissory Note and bill of exchange and cheque, Difference between Promissory note, bill of exchange and cheque. Miscellaneous provisions, Holder and Holder in due course: Rights and Privileges, Payment, maturity of an instrument, Noting and Protest, Bills in sets.

Case Study 116.2

Assignment 116.2

UNIT III

The Sale of Goods Act, 1930: Introduction, definitions, formalities of contract of sale: Essentials, sale v/s agreement to sell. Hire purchase agreement, auction sale. Conditions and Warranties, Doctrine of Caveat Emptor. Transfer of property in goods - meaning and rules governing the same, transfer of risk, Unpaid Seller and Rights.

Case Study 116.3

Assignment 116.3

UNIT IV

Consumer Protection Act: Definitions, objectives, Complaint, complainant, Consumer, Rights of Consumer, Consumer protection councils, consumer Dispute, Redressal agencies and penalties for violation, restrictive trade practice, unfair trade practice. Competition Act, 2002: Objectives, features, Competition Commission of India. Introduction to Intellectual Property Rights

Case Study 116.4

Assignment 116.4

UNIT V

The Indian Companies Act, 2013, Companies: Definition, characteristics, formation & types. Memorandum of Association, Articles of Association, prospectus and incorporation, Prospectus. Directors & Auditor, meeting and resolutions: types of meetings, winding up of a company, Indian Partnership Act, 1932. Partnership : Meaning and types, Implied Authority of a partner, Position of a minor in partnership, partnership deed and property of firm, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm, Limited Liability Partnership Act, 2008.

Case Study 116.5

Assignment 116.5

Suggested Reading:

1. Kuchhal M C, Corporate Laws, Shri Mahaveer Book Depot, New Delhi.
2. Sharma, J.P., An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., Ne
3. Companies Act and Corporate Laws, Bharat Law House Pvt Ltd, New Delhi
4. Mercantile Law by N.D. Kanpur.

Course Outcomes:

1. To understand the fundamental legal rules regarding contractual agreements pertaining to the business world.
2. To create understanding of legal aspects of the negotiable instruments.
3. To demonstrate and apply the law relating to the sale of goods as a legal advisor in the organisation.
4. To assess and analyse the law relating to the consumer protection and market competition act.
5. To understand the basic framework regarding the Companies Act.

MBA

2nd Year Syllabus

Unit I**Introduction and Basics**

Basic Concepts of Strategic Management; The Role of Strategists in Strategic Management; Strategic Management Process; Hierarchy of Strategic Intent; Business Scanning.

Case Study 501.1

Assignment 501.1

Unit II**Strategy Formulation**

Environmental Scanning, Appraising the Environment; Organizational Appraisal; Internal Analysis and Diagnosis; Corporate Level Strategic Alternatives; Business Level Strategies; Concept of Strategic Decision Making. Subjective Factors in Strategic Choice and Process of Strategic Choice. Routes to Competitive advantage

Case Study 501.2

Assignment 501.2

Unit III**Strategic Implementation**

The Implementation Process; Structural Implementation; Behavioral Aspects of Implementation; Resource allocation, Organization design and change

Case Study 501.3

Assignment 501.3

Unit IV**Strategic Evaluation and Control**

Overview of Strategic evaluation & change, Techniques of operational and strategic control, Managing Strategic Change and Innovation

Case Study 501.4

Assignment 501.4

UNIT 5:**International Business Strategy**

Globalization and Global Strategy, Entry Strategy, Global marketing, operations and Finance Strategies, Global HR and culture, Globalization and future of Global Corporations

Case Study 501.5

Assignment 501.5

Suggested Readings:

1. Jauch, L. R., Gupta R and William F. Glueck: Business Policy and Strategic Management, Frank Bros. & Co. (Publishers) Ltd., New Delhi.
2. Kazmi: Business Policy and Strategic Management, Tata McGraw Hill, New Delhi
3. Ghosh, P. K.: Strategic Planning and Management, Sultan Chand & Sons, New Delhi.
4. McCarthy, DJ, RJ Minichiello and JR Curran: Business Policy and Strategy: Concept and Readings, A. I. T. B. S. Publishers and Distributors, New Delhi.
5. Ansoff, HI: Corporate Strategy, McGraw Hill Book Company, New York.
6. David, F. R. And Forest R. David: Strategic Management: A Competitive Advantage Approach Concepts and Cases, Pearson India Education Services Pvt. Ltd., Chennai

Unit I: Globalization

Country Differences, National Differences in Political Economy, Differences in Culture, Ethics in International Business, types of international business, international business approaches, framework of international business.

Case Study 503.1

Assignment 503.1

Unit II: The Global Trade and Investment Environment

International Trade Theory, Political Economy of International Trade, Foreign Direct Investment, Regional Economic Integration:

Case Study 503.2

Assignment 503.2

Unit III: The Global Monetary System

Foreign Exchange Market, International Monetary System, Global Capital Market

Case Study 503.3

Assignment 503.3

Unit IV: The Strategy and Structure of International Business

Strategy of International Business, Organization of International Business, Entry Strategy and Strategic Alliances

Case Study 503.4

Assignment 503.4

Unit V: International Business Operations

Exporting, Importing, and Countertrade, Global Production, Outsourcing, and Logistics, Global Marketing and R & D, Global Human Resource Management, Accounting in the International Business, Financial Management in the International Business

Case Study 503.5

Assignment 503.5

Suggested Readings:

1. Hill, S. J. *International business: managing globalization* Sage Publication, Inc.
2. Ghemawat, P. *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter* Harvard Business School Press
3. Deresky, H. *International Management: Managing Across Borders and Cultures, Text and Cases, 7/E* Prentice Hall
4. Thompson, A.; Peteraf, M.; Gamble, J.; Strickland III, A. J. *Crafting & Executing Strategy: The Quest for Competitive Advantage* McGraw-Hill/Irwin

Course Objectives

- Explain and analyse the Global Business environment in which an International business firm operates
- Appraise the implications of differing political, economic, social and legal environment on the functioning of a global firm
- Analyse the importance of Trade Blocks and Regional Economic Groups
- Align and reorganise the Global Business strategies in the wake of dynamic shifts in the global trade

UNIT I: Overview

Organizational Effectiveness, concept, Issues and Effectiveness and efficiency, Approaches for measuring effectiveness, Factors affecting organizational effectiveness, Likert model of effectiveness

Case Study 505.1

Assignment 505.1

UNIT II: Organizational Culture:

Organization culture – meaning, concept and dimension, culture vs climate, creating organization culture, factors influencing culture, cross cultural dynamics

Case Study 505.2

Assignment 505.2

UNIT III Conflict management:

Conflict and negotiation: concept, process and different levels of conflict, managing conflict, resolving conflicts and strategies.

Case Study 505.3

Assignment 505.3

UNIT IV Organizational Change

Organizational Change: process, types, different forms of organizational change, forces for change, resistance to change, organizational design and effectiveness.

Case Study 505.4

Assignment 505.4

UNIT V

Stress management:

Concept, Work stress and managing stress , Hans Selves' Adaptation cycle, Sources of stress , coping strategy : individual and organizational.

Case Study 505.5

Assignment 505.5

Suggested readings

1. Robbins, Judge, and Vohra (2013). Organizational Behavior. Prentice Hall Inc.
2. Fred, Luthans Organisational Behavior. UK: McGraw Hill.
3. Organization Design for Excellence by Khandwalla, Tata McGraw Hill, New York
4. Davis, Keith. (1989). OB: Human Behaviour at Work. McGraw Hill Inc.
5. Organizational Development by French and Bell, Prentice Hall, New delhi.

Course Outcome

1. Familiarize students with organizational process for attaining organizational goals.
2. Develop the understanding of various dimension of organization culture.
3. Demonstrate different strategies to deal with organizational conflict.
4. Understand the process of organizational change.
5. Demonstrate techniques to handle organizational stress.

Unit I: Consumer Behaviour — Issues And Concepts

Consumer Behaviour – Defining Consumer Behaviour, Nature and Scope, Application of Consumer Behaviour, Organizational Buying Behaviour, Consumer’s impact on Marketing Strategy, Technology’s impact on Consumers, Application of Consumer Behavior Knowledge in Marketing, Trends in Consumer Behavior.

Case Study 521.1

Assignment 521.1

Unit II: Theories On Buying Behaviour

Perceptions, Consumer Motivation and Involvement, Attitude and Attitude Change, Learning, Personality and Self-concept, Green Consumers application of absolute and differential threshold in consumer behaviour;

Case Study 521.2

Assignment 521.2

Unit III: Models On Consumer Behaviour

Consumer Learning, Behavioral Learning, Observational Learning and Cognitive Learning, Theories of personality and their application in consume behavior; self-concept and consumer research; attitudes and their characteristics; different models of attitudes; measurement of attitudes.

Case Study 521.3

Assignment 521.3

Unit IV: Communication and Decision-Making

Structure and process and communication; audience and source dimensions in consumer communication; medium and source dimensions; consumer decision making views; consumer decision making process.

Case Study 521.4

Assignment 521.4

Unit V: Markets and Consumer Behavior

Meaning, scope and characteristics of organizational markets; industrial markets and its features; types of industrial buying decision process.

Case Study 521.5

Assignment 521.5

Suggested Readings

1. Engel, Blackwell: Consumer Behavior
2. Leon G. Schiffman, Leslie Laser Kanuk: Consumer Behavior
3. David L. Loudon & Albert J. Della Bitta: Consumer Behavior
4. Wayne D. Hoyer; Deborah J. MacInnis and Pinaki Dasgupta: Consumer Behavior
5. Dell Hawkins, Rogers, Kenneth A Coney: Consumer Behavior & Managerial Decision Making.

Course Outcomes:

- a) Understand the nuances of consumer behavior and its importance in formulating marketing strategy
- b) Understand the various theories in the consumer behavior.
- c) Able to understand the various models that impact consumers when making such decisions.
- d) Understand the process of communication and the manner in which it is disseminated.
- e) Have a basic understanding of the market and consumer behavior.

Unit – I: Advertisement

Advertising, its role in the marketing process; Legal, Ethical and Social aspects of advertising; Integrated marketing communications; Branding – Concept, Need and Importance; Role of Branding in Successful Positioning and differentiation; Brand Equity and its Enhancement.

Case study 523.1

Assignment 523.1

Unit – II: Promotion

The promotional mix; segmentation, Targeting and positioning and their role in promotion. Promotional objectives, determination, types and approaches, DAGMAR approach; Problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches.

Case study 523.2

Assignment 523.2

Unit – III: Advertising copy

Advertisement copy; Components and types; Importance of creativity in advertising, creative strategy and process, implementation and evaluation. Advertising Media Alternatives; Media Choice; Media Scheduling; Budgeting for Advertising.

Case study 523.3

Assignment 523.3

Unit – IV: Media

Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; Computers in Media planning; Message Designing;

Case study 523.4

Assignment 523.4

Unit – V: Advertising Effectiveness

Measuring the effectiveness of the promotional program, Advertising Research, Market testing, Testing via internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing)

Case study 523.5

Assignment 523.5

Suggested Readings

1. Wright, Winters and Zeiglas: Advertising Management
2. Dunn and Barban: Advertising-its Role in Modern Marketing
3. Kenneth F Runyend Advertising
4. Chunawala, S. A.: Foundation of Advertising – Theory and Practice, HPH
5. Aaker, David A., Batra, Rajiv, Myers, John G.: Advertising Management, New Age International publishers
6. Mathur, U. C.: Advertising Management, New Age International Publishers
7. Gupta, S. L. and Ratna, V. V.: Advertising and Sales Promotion Management, Sultan Chand and Sons.
8. Kotler, Philip: Marketing Management: PHI, New Delhi

COURSE OUTCOMES:

- To develop basic understanding and concepts of advertising.
- Comprehend the different roles of the various techniques of promotion.
- Understand how advertisements are created for consumers.
- To help develop the strengths and weaknesses of various media channels.
- To create understanding of advertisement effectiveness.

Unit I: The Sales Perspective

Introduction, Role and Importance of Sales Management, Types of Personal Selling, Sales Management Process, Emerging Trends in Sales Management, Selling and Buying Styles, Stages in the Selling Process, The Process & Methods of Prospecting, Pre-Approach & Approach Process, Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up; International Sales Management

Case Study 525.1

Assignment 525.1

Unit II: Planning the Sales Effort

Forecasting Market Demand, The Forecasting Process, Sales Forecasting Methods, Sales Organization, Organizational Design; Sales Territory; Workload Analysis; Sales Quota; Sales Budgets; Estimating Market Potential and Forecasting Sales;

Case Study 525.2

Assignment 525.2

Unit III: Organizing and Directing the Sales Efforts

Hiring and Training Sales Personnel; Sources and Planning for Sales Personnel; Compensating Sales Personnel; Motivating the Sales Force; Leading the Sales Force; Sales Compensation Plan; Sales Audit; Evaluating Sales Force Performance

Case Study 525.3

Assignment 525.3

Unit IV: Distribution Management

Marketing Channels; Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Classification Schemes of Channel Flows, Channel Establishment Plan and Design. Marketing Logistics; Wholesaling, and Retailing; Non-store retailing, electronic channels and Omni-channel

Case Study 525.4

Assignment 525.4

Unit V: Channel Information System

Role and Benefits, Components of Channel Information System, Designing a Channel Information System, Managing Channel Conflict, Conflict Resolution Mechanism, Strategies of Channel Influence; Evaluating Channel Performance.

Case Study 525.5

Assignment 525.5

Suggested Books:

1. Sales Management – Still, Cundiff and Govoni, Pearson Edition
2. Sales Force Management – Johnston & Marshall, Tata McGraw Hill Edition
3. Selling and Sales Management – Jobber & Lancaster, Pearson Edition
4. Management of Sales Force – Stanton & Spiro, Tata McGraw Hill Edition
5. Sales and Distribution Management – Panda & Sahdev, Oxford Edition
6. Sales and Distribution Management – Havaladar, McGraw Hill Edition

Course Outcome:

1. Understand the roles and responsibilities of the Sales management.
2. Manage and enhance the sales force productivity and performance
3. Plan and implement an effective sales strategy for their organizations.
4. to design and implement distribution channel strategy.
5. To understand the efficiency and effectiveness of channel information system.

Unit – I - Introduction and Basic Concepts:

Nature, Scope, Objectives, Importance, Types of Marketing Research; Limitations and Threats to Marketing Research, Marketing Information System, The Research Process; criteria of good marketing research; Status of Marketing Research Industry in India.

Case Study 527.1

Assignment 527.1

Unit – II - Marketing Research Design:

Research design- Pre-test, Post-test, Control group and Solomon four-group design, Causal Research; observation techniques, experiments and test markets. Secondary Data, Collection of Primary Data, Sampling: Process, Design and Sample Size, Interviewing, The Interviewing Technique, Interviewing Errors, Questionnaire Design, Construction, Types of Questions, Limitations.

Case Study 527.2

Assignment 527.2

Unit – III- Data Processing, Analysis & Interpretation:

Editing, Coding, Tabulation, Data Analysis Techniques. Data Analysis and Interpretation, analyzing qualitative data collected through interviews and open-ended questions – salient features of different methods. Non-parametric tests: One Sample tests (Kolmogorov-Smirnov One-Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminant analysis.

Case Study 527.3

Assignment 527.3

Unit – IV- Presentation and Report Writing:

Written Reports, Factors in Organizing a Written Report, Use of Visual Aids / Graphic Devices, Verbal / Oral Reporting, Informal Verbal Reports, Formal Verbal Reports.

Case Study 527.4

Assignment 527.4

Unit -V- Ethical Issues of Marketing

Reporting the Results and Ethical Issues in Marketing Research, Preparing Marketing research reports and presentation: written report, format of the report, common problems in preparing reports, the critical nature of the report, Graphical presentation of reports. Ethical issues related to clients, respondents, sampling, questionnaire design, reporting.

Case Study 527.5

Assignment 527.5

Suggested Readings:

1. Marketing Research – Measurement and Method: Donald S. Tull & Dell I. Hawkins, MacMillan Publishing Co., Inc. New York, Collier MacMillan Publishers, London
2. Marketing Research – Methodological Foundations: Gilbert A. Churchill Jr. & Dawn Iacobucci, South – Western Cengage Learning, India
3. Business Research Methodology, Srivastava and Rego
4. Marketing Research: An Applied Orientation, by Satyabhushan Dash, Naresh K. Malhotra, Pearson publisher.
5. Business Research Methods: Naval Bajpai, Pearson publisher

Course Outcomes:

1. To understand the fundamentals of marketing research.
2. To analyze and understand the research design and its application in various marketing arenas.
3. To acquire adequate knowledge on various parametric and non-parametric test.
4. To acquaint students with techniques of report writing.
5. To understand the ethical issues in marketing.

Unit 1: Introduction to Team

Teams: description, Types of Teams, Team building process ,5 Ps in Teams (purpose, place, power, plan and people), Team Role, Goal Setting, Team Problem Solving, Team vs Group.

Case Study 531.1

Assignment 531.1

Unit 2: Team Norms

Team Effectiveness and strategies, Team Member motivation, Interpersonal Competence, Team Member Roles, Size and Diversity, Team norms, Team Cohesiveness, Cross Cultural Team Building.

Case Study 531.2

Assignment 531.2

Unit 3: Communication in teams

Team Communication and Team Creativity, Team decision making: Delphi Technique; Nominal Group Technique; Brain Storming, Team Values and Team Ethics. Conflict resolution

Case Study 531.3

Assignment 531.3

Unit 4: Team Leadership

Team Support, Team Players, Teams Resource Management, Team member selection, Team Leader, Role of Leaders, Leaders as Facilitators and Mentors.

Case Study 531.4

Assignment 531.4

Unit 5: Effective Team building

Team Building effectiveness, Team management with individuals, Team goal, team success (do's and don'ts)

Case Study 531.5

Assignment 531.5

Suggested Readings:

1. Maginn, M. (2004), Making Teams Work : 24 Lessons for Working Together Successfully, Mc Graw Hill, Delhi.
2. Dyer et al (2013), Team Building: Proven Strategies for Improving Team Performance, Jossey-Bass.
3. Frontiera, J., & Leidl, D. (2012), Team Turnarounds: A Playbook for Transforming Underperforming Teams, Jossey-Bass – A Wiley Imprint, USA.
4. HBR's 10 Must Reads on Teams (2013), Harvard Business Review Press.
5. Barner, R.W. & Barner, C.P. (2012), Building Better Teams: 70 Tools and Techniques for Strengthening Performance Within and Across Teams, John Wiley & sons.

Course Outcomes:

1. To develop an understanding of team
2. To determine team norms and making team effective.
3. To elaborate the team decision making and different means of resolving team conflict
4. To demonstrate team leadership and role of team leader.
5. To learn the management of a team and define its success in organization.

MBA 533 NEGOTIATION & COUNSELLING**L T P C 3 0 0 3****UNIT 1: Introduction to Negotiation**

Negotiation: Nature, features, Strategy and Tactics of Distributive Bargaining, Integrative Negotiation; Strategy and Planning for Negotiation.

Case Study 533.1

Assignment 533.1

UNIT 2: Process of Negotiation

Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation. Best Practices in Negotiation: Practices and framework and structure and BATNA. Role Negotiation

Case Study 533.2

Assignment 533.2

UNIT 3: International context to negotiation

International Negotiation and Cross-Cultural Negotiation: Context and Concept, Cultural Influence on Negotiation. Breakdown of negotiation: causes and consequences.

Case Study 533.3

Assignment 533.3

UNIT 4: Introduction to Counselling

Counselling: Definition, Need, Growth, Factors contributing to the emergence, Approaches to Counselling: Goals of Counselling, Counseling Process and emerging trends, Guidelines for effective counseling

Case Study 533.4

Assignment 533.4

UNIT 5: Counselling Procedures and ethics

The Counselling Environment, Referral procedures, Role of a Counsellor, Action strategies, Counselling Skills, Listening Barriers, Counsellor' Qualities, Core conditions. Counselling: Conflict, Values, Counselling service, Ethical principles in Counseling

Case Study 533.5

Assignment 533.5

Suggested Readings:

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India,
5. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)

Course Outcome

1. To provide knowledge of different concepts and issues of negotiation
2. To analyze the process of negotiation and best practices.
3. To understand key issues of negotiation in international context.
4. To exhibit counselling process and its different approaches.
5. To demonstrate counselling procedures and role of counsellor.

Unit – I: Overview of Industrial Relations Management

Industrial Relation: Concept, Nature, significance, theoretical approaches - Unitarist, Pluralistic, Gandhian, Marxist & Dunlop 's, Requirements and changing dimensions of IR

Case Study 535.1

Assignment 535.1

Unit – II: Trade Union

Trade Union: Introduction, Definition and objective, development and forms of unions, trade Unions Act, 1926: introduction, objective, framework, membership, provisions relating to registration & recognition of unions, rights and liabilities, dissolution, penalties & procedures.

Case Study 535.2

Assignment 535.2

Unit – III: Industrial peace and Quality of Work Life

Workers' Participation in Management (WPM), shop floor, plant Level, board Level, workers' welfare, Collective bargaining concepts & essentials, types and industrial peace.

Case Study 535.3

Assignment 535.3

Unit – IV: Industrial Disputes

Industrial disputes: Meaning, nature, concept, Cases and Consequences, prevention and settlement of industrial disputes. The Industrial Disputes Act 1947, Employee Grievances, Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Code of Discipline.

Case Study 535.4

Assignment 535.4

UNIT – V: Legal Framework of Industrial Relations

Overview in brief of Regulatory, Welfare, Social Security Legislation: The Factory's Act 1948, Trade Union Act, 1926; Industrial Disputes Act, 1947 Legislation: Maternity Benefit Act, 1961; Employees' Compensation Act, 1923; Employee State Insurance Act, 1948. The Contract Labour Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Employees' Provident Fund and Miscellaneous Provisions Act 1952.

Case Study 535.5

Assignment 535.5

Suggested Readings:

1. Mamoria C. B., Dynamics of Industrial Relations, Himalaya Publication
2. Monappa A., Industrial Relations and Labour Laws, McGraw Hill Publication
3. Ghosh P. & Nandan S., Industrial relations and labour Laws, McGraw Hill Publication
4. CS Venkataratnam: Industrial Relations, Oxford University Press, New Delhi
5. PRN Sinha, Indubala Sinha, Seema and P. Shekhar: Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education India.

Course Outcome:

1. To understand the evolution and development of Labor Legislation in India
2. To familiarize the students with various changing dimensions of Trade union.
3. To identify the significance of cordial industrial relation to promote industrial peace.
4. To ascertain the knowledge of handling industrial dispute and employee grievance
5. To acquaint with the provisions of selected labour laws and their relevance in business organizations.

UNIT 1**Introduction to Human Resource Development**

HRD: Concept, Features, Importance, Objectives, Functions, Evolution of HRD in India and; difference between HRD and Human Development; Approaches to HRD, Strategic HR.

Case Study 537.1

Assignment 537.1

UNIT 2**Human Resource Development Mechanism:**

HRD Process, assumptions; HRD instrument: Performance and Potential Appraisal, HRD Sub systems: Training & Development; Competency Mapping, talent management, Career Planning, Succession Planning, Feedback and Performance Coaching, Rewards

Case Study 537.2

Assignment 537.2

UNIT 3**Human Resource Development Strategies:**

Quality Circles, Quality of Work Life, Work life Balance, PCMM, Balanced Score Card, Total Quality Management, Kaizen, Employee Empowerment, Benchmarking, HRD in India

Case Study 537.3

Assignment 537.3

Human Resource Development Issues:

Human Resource Retention Strategies: Monitoring and Counselling, HRD Practices, HRD Matrix. HRD professionals: Role and competencies, Challenges to HRD professionals.

Case Study 537.4

Assignment 537.4

Unit-V**Human Resource Development Culture & Climate:**

HRD Culture building; HRD climate, elements: OCTAPACE; Effective HRD systems designing, development and Implementation, HRD Interventions; HRD practices, Issues, Challenges and Emerging trends, Introduction to HRD Audit & HR Analytics.

Case Study 537.5

Assignment 537.5

Suggested Readings:

1. Pareek & Rao: Designing & Managing Human Resource System, IBH, New Delhi
2. Arthur, M. Career Theory Handbook, Englewood Cliff, Prentice Hall Inc.
3. Nadler, Leonard, Corporate Human Resource Development, Van No strand Reinhold/ASTD, New York.
4. T.V.Rao, Human Resource Development, Sage Publications, New Delhi.
5. Beardwell & Holden: Human Resource Management, McMillan India Ltd.

Course Outcomes

1. To provide an overview of Human resource development fundamentals.
2. To explain the process and subsystem of Human resource development
3. To learn quality aspect and quality related issues as strategic HRD
4. To understand the importance of HRD practices and identify the role of HRD professionals.
5. To discuss issues like HRD culture and interventions for developing organization

Unit-1 Investment

Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Market Instruments, Derivatives. Mutual Funds; Investment companies.

Case Study 541.1

Assignment 541.1

Unit-2 Securities Market

Primary Market; Secondary Market; Stock Exchanges; Trading and Settlement Procedures, Leading Stock Exchanges in India. Types of stock market Indices, Indices of Indian Stock Exchanges.

Case Study 541.2

Assignment 541.2

Unit-3 Risk and Return Concepts & Valuation

Concept of Risk, Types of Risk, Calculation of Risk and return of individual security, Portfolio of Risk and Return. Bonds; Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. Preference Shares; Equity shares; Dividend Valuation models

Case Study 541.3

Assignment 541.3

Unit-4 Macro-Economic and Industry Analysis

Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis. Company Analysis- Financial Statement Analysis, Ratio Analysis.

Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators. Market Efficiency and Behavioral Finance; Forms of Market Efficiency.

Case Study 541.4

Assignment 541.4

Unit-5 Modern Portfolio Theory

Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Capital Asset pricing model: Security Market line, Capital market line; Arbitrage Pricing Theory;

Diversification; Risk Assessment; Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Evaluation: Holding period's returns, Measures of portfolio performance.

Case Study 541.5

Assignment 541.5

Suggested Readings

1. Investment management 6th edition By Prasanna Chandra
2. Investment management theory and practice by Dr. R.P. Rustagi
3. Investment management by V.K. Bhalla

Course Objectives

- An overview to the evolution of financial management.
- An overview of institutional details linked to financial markets and the trading process.
- A guide to the measurement and analysis of risk of financial investments
- Insight into the use of finance theory in industry analysis.
- Provide a guide to the measurement of performance of fund management

Unit 1: Basic of Accounting

Accounting Principles, Concepts and Conventions, Accounting Process, Preparation of Financial Statements, Financial Reporting, Reporting Practices, Analysis of Financial Statements with Managerial Perspective.

Case Study 543.1

Assignment 543.1

Unit 2: Financial Statements

Accounting for Decision Making: A Managerial Perspective, Financial Accounting, and Management Accounting, Accounting as an Information System, Indian Accounting Standards, IFRS. Preparation of Financial Statements as per Schedule VI of Companies Act, 2013

Case Study 543.2

Assignment 543.2

Unit 3: Financial Analysis

Financial Statement Analysis: Meaning, Significance, Major Tools of Analysis – Ratio Analysis; Funds Flow Analysis and Cash Flow Analysis; Marginal Costing: Cost Volume Profit and Break even Analysis, Contribution Margin, Profit Volume Graph, Make or Buy Decision

Case Study 543.3

Assignment 543.3

Unit 4: Budgeting

Budgeting: Conceptual Framework; Types of Budget: Master Budget, Zero-base Budgeting, Fixed and Flexible Budgeting. Responsibility Accounting and Segmental Analysis – Meaning, Types Process, Advantages, Transfer Pricing: Objectives, Transfer Pricing Methods

Case Study 543.4

Assignment 543.4

Unit 5: Contemporary Accounting

Contemporary Issues in Accounting: HR accounting, Life Cycle Costing.

Case Study 543.5

Assignment 543.5

Suggested Readings

1. Management Accounting –Charles Horngren
2. Management Accounting- Khan and Jain, Tata Mc. Graw Hills
3. Management Accounting- Ananthanayanan, P.S. Oxford Publication
4. Dr. D.C. Sharma & K.G. Gupta: Management accounting.
5. Accounting for Management: S.K, Bhattacharya and John Dearden

Course Outcomes:

1. To integrate the fundamental concepts of accounting.
2. To develop the understanding of financial statements.
3. To apply knowledge of various financial tools to view the financial position of company.
4. To ascertain the analysis of budgeting.
5. To know the contemporary issues in accounting.

Unit 1: Derivatives

Derivatives in risk management; Derivative markets in India: Exchange-traded and over the counter; Trading mechanism of derivatives in India

Case Study 545.1

Assignment 545.1

Unit II: Forwards and Futures

Quantitative foundations for derivative analysis; Mechanics of futures and forward contract; Hedging strategies using futures and forward ; Pricing forward and futures contract ; Interest rate futures and pricing; Stock index futures and pricing; Swaps

Case Study 545.2

Assignment 545.2

Unit III: Option Pricing Models

Binomial options pricing model; The Black and Scholes Model; Options hedging strategies; Estimating volatilities Other Derivatives and derivative disasters; Value-at-Risk, Credit derivatives;

Case Study 545.3

Assignment 545.3

UNIT IV: Risk

Risk; Types of Risk, Risk Management Process and Methods, Objectives of Risk Management, fundamentals of corporate risk management- risk management and shareholder's wealth, Risk Pooling

Case Study 545.4

Assignment 545.4

UNITV: Insurance pricing

Insurance Pricing, Asymmetric Information, Co- insurance, Life Insurance, Auto Insurance, Home Insurance, Worker Compensation / ESIC, Health Insurance; Commercial Insurance: Transport, Marine, Catastrophe, Liability Pension Plans, Corporate Risk Management and Insurance

Case Study 545.5

Assignment 545.5

Suggested Readings:

1. Risk and insurance – Denenberg, Eilers, Melone and Zelton.
2. Introduction to insurance – Dorfman.
3. Property and liability insurance – Huebner, Black and Cline.
4. Insurance principles and practices – Riegel, Miller and Williams.

Course Outcomes:

- To develop basic understanding of derivatives management.
- To impart an understanding of the characteristics of the financial derivatives such as options, Futures and swaps.
- To develop familiarity with the different pricing models of financial derivatives.
- To learn skills of derivatives for risk management insight into the use of insurance pricing.

Unit I: The Investment Environment

Introduction to investment, the investment process; financial instruments; security markets

Case Study 547.1

Assignment 547.1

Unit II: Portfolio Theory

Return and risk; fundamentals of portfolio analysis, mean-variance analysis; portfolio diversification

Case Study 547.2

Assignment 547.2

Unit III: Capital Market in equilibrium

The Capital Asset pricing model; the Arbitrage pricing theory; efficient market theory and behavioural finance; stock valuation and selection

Case Study 547.3

Assignment 547.3

Unit IV: Security Analysis

Bond valuation and management; financial statements analysis; Macroeconomic and industry analysis;

Technical analysis

Case Study 547.4

Assignment 547.4

Unit V: Portfolio Evaluation

Derivative securities and valuation; portfolio performance evaluation; international portfolio diversification; The theory of active portfolio management.

Case Study 547.5

Assignment 547.5

Suggested Readings

1. Investment Analysis and Portfolio Management by Prasanna Chandra
2. Investments by Zvi Bodie, Alex Kane, Alan Marcus and Pitabas Mohanty
3. Security Analysis and Portfolio Management by Donald Fisher and Ronald Jordan

Course Outcomes:

- To impart an understanding of the investment environment and different financial instruments.
- To provide concepts related to the theories of portfolio diversification.
- To study about the impact of capital market.
- To study about various security analysis.
- To develop skills in valuation of portfolio management.

Unit-1: Introduction

An overview of database management system, database system Vs file system, Database system concepts and architecture, data models schema and instances, data independence and database language and interfaces, Data definitions language, DML, Overall Database Structure. Data Modeling using the Entity Relationship Model: ER model concepts, notation for ER diagram, mapping constraints, keys, Concepts of Super Key, candidate key, primary key, Generalization, aggregation, reduction of an ER diagrams to tables, extended ER model, relationships of higher degree.

Unit-2: Relational data Model and Language

Relational data model concepts, integrity constraints: entity integrity, referential integrity, Keys constraints, Domain constraints, relational algebra, relational calculus, tuple and domain calculus, Introduction to SQL: Characteristics of SQL, Advantage of SQL. SQL data types and literals, Types of SQL commands, SQL operators and their procedure, Tables, views and indexes. Queries and sub queries, Aggregate functions. Insert, update and delete operations, Joins, Unions, Intersection, Minus, Cursors in SQL.

Unit-3: Data Base Design & Normalization

Functional dependencies, normal forms, first, second, third normal forms, BCNF, inclusion dependences, loss less join decompositions, normalization using FD, MVD, and JDs, alternative approaches to database design.

Unit-4: Transaction Processing Concepts

Transaction system, Testing of serializability, Serializability of schedules, conflict & view serializable schedule, recoverability, Recovery from transaction failures, log based recovery, checkpoints, deadlock handling.

Unit-5: Concurrency Control Techniques

Concurrency control, locking Techniques for concurrency control, Time stamping protocols for concurrency control, validation based protocol, multiple granularity, Multi version schemes, Recovery with concurrent transaction.

Suggested readings

1. Date C J, "An Introduction to Database System", Addison Wesley
2. Korth, Silbertz, Sudarshan, "Database Concepts", McGraw Hill
3. Elmasri, Navathe, "Fundamentals of Database Systems", Addison Wesley

Course Outcomes

- Understand and Develop Entity Relationship (ER) and Relational Models for a given application.
- Develop and manipulate relational database using Structured Query Language and relational languages.
- Develop a normalized database for a given application by incorporating various constraints like integrity and value constraints.
- Understand and apply transaction processing concepts and convert schedules to serializable schedules.
- Illustrate different concurrency control mechanisms to preserve data consistency in a multiuser environment.

Unit 1 Introduction

Introduction to Information Security : Attacks, Vulnerability, Security Goals, Security Services and mechanisms Conventional Cryptographic Techniques, Symmetric and Asymmetric Cryptographic Techniques, Authentication and Digital

Unit 2: Information Security

Program Security : Nonmalicious Program errors – Buffer overflow, Incomplete mediation, Time-of-check to Time-of- use Errors, Viruses, Trapdoors, Salami attack, Man-in-the- middle attacks, Covert channels Security in Networks, Threats in networks, Network Security Controls – Architecture, Encryption, Content Integrity, Strong Authentication, Access Controls, Wireless Security, Honeypots, Traffic flow security, Firewalls – Design and Types of Firewalls, Personal Firewalls, IDS, Email Security – PGP,S/MIME

Unit 3: Cyber laws

Overview of IT Law, Cyber Law in India, I.T Act, 2000 - Introduction and its application, Relevant amendments in all other law, Constitutional protection under Cyber law, Freedom of speech and expression, Human Rights violations, Revisiting industrial and Labour Laws, E-Media and Print Media, e-Contract- The Law of Contract, Construction of Electronic contracts, Issues of security, Employment Contracts, Consultant Agreements, and Digital Signature

Unit 4: Cyber Crimes & Intermediaries

Crime : Meaning & Concept, Rights and liability-Civil, Criminal and tortuous, Offences- concept and Legal parameters, under I.T Law, Offences-detection and investigation, Offences and punishments-global scenario, Rights & liabilities of Intermediaries, Overlapping between IPC & ITA

Unit 5: IPR regime

Understanding Copy right in information, Technology, Legal issues in Internet and Software Copy right, Patents, Trade Marks & Data Base

Suggested readings

1. Security in Computing, Fourth Edition, by Charles P. Pfleeger, Pearson Education
2. Cryptography And Network Security Principles And Practice, Fourth or Fifth Edition, William Stallings, Pearson
3. Cryptography: Theory and Practice, by Wenbo Mao, Prentice Hall

Course Objectives

- Basic understanding about information security.
- Understanding different types of security and way to control.
- Develop and equip legal issues in information technology.
- Know how the statutory law has to be applied in IT assurance.
- Learning about IPR regime.

Unit-1

Introduction and Software Project Planning: Fundamentals of Software Project Management (SPM), Need Identification, Vision and Scope document, Project Management Cycle, SPM Objectives, Management Spectrum, SPM Framework, Software Project Planning, Planning Objectives, Project Plan, Types of project plan, Structure of a Software Project Management Plan.

Unit-2

Project Organization and Scheduling: Project Elements, Work Breakdown Structure (WBS), Types of WBS, Functions, Activities and Tasks, Project Life Cycle and Product Life Cycle, Ways to Organize Personnel, Project schedule, Scheduling Objectives, Building the project schedule, Scheduling terminology and techniques, Network Diagrams: PERT, CPM, Bar Charts: Milestone Charts, Gantt Charts.

Unit-3:

Project Monitoring and Control: Dimensions of Project Monitoring & Control, Earned Value Analysis, Earned Value Indicators: Budgeted Cost for Work Scheduled (BCWS), Cost Variance (CV), Schedule Variance (SV), Cost Performance Index (CPI), Schedule Performance Index (SPI), Interpretation of Earned Value Indicators.

Unit-4:

Software Quality Assurance: Concept of Software Quality, Software Quality Attributes, Software Quality Metrics and Indicators, Software Quality Assurance (SQA), SQA Activities, SQA Plans, Software Quality Frameworks, ISO 9000 Models, SEI Capability Maturity Model (CMM), Software verification and validation, Formal SQA Approaches: Proof of correctness, Statistical quality assurance, Clean room process.

Unit-5

Software project estimation, Estimation methods, Estimation models, Decision process. Risk Management: Risks and risk types, Risk Breakdown Structure (RBS), Risk Management Process: Risk identification, Risk analysis, Risk planning, Risk monitoring, Cost Benefit Analysis, Software Project Management Tools: CASE Tools, Planning and Scheduling Tools like MS-Project.

Suggested Reading

1. Software Project Management, M. Cotterell, Tata McGraw-Hill Publication.
2. Information Technology Project Management, Kathy Schwalbe, Vikas Pub. House.
3. Software Project Management, S. A. Kelkar, PHI Publication.

Course Outcomes

- Understand various concepts of Software Project Planning and Management.
- Understand various techniques of Human Resource Organization and Develop schedule of software projects using PERT/CPM.
- Understand cost benefit analysis, risk management and techniques of monitoring & control of software projects.
- Use concepts of software quality assurance in the development of software projects.
- Assess the project to develop the scope of work, provide accurate size, cost, time and effort estimates for software projects.

Unit -1 Introduction

Electronic Commerce - Technology and Prospects, Definition of E-Commerce, Economic potential of electronic commerce, Incentives for engaging in electronic commerce, forces behind E-Commerce, Advantages and Disadvantages, Architectural framework, Impact of Ecommerce on business. Network Infrastructure for E-Commerce: Internet and Intranet based E-commerce issues, problems and prospects, Network Infrastructure, Network Access Equipment, Broadband telecommunication (ATM, ISDN, FRAME RELAY).

Unit-2 Mobile Commerce

Introduction, Wireless Application Protocol, WAP technology, Mobile Information device, Mobile Computing Applications.

Unit-3 Web Security

Security Issues on web, Importance of Firewall, components of Firewall, Transaction security, Emerging client server, Security Threats, Network Security, Factors to consider in Firewall design, Limitation of Firewalls.

Unit-4 Encryption

Encryption techniques, Symmetric Encryption- Keys and data encryption standard, Triple encryption, Asymmetric encryption- Secret key encryption, public and private pair key encryption, Digital Signatures, Virtual Private Network.

Unit -5 Electronic Payments

Overview, The SET protocol, Payment Gateway, certificate, digital Tokens, Smart card, credit card, magnetic strip card, E-Checks, Credit/Debit card based EPS, online Banking EDI Application in business, E- Commerce Law, Forms of Agreement, Govt. policies and Agenda.

Suggested Readings

1. Ravi Kalakota, Andrew Winston, "Frontiers of Electronic Commerce", Addison Wesley.
2. Bajaj and Nag, "E-Commerce the cutting edge of Business", TMH
3. P. Loshin, John Vacca, "Electronic commerce", Firewall Media, New Delhi

Course Outcomes

- Understand the E-commerce, its advantages & disadvantages and infrastructure requirements.
- Understand various concepts of mobile commerce
- Understand various issues related to web security and their limitations.
- Understand concepts of various encryption techniques, digital signatures and VPN
- Understand details of various electronic payments systems.

Unit I: Fundamentals of Quality and TQM

Quality definitions and dimensions; Reliability and maintenance; Quality costs; Quality and productivity; Quality policies and goals, Strategic QM; TQM and its building blocks; TQM vs. traditional organizations; Benefits and obstacles in TQM.

Unit II: Quality Philosophies and Practices

Quality gurus and their contributions; Three major philosophies of quality management, Practices leading to TQM- QCs, QTs, TPM, 5S, ZDc, Poka-yoke, QFD, Taguchi's QF.

Unit III: Statistical Process Control

Causes of variation in quality; Acceptance sampling; Inspection vs. acceptance sampling; Quality indices and operating characteristic curves; Single and double sampling plans; Control charts for attributes; Control charts for variables; Interpretation of control charts.

Unit IV: Non-statistical Quality Tools and Techniques

Seven tools- flowcharts, check sheets, histograms, Pareto chart, scatter diagram, control chart, cause-and-effect diagram; Continuous improvement techniques; Benchmarking process; Sixsigma approach.

Unit V: Quality Awards and Certification

Malcolm Baldrige award and its criteria, ISO-9000 principles, ISO-9000 series and certification. Ramakrishna Bajaj Awards, Tata Business Excellence Model (TBEM).

Suggested Readings

1. Besterfield, D.H., Michna, C.B., Besterfield, G.H. and Sacre, M.B., Total Quality Management, ed.iii, Fifth impression, 2007.
2. Juran, J.M., and Gryna, F.M., Quality Planning and Analysis, ed.iii, 1993, McGraw-Hill International Editions.
3. Schroeder, R.G., Operations Management: Contemporary Concepts and Cases, 2000, McGraw-Hill International Editions.
4. Stevenson, W.J., Operations Management, ed.vii, 2002, McGraw-Hill International Editions.

Course Outcomes

- Understand the concept and culture of total quality management.
- Learn about the contribution quality Gurus.
- Develop skills to use SQC techniques and other quality tools in solving quality-related problems.
- Deploy statistical quality control techniques.
- Describe Quality Management Awards and frameworks

Unit 1 Fundamental of Supply chain

Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Logistics Vs Supply Chain Management; Supply Chain Management: Significance and Challenges; Supply Chain Management decision and strategy, supply chain design and dynamics.

Unit 2: Role of Inventory in Supply chain

Basic EOQ models; Various models of order quantities and order points; Lot sizing with multiple products; Inventory review policies; Materials requirements planning; Just-in-time manufacturing; Enterprise resource planning.

Unit 3: Designing of Supply Chain Network

Supply chain network design decisions; supply chain network design factors; network design phases; Network optimization model for regional configuration of facilities;

Unit 4: Networks for Distribution and Transportation

Distribution network in SC and its performance measures; Types of distribution network; Selection of a distribution network; Role of transportation in SC; Factors affecting carriers and shippers decisions; Modes of transportation; Types of transportation network; Trade-offs in transportation design.

Unit 5: Supply chain and IT

Use of Information technology in Supply chain, supply chain IT framework, impact of E-business on SC.

Suggested Readings

1. Chopra, S., Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, ed.ii, 2004, PHI.
2. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
3. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
4. Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E., Designing and Managing the Supply Chain, ed. ii, 2004, TMH.
5. Agarwal, D.k., Logistics and supply chain management, Macmilan India Pvt Ltd. New Delhi, 2008

Course Outcomes

- Understanding the elementary of supply chain management.
- Develop ability to analyze and solve supply chain related problems.
- Learning mathematical models useful in supply chain
- To provide an insight about IT tools in supply chain management

Unit 1 Understanding service operations

Services- introduction, nature and characteristics, service operations and management fundamentals, service strategy and competitiveness,

Unit 2 Service Facility Design and Facility Location

Service Facility Design, process analysis of facility Layout, facility Location decision factor, Quantitative models for facility location: Service facility on a line or on a plane, Based on different objective functions of optimization criteria

Unit 3 Service delivery

Forecasting demand for services, service capacity management, service delivery gaps, service waiting line- queueing models, resource scheduling

Unit 4 Service inventory and supply chain

Service Inventory Management, Service Supply Chains, Processes in Service Supply Chain

Unit 5 Service quality

Service quality, quality service by design, service process control, total quality management tools, quality philosophy and performance excellence, service recovery and guarantee

Suggested readings

1. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 6th Ed., Irwin/McGraw-Hill, 2007.
2. C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and Operations, 2nd Ed., Prentice Hall, 2007.
3. Hollins (2007), Managing Service Operations, Sage Publications
4. Deborah (2008), Competitive Strategies for Service Businesses, New Delhi: Jaico

Course Outcomes

- Learn the basics of service operations.
- Understanding the facility design and location in service operations.
- Develop ability to understand delivery of services.
- Learning about supply chain and inventory from services perspective.
- To provide an insight about quality aspects.

Unit 1: Project Management Concepts

Project management overview, Project management challenges, Explain the need for project management, Role of the project manager, project success factors, Organizing Human Resources and Contracting, Project selection, initiation and definition, Uncertainty Analysis

Unit 2: Selecting, Monitoring and Controlling the Project

Assess a project's potential profit, Evaluate and rank projects using a matrix, Adapt an existing evaluation from a matrix to criteria for a project, Select relevant financial data for decision making, Support the importance of monitoring and controlling, Calculate the impact of change on project cost and performance.

Unit 3: Project Planning and Scheduling

Produce a statement of work (SOW) and decompose overall project goals, Develop a work breakdown structure (WBS), using established tools and techniques, to achieve stated project objectives, PERT analysis, Gantt chart, Project scheduling under uncertainty,

Unit 4: Project Performance Measurement and Control

Monitoring project progress, Define the concept of earned value performance measurement, Describe how project management information systems (PMIS) are used to Monitor, evaluate, and control planned cost and schedule performance, Project metrics and scorecards, Computer Based Project Management, Future of Project Management.

Unit 5: Project Risk Management and Project Quality Management

Role of risk management in overall project management, Identify risk management activities throughout the project life cycle, Measure the element of risk, Develop responses to high-risk events, Define the elements of project quality management and apply them to the final project

Suggested Readings

1. Meredith, J. R. and Mantel, S.J. "Project Management: A Managerial Approach" 5th Edition, Wiley.
2. Kerzner, H. "Project Management: A Systems Approach to Planning, Scheduling, and Controlling", Wiley.
3. Project Management Institute "A Guide to the Project Management Body of Knowledge", Third Editio

Course Outcomes

- Understanding the project management concepts to address management needs.
- Learn about the techniques in selecting, monitoring and controlling the project.
- Apply methods for project scheduling.
- Learning about performance measurement and control.
- Understanding the risk portfolio and asses quality in project management.

Unit I

Introduction to the Corporate Governance; corporate citizenship; Owners and stakeholders: Types of owners, Rights and privileges of shareholders, Ownership structures and corporate governance

Case Study 502.1

Assignment 502.1

Unit II

Global Corporate Governance Practices: Anglo-American Model, German Model, Japanese Model, Landmarks in Emergence of Corporate Governance, Corporate Social Responsibility (CSR) and Business Ethics, Meaning and evolution of CSR in India, Need for CSR, Social Responsibility of Business,

Case Study 502.2

Assignment 502.2

Unit III

Corporate Misconduct & Misgovernance: Reasons for Corporate Misconduct, Whistle Blower's Protection, Factors Responsible for Obstructing Effective Corporate Governance Practices

Corporate Governance Rating: Standard & Poor's Corporate Governance Scores, Corporate Governance Rating Methodology

Case Study 502.3

Assignment 502.3

Unit IV

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, Limits of corporate social responsibility, Voluntary responsibility Vs. Legal requirements, Profit maximization vs. social responsibility, Relationship between CSR and Business Ethics

Case Study 502.4

Assignment 502.4

Unit V

Global issues of governance, accounting and regulatory framework, corporate scams, committees in India and abroad, Global reporting initiatives, Global compact, Millennium development goals, etc

Case Study 502.5

Assignment 502.5

Suggested Reading:

1. Mathur, U.C., Corporate Governance and Business Ethics: Text and Cases. New Delhi: Macmillan Publishers India Ltd.

2. Principles of Contemporary Corporate Governance by Jean Jacques Du Plessis Anil Hargovan & Mirko Bagaric, Cambridge University Press.

Course Outcome:

- To introduce conceptual and theoretical foundations of corporate governance
- To develop an awareness of the practical problems associated with the interaction of the board, CEO and other layers of management, shareholders and various stakeholders of a corporation
- To develop the technical skills required to evaluate the governance of a company from the perspective of an investor
- To prepare course participants for leadership positions in organizations such as entrepreneurs, senior managers, future directors and CEOs.

UNIT I Entrepreneurship:

Definition, Concept and growth of entrepreneurship in India, Entrepreneurial Motivation, Government's policy actions towards entrepreneurial motivation, entrepreneurship development programmes.

Case Study 504.1

Assignment 504.1

UNIT II Business Enterprises and Ownership Structure:

Small scale, medium scale and large-scale enterprises, role of small enterprises in economic development; proprietorship, partnership, companies and co-operatives firms: their formation,

Case Study 504.2

Assignment 504.2

UNIT III Project Management:

Identification and selection of projects; project report: contents and formulation, concept of project evaluation, methods of project evaluation.

Case Study 504.3

Assignment 504.3

UNIT IV Management of Enterprises:

Strategy Thinking, Human Resource Management, Marketing Management, Financial Management raising and managing capital, shares, debentures and bonds.

Case Study 504.4

Assignment 504.4

UNIT V Institutional Support and Policies:

Institutional support towards the development of entrepreneurship in India: Institutional framework, venture capitalist; technical consultancy organizations (TCOs), government policies for small scale enterprises.

Case Study 504.5

Assignment 504.5

Suggested readings

1. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
2. Desai, Vasant, 'Project Management and Entrepreneurship', Himalayan Publishing House, Mumbai, 2002.
3. Gupta and Srinivasan, 'Entrepreneurial Development', S Chand & Sons, New Delhi.
4. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
5. Holt, Davis, 'Entrepreneurship: New Venture Creations, PHI

Course Outcome

1. Describe business opportunity and evaluate multiple ways to become an entrepreneur; including, intrapreneur, and manager, woman entrepreneur rural & urban
2. Apply the concept, ownership and various forms with focus on small scale enterprises.
3. Identify opportunities using identification; project conceptualization, formulation & evaluation.
4. Identify potential contribution of human resources, marketing, financial and strategic management with fund, opportunities
5. Decipher the role of Institution support and policy framework of Government for enterprises in India.

Unit I: Introduction

Meaning, Nature and Scope of International Business, Process of Internationalization, Driving and Restraining Forces, Bases of International Trade, Characteristics and role of MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

Case Study 506.1

Assignment 506.1

Unit II: Trade Theories & Policies

Ricardo and Comparative advantage, Heckscher Ohlin model of factor abundance, Krugman's model of Intra-Industry Trade; Protectionism and trade barriers: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Case Study 506.2

Assignment 506.2

Unit III: International Finance

International Monetary Systems, Balance of Trade and Balance of Payments, Disequilibrium in the Balance of Payments Account and Adjustment Mechanism

Foreign Exchange Determination Systems: Concepts of Foreign Exchange, types of Exchange Rate, Factors Affecting Exchange Rates

Case Study 506.3

Assignment 506.3

Unit IV: Technology and Intellectual Property rights

Technological environment, Problems in transfer of technology, Concept of IPR, IPR violations and protection, Environmental Issues in International business

Case Study 506.4

Assignment 506.4

Unit V: International Institutions

Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS, International Trade blocs

Case Study 506.5

Assignment 506.5

Suggested Readings:

1. Cherunilam, F - International Trade and Export Management, Himalaya
2. Hill - International Business, McGraw-Hill2.Cherunilam F- International Business: Text and Cases, PHI
3. Daniels - International Business (Pearson).
4. Joshi, R M : International Business, OUP
5. Aswathappa- International Business, McGraw-Hill

Course Objectives:

- a. To give the student an exposure to the dynamic environment of International Business
- b. To understand the impact of environment on the International Business Operations of the firm
- c. To explain the functions and form of the global monetary system
- d. To explain the role of International organizations and Regional Trade

Unit I : INTRODUCTION TO RETAILING

Overview of retailing environment. Definition, importance, functions and scope of Retailing; Evolution of Retail Competition, - The Wheel of Retailing, the Accordion, the Retail Life Cycle; Product Retailing and Service Retailing, Emerging Trends in Retailing; The Retail Scenario in India; Retail Formats. Types of Retail Outlets,

Unit II UNDERSTANDING RETAILING

Situational analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non-store-based, and other forms of nontraditional retailing; Retail promotions-Staying ahead of competition. Retail store location; Trading-area analysis; Site selection; Store design and layout; Display. Multichannel Retailing, Meaning and Elements of Retailing Mix.

Unit III RETAIL STRATEGY AND POSITIONING

Managing retail business: Retail organization and HRM; Operations management: financial and operations dimensions; Supply Chain Management-Warehousing-Role of IT in supply chain management.

Managing retail services; Service characteristics; Branding: perceptions of service quality.

Unit IV DELIVERING THE PRODUCT

Retail Information Systems; Developing and implementing plans; People in retailing; Out-of-store retailing: Communicating with the retail customer; Retail promotion mix; Retail selling process; Retail database; In-store customer service.

Unit V INTERNATIONAL RETAILING

Internationalization and Globalization; Shopping at World stores; Going International; The Internationalization process; Culture, business and international management.

Emerging formats-Issues and Options; Retail Equity, Technology in Retailing.

SUGGESTED READINGS:

- 1) Levy IM. And Weitz B.A (2004), Retailing Management, 5th ed., Tata McGraw Hill.
- 2) Berman B. Evans J. R. (2004), Retail Management, 9th Edition, Pearson Education.
- 3) Bajaj C; Tuli R., Srivanstava N.V. (2005), Retail Management, Oxford University Press, Delhi.
- 4) Berman, Evans, Retail Management Strategic approach, Pearson
- 5) Pradhan Swapna; Retailing Management; McGraw-Hill Education

Course Outcomes

- To understand the evolving nature of retailing.
- Comprehensive understanding of the applied aspects of retail management.
- evaluate the functioning of retail positioning.
- Identify the suitable strategies for delivering the product.
- To understand optimal retail management policies and practices.

UNIT I: Introduction to International Marketing

Nature, scope, concept and significance of International Marketing. Global trends in international marketing; Domestic Marketing v/s International Marketing, Evolutionary Process of Global Marketing. Types of International Marketing; India's role in the international trade; International marketing environment; Theories of International Trade.

Case Study 524.1

Assignment 524.1

UNIT II: Internationalmarketing tasks:

International marketing Identification, Evaluation and Selection; Consumer behavior across cultures, Marketing segmentation strategies, Market analysis and international market entry strategies. International business Competitive strategies.

Case Study 524.2

Assignment 524.2

UNIT III: International Product, Pricing, Distribution and Promotion strategies

Product Standardization Vs. Adaptation; Managing Product Line, New Product Development; Pricing for International Markets; International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix; Modes of Communication.

Case Study 524.3

Assignment 524.3

UNIT IV: Balance of trade and balance of payments:

Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment. Convertibility of Capital Account. Foreign exchange; Theories of Foreign Exchange rate determination; Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade; Critical issues in trade.

Case Study 524.4

Assignment 524.4

UNIT V: The Indian context:

Government incentives and institutional support for exporters; The Export Import Scene in India; Import-Export Policy; Export Documentation; Export Procedure; International Technology Transfer and Counter Trade and The Trade Mark Regime

Case Study 524.5

Assignment 524.5

Suggested Readings:

1. Onkivit , Shaw : International Marketing (Pearson)
2. Keegan : Global Marketing (Pearson)
3. Bhattacharya : International Marketing (Sultan Chand)
4. Cateora, Graham & Salwan : International Marketing(Tata McGraw Hill)
5. Lee and Carter : Global Marketing Management (Oxford)
6. Joshi : International Marketing (Oxford)
7. Keegan, W., Global Marketing, (Pearson Education)

Course Outcomes:

1. To study the evolution of International Marketing.
2. Evaluate the functioning of international markets using the framework of well-established theories.
3. Examine the pros and cons of various Entry modes.
4. Devise efficient trading strategies.
5. To know various government policies in international marketing.

UNIT :1: Introduction to Marketing Analytics

Introduction, basic marketing models, Analytical framework for marketing models, Digital Marketing Analytics; Digital Consumer; Digital Company.

UNIT: 2: Marketing Mix Analytics

Product Analytics, Price and Promotion, Price recommendation (own and cross price elasticity). Modelling segmentation and Pricing, Market Basket Analysis; Marketing-Mix Analytics Measuring ROI, MROI, advertisement elasticity.

UNIT :3: Types of Analytics

Website Analytics; Organic Search Analytics; Social Media Analytics; Mobile App Analytics; Paid Media Analytics; Earned Media Analytics; Email Marketing; Search Engine Optimization and Marketing.

UNIT: 4: Measurement Model

Customer Analytics; Survival Analysis, Analysing customer life time value. Predicting customer retention and profit, Choice modelling; Data driven decisions.

UNIT :5: Planning

Digital Analytics Planning search engine marketing and mobile, Marketing Resource Allocation Planning and modelling resource allocation in the organization.

Suggested Readings:

Grigsby, M. (2018). Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques. Kogan Page Publishers. 2nd edition

Course Outcomes:

- Understand digital marketing analytics and how to apply.
- Define key characteristics of common performance metrics of digital data in various digital marketing mix.
- Know the advantages of data-driven decision-making and be able to apply the decision-making framework — question, curate, analyse, and optimize
- Understand measurement models and how to establish them to enhance digital Marketing analytics effectiveness.
- Analyze digital analytics and its allocation.

Unit I: The Importance of a Market Driven Strategy

Characteristics of a market driven strategy; Creating value for customers; Becoming market driven.

Case Study 528.1

Assignment 528.1

Unit 2: Marketing Strategy and Competitive Strategy

Corporate strategy framework; Business and marketing strategy; The marketing strategy process Market development strategy; Product development strategy; Competitor and customer analysis; Supplier and channel management.

Case Study 528.2

Assignment 528.2

Unit 3 Strategic Customer and Brand Management

Levels and Types of Market Segmentation; Strategic Analysis of Market Segments; Customer Relationship Management; Value Creation Process; Targeting and Positioning – determining effective strategies; Products and brands; Strategic brand development; Brand leveraging strategies.

Case Study 528.3

Assignment 528.3

Unit 4: Pricing and Communications Strategy

Product mix pricing strategy; Value chain pricing strategy; Promotions strategy; Advertising strategy; Strategic communications mix.

Case Study 528.4

Assignment 528.4

Unit 5: Strategic Marketing Planning Process

The marketing plan; Implementation of the strategic marketing plan; Strategic marketing evaluation and control; Marketing performance measurement; Global issues for planning, implementation and control

Case Study 528.5

Assignment 528.5

Course Outcomes:

1. Illustrate the evolution of strategic marketing management.
2. Apply the marketing strategy in a business context.
3. Examine brand management from a strategic marketing perspective.
4. Assess the various pricing and communication strategy.
5. Applying the knowledge of marketing to the development & implementation of marketing strategy.

Unit 1 Overview

Performance Management: Nature, scope, principles, objectives, process of performance management system, elements and key factors to effective performance system.

Case Study 532.1

Assignment 532.1

Unit 2 Performance Appraisal (PA) Vs Management (PM)

performance appraisal: Concept, need and process, Methods of performance appraisal (Graphic Rating Scale, Alternative Ranking, Paired Comparison, Forced Distribution, Critical Incident etc) and Problems and effective appraisal system, Performance management vs appraisal.

Case Study 532.2

Assignment 532.2

Unit 3 Evaluating Performance management

Performance planning and challenges of PM in modern context, PMS and HR practices Linkage. PM as a System and Process, Criteria for developing effective performance assessment (KRA, KSA VS KPI), 360-degree feedback.

Case Study 532.3

Assignment 532.3

Unit 4 Performance Management Measures

Potential appraisal, Identifying potential for development, Competency mapping, Career Development and Succession planning, Balance score card perspective, introduction, and limitations, approaches and process criteria, Benchmarking,

Case Study 538.4

Assignment 538.4

Unit 5 Performance management (PM) issues

Performance management Styles and its organizational implications, legal and ethical perspectives in performance management, e-PMS technology and emerging trends.

Case Study 538.5

Assignment 538.5

Suggested Readings

1. Robert B., Performance management, McGraw-Hill Education India.
2. Armstrong, M., Performance management, Key strategies and practical guidelines, Kogan Page, London.
3. Rao, T.V., Performance management and appraisal systems, HR tools for global competitiveness, Response Books, A division of Sage Publications.
4. Paul R. Niven, Balance Scorecard, John Wiley & Sons, Inc.
5. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education.

Course Outcome

1. Impart an understanding of concept and issues relating to performance management
2. Compare performance appraisal and performance management
2. Evaluate the terminologies and indicators of performance management
3. Design balance scorecard and different measures to performance management.
4. Assess legal and ethical perspective on performance management.

Unit 1 Overview of HR Audit

Objectives, concept, HR audit indicators: qualitative and quantitative, Scope, HR audit process, approaches and auditing HR programme.

Case Study 534.1

Assignment 534.1

Unit 2 Personnel Record

Objective, significance, purpose, essentials of a good HR records, fundamental principles, reports, methods and limitations.

Case Study 534.2

Assignment 534.2

Unit 3 Human Resource Accounting (HRA)

Introduction, definition, objectives of HR accounting, HR valuation: methods and approaches, controlling cost.

Case Study 534.3

Assignment 534.3

Unit 4 Information system

Information system: need and scope, Human resource management system (HRIS): need, objective, feature and significance.

Case Study 534.4

Assignment 534.4

Unit 5 Human Resource audit and research

Personnel Research: concept, meaning, objectives and features, Technique and tools of personnel research and role of HR accounting and HR audit in India.

Case Study 534.5

Assignment 534.5

Suggested readings

1. T V Rao, HRD Audit, Sage Publications.
2. Aswathappa K., Human Resource and Personnel Management, Tata McGraw Hill Publishing Co., New Delhi.
3. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
4. Pareek & Rao: Designing & Managing Human Resource System, IBH, New Delhi.
5. Gary Dessler and BijuVarkkey Human Resource Management, Person Publication, 2013, 14thEdition

Course Outcome

1. To impart an understanding of concept, process and approaches of HR audit
2. To get the overview of essentials of good HR Records
3. To describe different approaches and methods to HR Accounting.
4. To develop ideas with the insight of human resource information system.
5. To Explore the role of HR accounting and audit with its implication.

Unit 1 Introduction to International HRM

Introduction, overview of Culture, dimensions, determinants and cultural framework, Importance of cross-cultural management

Case Study 536.1

Assignment 536.1

Unit 2 International HRM activity

International HRM types: host country nationals (HCN). Parent country nationals (PCN) & Third country national (TCN), international HRM Limitations, benefits, causes for failure, International Staffing and implication in business.

Case Study 536.2

Assignment 536.2

Unit 3 Cross Cultural Issue and activities

Cross – culture Theories & studies: Geert Hofstede, Clyde Cluckhohn, TE Hall, Organization Culture & Performance at national level, diversity, culture shock and mapping cross-cultural differences.

Case Study 536.3

Assignment 536.3

Unit 4 International Compensation

Expatriate Managers training, differences in compensation, Factors affecting International Compensation, Components. Expatriation and repatriation, intercultural negotiation.

Case Study 536.4

Assignment 536.4

Unit 5 International Human Resource Management Values and Ethics

Cultural clustering of individual countries, influence of western HRM Practices on expatriates and JIT, QC and Kaizen technique

Case Study 536.5

Assignment 536.5

Course Outcome

1. Develop the understanding of different dimension of cross culture.
2. Anticipate and assess the impact of cross-cultural framework on business.
3. Identify the impact of international HRM on organizational performance.
4. Analyse various aspect of compensation at international level.
5. Describe the clustering of culture and overview of Japanese technique.

Suggested Readings

1. K. Aswathappa. (2007). International HRM. Tata McGraw Hill
2. G. Hofstede, Cultures and organizations: Software of the mind, McGraw-Hill
3. Deresky Helen: International Management; Managing Across Borders and Cultures, Pearson Education India
4. Gallois, C, Callan, V. J., Communication and culture: a guide for practice, Wiley
5. Gatley, S., Comparative Management: A Transcultural Odyssey, McGraw-Hill Publishing Co.

Unit 1**Introduction to compensation**

Compensation: concept, meaning, objectives. Nature & Significance of wage, salary administration, wage essentials-Minimum wage, Fair wage, Real wage, theory Wage Determination in India;

Case Study 538.1

Assignment 538.1

Unit 2 Compensation Management:

Meaning, concept, planning, forms of pay, (financial and non-financial), factors determining compensation, wage structures, wage and salary surveys, the wage curve, pay grades, essentials of compensation system, incentive plans.

Case Study 538.2

Assignment 538.2

Unit 3: Variable Pay and Executive Compensation

Introduction, principles, elements and factors affecting executive compensation, executive compensation incentive plans: individual, group and enterprise incentive plans (ESOPs, Profit Sharing plans, gain sharing plans) and complexities.

Case Study 538.3

Assignment 538.3

Unit 4**Compensation issue and wage fixation**

wage and salary administration; Principles, Factors influencing Wage Fixation and wage structure; Cost of living index, Statutory provisions regarding compensation, Role of Wage Boards, Collective Bargaining, Adjudication, Pay Commission in compensation management

Case Study 538.4

Assignment 538.4

Unit 5**Compensation policies and employee benefit**

Wage Policy in India, emerging trends in managerial compensation and Problems, Expatriation and Repatriation, employee benefit, nature and types, Employee benefits schemes

Case Study 538.5

Assignment 538.5

Suggested readings

1. Chatterjee, N.N., Management of Personnel in Indian Enterprises, Allied Books Agency, Calcutta.
2. Aswathappa K., Human Resource and Personnel Management, Tata McGraw Hill Publishing Co., New Delhi.
3. Martocchio, J., Strategic Compensation: A Human Resource Perspective Approach. Pearson Education.
4. Varma, Promad, Wage Determination: concepts and cases, Oxford IBH publication. Ltd., New Delhi.
5. Chatterjee, N.N., Management of Personnel in Indian Enterprises, Allied Books Agency, Calcutta.

Course Outcome

1. Describe wage essentials and how they relate at various levels of a business organization
2. Demonstrate the knowledge of fundamentals of compensation management
3. Get an understanding of various incentive plan at executive level.
4. Exhibit the knowledge of wage structure.
5. Analyze and apply the concept of employee benefit scheme in the light of legal framework.

Unit – I: Basics of IFM

International Financial System: Foundation, Introduction; Elements; Financial Market- Structure, Role, Participants; International Monetary System and International Economic Linkages, International Financial Institutions – IMF, World Bank.

Unit – II Instruments of IFM

International Financial Market Instruments: ADR, GDR, IDR, FCCB; FCEB; External Commercial Borrowing – Concept, Procedure, Documentation; Loan Syndication; Euro Bond; Foreign Bond; Euro Loan;

Unit- III Balance of Payment

Balance of Payments and Foreign Exchange Market: BOP – Components; Disequilibrium of BOP – Concept and Significance; Correction of Disequilibrium – Devaluation, Deflation, Exchange Control, Trade Control; Foreign Exchange Market – Features, Participants; Management of Foreign Exchange in India

Unit – IV Foreign Exchange

Foreign Exchange Rate: Fixed and Floating; Exchange Rate Quotes; Spot and Forward Exchange rate; Factors affecting Exchange Rate; Determination of Exchange Rate – Balance of Payment Theory and Purchasing Power Parity Theory.

Unit – V Management of Exposure

Foreign Exchange Exposure and Management: Transaction Exposure, Translation Exposure and Economic Exposure; Management of Exposure. Currency Risk Management

Suggested Reading:

1. Shaprio, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey Prentice Hall Inc,
3. Bhalla, V.K. International Financial Management, 2nd ed, New Delhi, Anmol,
4. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc,
5. Kim, Suk and Kim, Seung, Global Corporate Finance : Text and Cases 2nd ed, Miami, Florida, Kolb,

Course Outcomes:

- To familiarize with the international financial environment.
- To develop an understanding about the various instruments of IFM.
- To develop a basic understanding about the balance of payment.
- To develop a practical framework for the analysis of exchange rates and foreign exchange.
- To implement innovative financial strategies for firms participating in global financial markets.

Unit I: Commercial Banking

Introduction, services by commercial bankers, code of conduct and general obligations of merchant bankers, conditions, procedure of registration, merchant bankers as lead managers, SEBI guidelines for merchant bankers, The concept of Merchant Banking Services in India: Rules Regulation's and categorization. The lead manager and its functions management of capital issues. International finance underwriting,

Unit II: Leasing and Consumer Finance

Leasing concept - types, legal tax and accounting aspects. Financial evaluation of lease structuring, Qualitative factors in lease decisions. Lease agreements, import and cross border leasing. Hire Purchase agreement – Types, difference between hire purchase and lease.

UNIT – III: Financial Services – An overview

Concept, nature, characteristics, functions of financial services, constituents of financial service markets, new financial products and services, innovative financial instruments, challenges of financial service sectors, growth of financial services in India. Credit cards, Housing Finance.

UNIT – IV:

Hire Purchase: Features of hire purchase agreement, rights of hirer, hire purchase and credit sale, hire purchase and instalment system, accounting for hire purchase.

Leasing - Concept, importance, process of leasing, types of lease agreements, hire purchase vs leasing, legal aspects of leasing, taxation aspect of leasing, accounting treatment of leasing, contents of lease agreements, rights and obligation of leasing parties, technique of ascertaining the lease rentals, limitations of lease financing.

UNIT – V:

Venture Capital: Genesis, meaning, features, scope, significance, method of valuation, stages of venture capital financing, analysing venture capital proposals, SEBI regulations of 1996, Venture capital funds in India – Organization structure, registration of VCF, application for registration, grant of certificate of registration, Buyouts, Investment nurturing.

Factoring – Meaning, definitions, modus operandi, parties to factoring, types of factoring, legal aspects of factoring, factoring cost, factoring in India, factoring vs bill discounting

Forfaiting – Introduction, mechanism of forfaiting, parties to forfaiting, costs of forfaiting

Securitization – Concept, meaning, significance, SPVs, securitization process, securitized assets, RBI guidelines to Securitization,

Suggested Readings:

1. Financial Services, R. Shanmugham, Wiley.
2. Financial Services, Gurusamy, McGraw Hill, latest edition
3. Financial services, M Y Khan , Tata McGraw Hill, latest edition
4. Handbook of Merchant banking and Financial services, J.C Verma, Bharat Law House Pvt, Ltd.
5. Financial Markets and Services, Gordon & Natarajan, Himalaya Publication, Latest edition

Course Outcomes:

1. To familiarize students with the conceptual understanding of the commercial banks.
2. To develop understanding about various types of commercial finance.
3. To develop a basic understanding about the financial services.
4. Inculcate the skills to analyze and interpret hire purchase and leasing.
5. To develop understanding of various financial services for managing long-term and short-term assets and liabilities.

UNIT I: Investment

Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, the Role of Security Markets in Economy

Unit II: Risk and Return

Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds.

UNIT III: Security Market

The Organization and Mechanics of Indian Security Markets; Various Securities and their Characteristics; Objective of the Security Analysis; Functions of an Organized Security Market; Mechanics of Security Trading

UNIT IV: Secondary Market

Various Types of Security Markets and their Functions; Stock Exchanges; OTCEI; Depository; Role of SEBI with regard to Secondary Markets; The Role and Functions of Various Players and Agencies in the Secondary Market; Risk and Return

UNIT V: Security Analysis

Fundamental Analysis: Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm; Pricing of Security (IPOs and Seasoned Equity Open)

Financial Statement Analysis: Projecting Earnings under Stable as well as Dynamic Conditions; The Risk Factors, including Internal Risk; Technical Analysis of Security Pricing; Market Efficiency and Behavioral Finance

Suggested Readings:

1. Robert A Haugen, Modern Investment Theory, 5th Edition, Pearson
2. Sharpe, Alexander and Bailey, Investments, Wiley press
3. Reilly and Brown, Investment Analysis and Portfolio Management, 8th edition, SouthWestern
4. Bodie, Kane and Marcus, Investments, 10th edition, McGrawHill
5. Grinblatt and Titman, Financial Markets and Corporate Strategy, 2nd edn, TMH

Course Outcomes:

- Developing a robust understanding of the principles of Investment decisions.
- To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives.
- To acquaint the students with the working of security market.
- To acquaint the students with the working of secondary market.
- To develop the basic understanding for the principles of security analysis.

Unit 1: Project Idea

An Overview of Infrastructure and Project Finance, Project Finance in Developing Countries, The Importance of using project Finance; Generation and Screening of Project Ideas

Unit 2: investment criteria

Concept of Capital Budgeting, Time Value of Money, Cost of Capital, Concept of Risk & Return and calculation of required rate of return for a Project

Unit 3: Project evaluation

Project Identification and Feasibility Studies, Preliminary Screening, Analysis: Market, Technical, Financial, Economic and Environmental Analysis: Financial Analysis: Estimation of Cost of Project: Estimation of Cash Flows of the Project, Elements of the cash flow stream, Basic principles of cash flow estimation, Biases in Cash Flow estimation.

Unit 4: Project Finance

Financial Estimates and Projections: Projection of Profit, Projection of Cash Flow Statement, Projection of Balance Sheet. Financing Of Projects: SEBI Guidelines on Project Financing in India,

Unit 5: Techniques for Project Management

Multilateral Project Financing, Consortium Financing, Venture Capital, Project Life Cycle.

Suggested Readings:

1. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
2. Desai, Vasant, 'Project Management and Entrepreneurship', Himalayan Publishing House, Mumbai, 2002.
3. Gupta and Srinivasan, 'Entrepreneurial Development', S Chand & Sons, New Delhi.
4. Investment management theory and practice by Dr. R.P. Rustagi
5. Investment management by V.K. Bhalla

Course Outcomes:

- To get overview of managing the project.
- To evaluate various investment criteria.
- To understand the different techniques of appraising the project.
- To identify the institutional guidelines of financing the project.
- To familiarize the life cycle of project management.

Unit 1

ERP introduction, origin and evolution, conceptual model of ERP, Structure of ERP, opportunities and problems associated with ERP, ERP as competitive advantage

Unit 2

BPR: Historical background: Nature, significance and rationale of business process reengineering (BPR), Fundamentals of BPR. Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, Measuring existing processes,

Unit 3

ERP Implementation-ERP Implementation Basics, ERP Lifecycle; Implementation Methodology; Hidden Costs; Organizing the Implementation - Vendors, Consultants and Users; Contracts with Vendors, Consultants and Employees; Project Management and Monitoring; Pre & Post ERP Implementation Issues

Unit 4

Modules of ERP-Introduction to Basic Modules of ERP System: HRD - Personnel Management; Training and Development; Skill Inventory; Material Planning and Control - Inventory; Forecasting; Manufacturing – Production Planning; Production Scheduling; Production Control; Sales and Distribution; Finance; Resource Management in global scenario; Add-on Modules – SCM, CRM, TMS etc.

Unit 5

New markets, new channels, faster implementation methodologies, e-procurement, e-logistics, e-market.

Suggested Reading

Alexis Leon: ERP Demystified, Tata McGraw Hill, New Delhi

Garg V.K. & Venkitakrishnan N K: Enterprise Resource Planning – Concepts & Practice”, PHI, New Delhi

Rahul V Altekar, P: Enterprise Resource Planning, Theory and Practice, Prentice Hall of India

Applegate, L.M., Austin, R.D. & McFarlan, F.W. Creating Business Advantage in the Information Age, McGraw-Hill

Course Objectives

- Understanding the basic issues in ERP.
- To know about ERP and related technologies.
- Design the ERP implementation strategies
- Understanding about implementation of ERP.
- Learn about future directions of ERP.

Unit-1

Introduction to Artificial Intelligence, Brief history, Various approaches to AI, Areas of application, Simulation of sophisticated & Intelligent Behavior in different area, Problem solving in games, natural language processing, automated reasoning, and visual perception, Knowledge and its role in AI, Heuristic algorithm versus solution guaranteed algorithms, Introduction to soft computing.

Unit-2

Representing problems in state space, Informed versus uninformed search, Production System Model, Evaluation of the Production System, Depth First Search and Breadth First Search, Heuristics, Heuristic Search Techniques: Hill Climbing, Best First search, A* Algorithm, Branch and Bound, Cryptarithmic Problem, Means End Analysis, AO* Algorithm, Game Playing: MINMAX Search, Alpha-Beta Pruning, Heuristic Estimation.

Unit-3

Knowledge Representation and Reasoning : Propositional Logic, First Order Predicate Logic, Graphs, Associative Network, Semantic Networks, Conceptual Dependencies, Frames, Scripts, Horn Clauses, Introductory Examples from PROLOG, Case Grammar Theory, Production Rules Knowledge Base, The Interface System, Forward & Backward Deduction, Inference System in Propositional and Predicate Logic, Reasoning under Uncertainty, Understanding Natural Languages

Unit 4

Introduction to Machine Learning Why Machine learning, Examples of Machine Learning Problems, Structure of Learning, Learning versus Designing, Training versus Testing, Characteristics of Machine learning tasks, Predictive and descriptive tasks, Machine learning Models: Geometric Models, Logical Models, Probabilistic Models. Features: Feature types, Feature Construction and Transformation, Feature Selection.

Unit 5

Classification and Regression Classification: Binary Classification- Assessing Classification performance, Class probability Estimation- Assessing class probability Estimates, Multiclass Classification. Regression: Assessing performance of Regression- Error measures, Overfitting: Catalysts for Overfitting, Case study of Polynomial Regression. Theory of Generalization: Effective number of hypothesis, Bounding the Growth function, VC Dimensions, Regularization theory.

Suggested reading

N. J. Nilsson, "Artificial Intelligence: A New Synthesis", Elsevier Publications.

Charnick, "Introduction to A.I.", Addison Wesley.

Rich & Knight, "Artificial Intelligence", McGraw-Hill Publication.

Peter Flach, Machine Learning: The Art and Science of Algorithms that Make Sense of Data, Cambridge University Press, Edition 2012.

Hastie, Tibshirani, Friedman: Introduction to Statistical Machine Learning with Applications in R, Springer, 2nd Edition-2012

Course outcomes

- Understand different types of AI agents.
- Understand and apply various AI search algorithms (uninformed, informed, heuristic, constraint satisfaction, genetic algorithms).
- Understand the fundamentals of knowledge representation, reasoning, and machine learning techniques and apply them to real world problems.
- Understand Machine learning and Machine Learning Models.
- Apply various classification and regression techniques and assess their performance.

Unit-1: Overview

Motivation (for Data Mining), Data Mining-Definition & Functionalities, Data Processing, Form of Data Preprocessing, Data Cleaning: Missing Values, Noisy Data, Binning, Clustering, Regression, Computer and Human inspection, Inconsistent Data, Data Integration and Transformation. Data Reduction:-Data Cube Aggregation, Dimensionality reduction, Data Compression, Numerosity Reduction, Clustering, Discretization and Concept hierarchy generation.

Unit-2: Concept Description

Definition, Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases. Measuring Central Tendency, Measuring Dispersion of Data, Graph Displays of Basic Statistical class Description, Mining Association Rules in Large Databases, Association rule mining, mining SingleDimensional Boolean Association rules from Transactional Databases: Apriori Algorithm, Mining Multilevel Association rules from Transaction Databases and Mining Multi-Dimensional Association rules from Relational Databases

Unit-3: Classification and Predictions

What is Classification & Prediction, Issues regarding Classification and prediction, Decision tree, Bayesian Classification, Classification by Back propagation, Multilayer feed-forward Neural Network, Back propagation Algorithm, Classification methods K-nearest neighbor classifiers, Genetic Algorithm. Cluster Analysis: Data types in cluster analysis, Categories of clustering methods, partitioning methods. Hierarchical Clustering- CURE and Chameleon. Density Based Methods-DBSCAN, OPTICS. Grid Based Methods- STING, CLIQUE. Model Based Method –Statistical Approach, Neural Network approach, Outlier Analysis

Unit-4 Data Warehousing

Overview, Definition, Delivery Process, Difference between Database System and Data Warehouse, Multi-Dimensional Data Model, Data Cubes, Stars, Snow Flakes, Fact Constellations, Concept hierarchy, Process Architecture, 3-Tier Architecture, Data Mart.

Unit-5

Aggregation, Historical information, Query Facility, OLAP function and Tools, OLAP Servers, ROLAP, MOLAP, HOLAP, Data Mining interface, Security, Backup and Recovery, Tuning Data Warehouse, Testing Data Warehouse.

Suggested reading

M. H. Dunham, "Data Mining: Introductory and Advanced Topics", Pearson Education

Jiawei Han, Micheline Kamber, "Data Mining Concepts & Techniques", Elsevier

Sam Anahory, Dennis Murray, "Data Warehousing in the Real World: A Practical Guide for Building Decision Support Systems, 1/e " Pearson Education

Mallach, "Data Warehousing System", McGraw –Hill

Course outcomes

- Understand importance of abstraction of Knowledge from unstructured sources at sufficient level.
- Use of high level operational skills and real world case studies for knowledge discovery and data warehousing based principles.
- Understand the areas of probability, statistics and machine learning algorithms which underpin the knowledge discovery enterprise.
- Design data mining and data warehousing systems and solutions to meet user requirements and specifications.
- Compare and contrast OLAP and data mining as techniques for extracting knowledge from a data warehouse.

Unit 1 Introduction

Definition of data science, importance, data source, terms application, uses,

Unit 2 Big data and Cloud computing

Introduction to big data, Hadoop and Hadoop architecture, HDFS, HIVE, SPARK, cloud computing-virtualization, multi tenancy, cloud delivery models, cloud architecture

Unit 3 Data Analysis

Data processing, overview of OLTP, OLAP, Qualitative and Quantitative data analysis, Data analysis using software- excel, R

Unit 4 Data Visualization

Visualizing Data, reporting system, data modelling, dashboards, marketing analytics, financial analytics, data visualization using Tableau

Unit 5 Data Science Strategy

Data Analytics Strategy: Ensuring Data Quality, Outsourcing & measuring Data Analytics contribution, Case study: Essentials of Cross-selling and Up-selling

Suggested Reading

Business Analytics for Managers; Taking Business Intelligence beyond Reporting, G.H.N Laursen, J ThorlundWiley

Business Analytics, Sahil Raj, Cengage

Big Data and Business Analytics, Jay Liebowitz, CRC Press

Data Analytics, Anil Maheshwari, McGH

Course Objective

- Understanding the basic concept of Data science.
- Learn about big data and cloud computing.
- Develop understanding about data analysis.
- Learn to build dashboards and analytical windows.
- Better understanding about data strategy.

Unit 1: Concept and Framework of Operations Strategy

Role and Objectives of Operations Strategy; Operations Strategy Framework: Incorporating Operations Strategy in the Corporate Strategy; Operations performance essentials; Competition, Competencies & Operations; Defining a Operations Strategy in Overall Environment; Process of Operations Strategy Formulation

Unit 2: Operational Strategy regarding decision categories

Strategic issues and choices regarding capacity, facilities, production process, vertical integration, supply chain, organization and control systems

Unit 3: Process view for operational strategy

Operations Strategy Process – Sustainable Alignment; alignment over time, analysis for formulation, formulation models for alignment,

Unit 4: Operation supply network strategy

Supply network strategy, outsourcing decision, traditional market-based supply, partnership supply, network behavior, network management

Unit 5: Redefining operations strategy

Operations Strategy Process, Substitutes: BPR, TQM, Lean, Six Sigma: Business Process Focused Strategies & Organization Development: Quality Planning and Controlling System, Improving Response Time with IT, Operations Audit Approach

Suggested reading

Slack, Nigel & Lewis, Michael (2017), *Operations Strategy 5th ed*, Pearson Education, UK, ISBN: 978-1-292-16249-2

Brown / Lamming / Bessant / Jones. Strategic Operations Management, Elsevier-India (Butterworth-Heinemann)

Walters. Operations Strategy, Palgrave Macmillan -India

Course Outcome

- To develop basic understanding and concepts of operations strategy.
- Develop ability regarding decision categories in operational strategy.
- Learning process views in operational strategy.
- Develop understanding in operations network.
- Understand about redesigning strategies.

Unit 1 Manufacturing process

Manufacturing design structuring; job design, batch design, line design, continuous design, manufacturing strategy; make to order, assemble to order, make to stock

Unit 2 Work design and measurement

Importance of work design, approaches to job design, behavioral approach to job design, method analysis and method studies, motion study, work measurement.

Unit 3 Manufacturing preplanning

Forecasting, Economic analysis, Aggregate planning, Capacity planning, Inventory planning. Operations planning: MRP, MRP II, Hierarchical planning systems, JIT systems, FMS.

Unit 4 Planning and control

Facility layout planning, Master production scheduling, MRP-input, output and reports, MRP II, ERP

Unit 5 Control and Quality

Quality defined; Dimensions of quality; Quality costs; Statistical quality control (SQC) techniques; Business Process Reengineering.

Suggested Readings

Bedworth, D.D. and J.E.Bailey, Integrated Production Control, System – Management, Analysis and Design. John Wiley, 1983.

Elsayed E.A. and Boucher T.O., Analysis and Control of Production Systems. Prentice Hall, 1985.

King J.R., Production Planning and Control, Pergamon Press, Oxford, 1975.

Krajewski, L.J., Ritzman, L.P. and Malhotra, M. K., Operations Management: Processes and Value Chains, ed.viii, First impression, 2007, Pearson Education.

Course Outcomes

- Understanding the
- Develop ability to forecast the inventory.
- Learning mathematical models useful in quantitative models for inventory control.
- To provide an insight about inventory control for dependent demand
- Developing the concepts on theory of constraints.

Unit1 Essentials of Inventory

Nature and importance of inventories, functions of inventory, methods of inventory, objectives of inventory, Inventory costs, methods of evaluating the inventory, Service level and safety stock, Inventory policy, order quantity and reorder point

Unit2 Inventory forecasting

Elements of forecast, approaches to forecast- Judgmental forecasts, Time series, Causal forecast, Projective forecast, Planning forecasts

Unit3 Inventory methods for independent demand

Economic Order Quantity model, economic production quantity model, quantity discount model, ABC model

Unit4 Inventory methods for dependent demand

Approach of material requirements planning, Benefits and problems with MRP, Adjusting the MRP schedules, Extensions to MRP, Principles of just-in-time, Achieving just-in-time operations, Comparisons with other methods of inventory management

Unit5 Theory of constraints and material management

Concept and issues, bottleneck and non-bottleneck resources, Capacity constraint resources, D-B-R scheduling and VAT plants

Suggested reading

Starr, M K and Miller, D W, Inventory Control: Theory and Practice, Prentice Hall.

Tersine, R J, Principles of Inventory and Materials Management, PTR Prentice Hall.

Silver, E A, Pyke, D F and Peterson, R, Inventory Management and Production Planning and Scheduling, John Wiley.

Donald Waters - Inventory Control and Management, 2nd Edition (2003, Wiley)

Course Outcomes

- Understanding the elementary concepts of inventory.
- Develop ability to forecast the inventory.
- Learning mathematical models useful in quantitative models for inventory control.
- To provide an insight about inventory control for dependent demand
- Developing the concepts on theory of constraints.

Unit 1: Introduction to Business Processes

Process Management: introduction, recognition and Process Definition, Core Processes Vs Support Processes, Components of Process Management, Understanding Internal Customer Vs End User, Conceptualization of business activities as processes, Business Process, Process Mapping, Process Modeling, Business Process Improvement, Nature, significance and rationale of Business Process Improvement,

Unit 2: Business Process Re-engineering and principles of Process Management

Business Process Re-engineering, Radical Change, Clean Sheet Rethinking, Principles of Business Process Management, Cause and Effect, Ishikawa, Pareto Charts, Concept of Business Process Management and its relationships with Total Quality Management,

Unit 3: Process Mapping

Flow Charts, Swim Lanes Diagram, SIPOC, Value Stream Mapping, Identification of Value Adding Tasks and Non-Value Adding Tasks, Analyze and Assess Business Processes using established Performance Metrics, Lean manufacturing and Just in Time philosophy.

Unit 4: Business Improvement Methods

Juran trilogy, PDSA cycle, Kaizen, six sigma- statistical aspects and other aspects, process capability

Unit 5: Statistical Process Control

Causes of variation in quality; Acceptance sampling; Inspection vs. acceptance sampling; Quality indices and operating characteristic curves; Single and double sampling plans; Control charts for attributes; Control charts for variables; Interpretation of control charts.

Suggested reading

Besterfield, D.H., Michna, C.B., Besterfield, G.H. and Sacre, M.B., Total Quality Management, ed.iii, Fifth impression, 2007.

Juran, J.M., and Gryna, F.M., Quality Planning and Analysis, ed.iii, 1993, McGraw-Hill International Editions.

Peter Harriott: Process Control, McGraw Hill Education.

Course Outcomes

- Learn about business process
- Develop ability for process reengineering
- Learning techniques for process mapping.
- To develop the philosophy about improvement methods.
- Developing the statistical concepts for process controlling