

ಮಂಗಳೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ
MANGALORE UNIVERSITY



(Accredited by NAAC with 'A' Grade)

ಕ್ರಮಾಂಕ/ No. : MU/ACC/CR 20/2020-21/A2

ಕುಲಸಚಿವರ ಕಛೇರಿ

ಮಂಗಳಗಂಗೋತ್ರಿ - 574 199

Office of the Registrar

Mangalagangothri - 574 199

ದಿನಾಂಕ/Date:25.11.2020

NOTIFICATION

Sub: Revised syllabus of MBA programme.

Ref: Academic Council approval vide agenda

No.:ಎಸಿಸಿಬಿ.ಸಾ.ಸ.1:15 (2020-21) dtd 06.10.2020.

The revised syllabus of Master in Business Administration [MBA] programme which is approved by the Academic Council at its meeting held on 06.10.2020 is hereby notified for implementation with effect from the academic year 2020-21.

Copy of the Syllabus shall be downloaded from the University Website (www.mangaloreuniversity.ac.in)


REGISTRAR

To,

1. The Chairman, Dept. of Business Administration, Mangalore University, Mangalagangothri.
2. The Chairman, P.G. BOS in Business Administration, Mangalore University, Mangalagangothri.
3. The Registrar (Evaluation), Mangalore University, Mangalagangothri.
4. The Principal of the college concerned.
5. The Superintendent (ACC), O/o the Registrar, Mangalore University.
6. The Asst. Registrar (ACC), O/o the Registrar, Mangalore University.
7. Guard File.

MANGALORE UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM-2019-2020

M.B.A Course Structure and Syllabi

MBA Programme Outcome:

The MBA programme is visualised to prepare graduates from different disciplines to design business solutions for problems across the various functional domains of Management; to contribute to the growth and development of the society through their research acumen and entrepreneurial skills; and to develop the requisite interpersonal skills and aptitude. More specifically, on successfully completing the program, the student will be able to:

- Demonstrate the knowledge of management science to solve complex corporate problems using limited resources.
- Review research literature, identify and analyse management problems and utilize qualitative and quantitative methods to investigate and solve critical business problems.
- Identify business opportunities, design and implement innovations in work space.
- Integrate tools and concepts from multiple functional areas like finance, marketing, operations and human resource management to solve business problems.
- Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
- Incorporate ethical principles, diversity and multicultural perspectives when making business decisions.
- Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
- Communicate effectively with all stakeholders of his role as a manager.
- Engage in independent and life-long learning.

Minimum Credits required for M. B. A. Degree

I to IV Semesters	Hard Core Courses		Soft Core Courses		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
	13	52	10	40	23	92

Minimum Courses to be registered by a student in a normal phase to successfully complete MBA Degree in four semesters.

Semesters	Hard Core Courses		Soft Core Courses		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
I	4	16	2	8	6	24
II	4	16	2	8	6	24
III	3	12	3	12	6	24
IV	2	8	3	12	5	20
Total	13	52	10	40	23	92

Minimum Courses to be registered by a student in a normal phase to successfully complete MBA Degree in ODD and EVEN semesters.

Semesters	Hard Core Courses		Soft Core Courses		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
ODD	7	28	5	20	12	48
EVEN	6	24	5	20	11	44
Total	13	52	10	40	23	92

FIRST SEMESTER - MBA*

Sl. No	Title of the Course	Hard Core/Soft Core	Number of Credits
MBAH 401	Modern Organisation and Management	HC	4
MBAH 402	Business Accounting and Finance	HC	4
MBAH 403	Organisational Behaviour and Communication	HC	4
MBAH 404	Information Technology and Business	HC	4
MBAS 405	Economics for Managers	SC	4
MBAS 406	Soft Skills	SC	4
MBAS 407	E- Commerce	SC	4
MBAS 408	Compliance Management	SC	4
MBAS 409	Project Management	SC	4
MBAS 410	Business Analytics	SC	4
MBAS 411	Bank Management	SC	4
MBAS 412	Facility Management	SC	4

SECOND SEMESTER - MBA*

Sl. No	Title of the Course	Hard Core/Soft Core	Number of Credits
MBAH 451	Human Resource Management	HC	4
MBAH 452	Marketing Management	HC	4
MBAH 453	Indian Business Environment	HC	4
MBAH 454	Business Research Methods	HC	4
MBAS 455	Operations Management	SC	4
MBAS 456	Business Ethics and Social Responsibility	SC	4
MBAS 457	Supply Chain Management	SC	4
MBAS 458	Non- Profit Management	SC	4
MBAS 459	Disaster Management	SC	4
MBAS 460	Marketing Analytics	SC	4
MBAS 461	Insurance Management	SC	4
MBAS 462	Financial Services	SC	4

THIRD SEMESTER - MBA**

Sl. No.	Title of the Course	Hard Core/Soft Core	Number of Credits
MBAH 501	Entrepreneurship and Start-ups	HC	4
MBAH 502	Strategic Cost Management	HC	4
MBAH 503	Operations Research	HC	4
SOFT CORE GROUP – 1: Financial Management			
MBAS 504	Strategic Financial Management	SC	4
MBAS 505	Investment Analysis and Portfolio Management	SC	4
MBAS 506	Tax Planning	SC	4
SOFT CORE GROUP – 2: Marketing Management			
MBAS 507	Marketing Research and Consumer Behaviour	SC	4
MBAS 508	Promotions and Distribution Management	SC	4
MBAS 509	Retail Management	SC	4
SOFT CORE GROUP – 3: Human Resource Management			
MBAS 510	Learning and Development	SC	4
MBAS 511	Employees Relations Management	SC	4
MBAS 512	Stress Management	SC	4
SOFT CORE GROUP – 4: Banking and Insurance			
MBAS 513	Principles and Practice of Banking and Insurance	SC	4
MBAS 514	Banking and Insurance Products	SC	4
MBAS 515	International Banking	SC	4
SOFT CORE GROUP – 5: Hospital Administration			
MBAS 516	Hospital Services Management	SC	4
MBAS 517	Hospital Planning and Administration	SC	4
MBAS 518	Health Economics and Insurance	SC	4
SOFT CORE GROUP – 6: Logistics Management			
MBAS 519	Fundamentals of Logistics Management	SC	4
MBAS 520	Cargo And Freight Management	SC	4
MBAS 521	Transportation Management	SC	4

FOURTH SEMESTER - MBA**

Sl. No.	Title of the Course	Hard Core/Soft Core	Number of Credits
MBAH 551	International Business Environment	HC	4
MBAP 552	Project Report***	HC	4
SOFT CORE GROUP – 1: Financial management			
MBAS 553	Behavioural Finance	SC	4
MBAS 554	International Financial Management	SC	4
MBAS 555	Corporate Restructuring	SC	4
SOFT CORE GROUP - 2: Marketing Management			
MBAS 556	International Marketing Management	SC	4
MBAS 557	Services Marketing	SC	4
MBAS 558	Rural Marketing	SC	4
SOFT CORE GROUP - 3: Human Resource Management			
MBAS 559	Global Human Resources Management	SC	4
MBAS 560	Compensation Management	SC	4
MBAS 561	Performance Management	SC	4
SOFT CORE GROUP – 4: Banking and Insurance			
MBAS 562	Legal Aspects of Banking and Insurance	SC	4
MBAS 563	Treasury and Risk Management	SC	4
MBAS 564	Rural Banking	SC	4
SOFT CORE GROUP – 5: Hospital Administration			
MBAS 565	Quality Management in Healthcare Organisation	SC	4
MBAS 566	Legal Issues in Healthcare and Business Ethics	SC	4
MBAS 567	Health Information System	SC	4
SOFT CORE GROUP – 6: Logistics Management			
MBAS 568	International Trade Documentation and Maritime Law	SC	4
MBAS 569	Strategic Logistics Management	SC	4
MBAS 570	Warehousing, Icd and Packaging	SC	4

1. Soft Core Courses in I and II Semesters:

Any two soft core courses from the available Soft Cores shall be selected by a student at the commencement of I and II Semesters. The Department Council/ Affiliated College will announce at the beginning of the first and second semesters, any two or more soft core papers which will be offered during I and II semesters depending upon the availability of faculty and the demand for soft core courses. The minimum number of students opting for a soft core course should be ten.

2. Elective Groups:

Any one **group** from the available **Soft Core Groups** shall be selected by a student at the commencement of III Semester. Once a group has been selected, no change in the selected group will be allowed later in the fourth semester. The Department/ Affiliated College will announce at the end of the second semester, any one or more Soft Core Groups which will be offered during III and IV semesters depending upon the availability of faculty members and the demand for soft core group. A Soft Core Group can be offered if there are minimum ten students opting for that group.

***** Project Work:**

A student in the third semester shall register for a Project Work which carries 4 credits in the fourth semester. **Work load for Project Work is one contact hour per student per week for the teacher.** The student shall do field work and library work in the remaining 3 credit hours per week.

Evaluation of Project report

- 1) 30 marks viva –voce examination and 70 marks final report evaluation.
- 2) Viva voce examination shall be conducted by the BOE in the department.

Question paper pattern

1. Theory paper pattern:

Section- A

One compulsory question (1 x 15 =15)

Section- B

Five out of eight questions. (5 x 8 =40)

Section-C

One compulsory question (case study/practical question) (1 x 15 =15)

2. Practical paper pattern:

Section- A

Two out of three questions (2 x 10=20)

Section- B

Three out of five questions. (3 x 12 = 36)

Section-C

One compulsory question (case study/practical question) (1 x 14 =14)

Note: The following papers are practical in nature and practical question paper pattern will be used in the semester examinations.

MBAH 402, MBAS 410, MBAH 454, MBAS 460, MBAS 462, MBAH 502, MBAH 503, MBAS 504, MBAS 505, MBAS 506, MBAS 554, MBAS 555.

I SEMESTER

MBAH 401: MODERN ORGANISATION AND MANAGEMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

- Objectives**
1. To understand basic management concepts and principles
 2. To Analyze the core management roles, skills, and functions
 3. To make students knowledgeable about historical developments.
 4. To provide theoretical aspects, and managerial process.
 5. To prepare students about the practical applications of management.
 6. To provide insight into core strategic management concepts.
 7. To prepare students for the competitive business world

- Course Outcomes**
1. Acquire knowledge on the evolution of Management discipline
 2. Have understanding about the management concepts.
 3. Be able to solve the problems of organizations in an integrated manner.
 4. Understand the management challenges in the changing business world.
 5. Comprehending & correlating all of the management roles that occur around with basic management concepts and principles.
 6. Understand the overview of its management, management theory and practical applications.
 7. Students should get a clear idea about the Strategic Management concept, its relevance, characteristics, nature, process and purpose.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1, Basic Concepts: Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager's Job Changing?, Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job.

Module 2, Planning: Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments

Module 3, Organizing: Organization, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations - Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations.

Module 4, Decision Making: The Decision-Making Process - Identifying a Problem - Identifying

Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, the Role of Intuition, and the Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach, Decision-Making Styles - Linear–Nonlinear Thinking Style Profile, Decision- Making Biases and Errors. Effective Decision Making - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision.

Module 5, Controlling: Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices.

Module 6, Corporate strategy-A review of theory and practice - Analyzing the environment - the basics- Analyzing markets, competition and co-operation-Developing customer driven strategy. Analyzing the resources - the basics - Analyzing human resources - Analyzing financial resources - Analyzing operations resources

Module 7, The purpose of the organization: Purpose shaped by vision, leadership and ethics - Purpose emerging from knowledge, technology and innovation - Purpose delivered through corporate and business objectives

Module 8, Developing the strategies and the implementation process: Developing strategic options- the prescriptive process - Strategy evaluation and development- the prescriptive process - Finding the route forward- emergent and prescriptive approaches - Organizational structure and style people issues; Resource allocation, strategic planning and control - Government, public sector and not-for-profit strategies - International expansion and globalization strategy - Strategy dynamics and entrepreneurial strategy - Managing strategic change - Building a cohesive corporate strategy.

Reference Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wehrich, Tata Mc GrawHill.
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.
4. Richard Lynch, Corporate Strategy, Prentice Hall, 2006
5. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
6. Management – Text & Cases, Satya Raju, PHI, New Delhi.
7. Management, Richard L. Draft, Thomson South-Western
8. Pearce John A and Robinson Richard B-Strategic Management- McGrawHill.
9. Porter Michael E.-Competitive Strategy- Free Press Publication

MBAH 402: BUSINESS ACCOUNTING AND FINANCE

Workload: 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives:

1. Explain basic accounting principles, Financial Statements features, and basic accounting terminology.
2. Explain and use of accounting equation and how the equation is related to the financial statements.
3. Prepare basic financial statements and explain how the basic statements express themselves.
4. To assess the plans for investments.
5. Analyzing the decision on capital structure and dividend.
6. To recognize an organization's work capital management.
7. To provide with the sources of finance.

Course:

1. Demonstrate theoretical knowledge and its application in real time accounting.

Outcomes

2. Demonstrate knowledge regarding accounting principles and its application.
3. Independently undertake financial statement analysis and take decisions.
4. Understand the basic financial concepts.
5. Evaluate the investment decisions.
6. Analyze the capital structure and dividend decisions.
7. Estimate working capital requirements.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars.

Module 1, Accounting Concepts, Principles, Bases and Policies: Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and Profit & Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting- *Accounting Standards* - Scope and functions of Accounting Standards Board-International Financial Reporting System.

Module 2, Accounting Mechanics: Meaning of double entry accounting- Classification of accounts under Traditional approach and under Accounting Equation approach- Transactions and events-Meaning and roles of debit and credit- writing up Journals, passing journal entries, Introduction to various Secondary Books of account- Posting to Ledger- Depreciation methods and accounting- Preparing Trial balance, Adjustment entries

Module 3, Company Accounts: Final Accounts: Introduction , Adjustments before preparing final accounts , Depreciation , Bad Debts and accounting treatment of bad debts , Provision for doubtful debts , Reserves for Discount on Debtors and Creditors , Closing Stock-*Preparation of Trading Account*, Profit and Loss Account and Balance Sheet as Per Companies Act.

Module 4, Financial Statement Analysis: Meaning and type of Financial statement-Analysis and interpretation of financial statements-Types of financial analysis- Techniques of financial analysis- Limitations-Ratio Analysis, Meaning of Ratios, Classification of ratios, Advantages and Limitations, *Inter firm and Intra firm comparison using ratio analysis*, Meaning of Funds Flow statement, Preparation of Funds flow statement, Uses and limitations of funds flow statements- Cash flow analysis, preparation of Cash flow statement, Utility and Limitations of Cash flow statements.

Module 5, Business Finance: Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager.

Module 6, Working Capital Management: Meaning of Working Capital, its components & types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method)

Module 7, Capital Structure: Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types.

Module 8, Capital Budgeting: Meaning, Definition of Capital Budgeting, Time value of money. Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR.

Reference Books:

1. Ghosh T.P., Financial Accounting for Management, TMH, 2000.
2. Khan and Jain, Accounting for Management TMH, 2001.
3. R. Narayanaswamy - Financial Accounting - A managerial perspective Prentice Hall India Pvt., Ltd., 2003
4. Prasanna Chandra. Financial Management, Tata McGraw Hill, New Delhi.
5. Khan and Jain, Financial Management,
6. I M Pandey, Financial Management, (Vikas Publishing House Pvt.Ltd)
7. Bhattacharya S.K., John Dearden - Accounting for Management text and cases - Vikas publishing house, New Delhi, 2001
8. S.N. Maheshwari- Principle of Management Accounting: Sultan Chand & Sons, New Delhi, 2010
9. Managerial Accounting, Dr. Mahesh Abale and Dr. ShriprakashSoni
10. Financial Accounting for Management: Shankarnarayanan, Ramanath- CENGAGE Learning
11. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
12. Ravi M. Kishore, Financial Management, Taxman Publications.
13. S.N. Maheshwari, Fundamentals of Financial Management- Sultan Chand Publications.
14. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
15. Basics of Financial Management, V.K. Saxena and C.D.Vashist (Sultan Chand & Sons)
16. Financial Management, A Contemporary Approach, Rajesh Kothari(SAGE)
17. Financial Management, Dr. Mahesh Abele & Dr. ShriprakashSoni (Himalaya Publishing House Pvt.Ltd.)
18. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
19. Financial Management, I M Pandey (Vikas Publishing House Pvt. .Ltd)
20. Fundamentals of Financial Management, A.P.Rao (Everest Publishing House)
21. Advanced Financial management, N.M.Vechalekar

MBAH 403: ORGANISATION BEHAVIOUR AND COMMUNICATIONS

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives :

1. To understand the fundamental principles and ideas of human behavior.
2. To familiarize with the behavioral patterns of human beings.
3. To understand power and politics and its impact on individual behavior.
4. To make students aware of individual behavior in groups, group dynamics.
5. To develop a better understanding about building of effective teams.
6. To develop communication skills.
7. To inculcate interview and group discussion techniques.

Course 1. Describe the key concepts of organizational behavior.

Outcomes :

2. Enhance the ability in terms of control of human behavior in an organization.
3. Have knowledge on motivational factors that influence the individual behavior.
4. Have understanding about the organizational power and politics.
5. Understand theories about how managers should behave to motivate and control employees.
6. Build people and leadership skills essential for managerial success.
7. Appraise the basic principles of communication

Pedagogy Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1, Fundamentals of OB: Evolution of management thought, five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB.

Module 2, Values, Attitudes and Emotions: Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, difference between EQ and IQ. Personality & Attitude: Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude.

Module 3, Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation.

Module 4, Group and Team Dynamics : The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders.

Overview of Leadership- Traits and Types, Theories of Leadership- Trait and Behavioral Theories.

Module 5, Conflict Management – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. **Organizational Culture:** Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity.

Module 6, Stress at workplace: Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization.

Module 7, Communication Basics: Introduction to Communication , Meaning & Process, Objectives- Channels of Communication –Models of Communication–Group Communication- Barriers to effective Communication.

Module 8, Listening, Interview and Negotiations: Listening as a Managerial Process - Good Listening – Determinants of good listening -Difference between hearing and listening. Interview: Concept, Typology, Effective Interview: Ingredients, preparation for a good Interview, Interview facing and guiding techniques -Group Discussion: Ingredients of good discussion. Effective Negotiation Techniques, guiding the Negotiation process – Ingredients of good negotiation process.

Reference Books:

1. Organizational Behavior, Robins
2. Organizational Behavior, Nelson & Quick
3. Organizational Behavior, Fred Luthans
4. Organizational Behavior, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behavior, M N Mishra
6. Organizational Behavior, K Ashwathappa
7. MatthuKutty MM, Business Communication Strategies, TMH, 2001.
8. Lessikar, Basic Communication, Tata McGrawHill.-2001.
9. Understanding OB, UdayPareek
10. Human Resource Management, Nkomo, CENGAGE Learning
11. Ken Robert W.,A short guide to successful Writing in Management, HBS,1986
12. Mudd Cs and SillersMd, Speech and Content and Communication, Thomas Crowell Company, 1985
13. Rayudu, Business Communication, Himalaya Publishers, 2001.
14. Aruna, Business Communication. TMH.

MBAH 404: INFORMATION TECHNOLOGY IN BUSINESS

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives

1. To understand the conceptual framework of IT in Business.
2. To assess the impact of IT on society, markets & commerce of media, internet, social, digital, IoT, and related technologies.
3. To appraise the competitive edge in a digital business environment.
4. To know the changing position of intermediaries, the changing nature of the supply chain and the online and offline payment systems.
5. To understand the applications of IT in Business.
6. To understand the importance of MIS.
7. Use of MIS at various levels of Management

Course Outcomes

1. Describe the conceptual framework for e trade, mobile trade, and social trade.
2. Summarize the impact on society, markets & commerce of media, internet, social, digital, IoT, and related technologies.
3. Creation of illustrate interest & competitive edge in a digital business environment.
4. Examine the changing position of intermediaries, the changing nature of the supply chain and the online and offline payment systems.
5. Able to Classify the prevalent digital business models into different groups,
6. Able to describe their advantages and limitations.
7. Explaining the vast electronic business applications in today's world.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars,

Module 1: Information Technology: Application of information technology, uses of information technology, impact of information technology on business.

Module 2: Electronic commerce. Infrastructure for e-commerce, communication networks for e-commerce, payment systems in e-commerce, impact of Ecommerce on Business. E-commerce in Indian Business Context, Business Models for e-commerce.

Module 3: Information Systems for Mobile Commerce, Legal and Ethical Issues in E commerce and M commerce.

Module 4: Information System Resources-Computer basics (H/w & S/w) DBMS, Communication Systems, internet and office automation.

Module 5: Word processing with MS word - starting MS word - MS Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - creating mailing lists- mail and merge.

Module 6: Concept of spread sheet and MS Excel - starting MS Excel - MS Excel Environment - working with Excel – workbook. Preparation of charts and graph with excel - working with workbook. Working with functions – Summery statistics, correlations, regression, t-test, z-test, Chi square test, Macros. Sort and filter commands. Introduction to SQL.

Module 7: Making presentation with Ms Power point - starting Ms Power point - Ms Power

point Environment - working with power point - working with different views - designing presentations - printing in power point. .

Module 8: Information System Management - Information Concepts - , its nature and functions, planning issues and the MIS organizing issues and the MIS - control issues and the MIS - Decision Support Systems - electronic Commerce - types - advantages and disadvantages - Electronic data interchange - How EDI works - EDI benefits and limitations.

Module 9: Use of MIS at various levels of Management. A framework for information system for each level of Management and Operations. Types of Information systems – Operating Support Systems, Management support systems, Expert System.

Reference Books:

1. Morley, D. and Parker, C. S., Understanding Computers: Today and Tomorrow, 11Ed, Thomson Learning, 2007.
2. Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland JSpringer
3. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education.
4. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education.
5. Alexis Leon & Mathew Leon, Introduction to Computers with MS-OFFICE-2000, TMH,-2001.
6. Williams/Sawyer, UsingInformation Technology, 2009.
7. Norton. P., Introduction to computers, 7Ed, TMH, 2010.
8. Curin,D.P.,Foley,K.Sen,andC.S.Morin,IntroductiontoInformationTechnology– BreakingWave, TMH,1999.
9. Sanjay Saxsena-A First Course in Computer- Vikas Publishing House.
10. Sanjay Saxsena- MS Office 2000- Vikas Publishing House,
11. Rajaraman, V- Essentials of E-Commerce Technology- PHI Learning
12. S. J. JOSEPH, P. T- E-Commerce : An Indian Perspective- 4th Ed- PHI Learning
13. Laudon Kenneth and Laudon Jane- Management Information Systems- A Contemporary perspective- PHI
14. O'Brien James- Management Information System- Tata Mcgraw Hill
15. Gorden Davis and Olson- Management Information System- Conceptual Foundations – McGraw Hill
16. Mohan. P- Computer Applications in Management- HPH Pvt. Ltd.
17. Gopalakrishna. D- Electronic Commerce- Emerging Trends-HPH Pvt. Ltd.
18. Pathak, and Nirupma- Computer Application in Management- HPH Pvt. Ltd.
19. Saxena Sanjay, Chopra P – Computer Applications in Management - Vikas Publishing House, New Delhi.

MBAS 405: ECONOMICS FOR MANAGERS

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives

1. To incorporate managerial economic fundamentals, methods and theories.
2. To provide an understanding of Economics in Business application.
3. To learn the fundamental concepts of economics.
4. To have an understanding of the competitions for demand, production, cost, profit and market with reference to a company and industry.
5. To study the Consumption Function and Investment Function
6. To understand the impact of Business Cycle on day to day business.
7. To understand the impact of Government and the Macro Economy on business.

Course Outcomes

1. The student will understand the application of Economic Principles to decision making in management.
2. The student must understand and apply the microeconomic principles to the efficient functioning of a firm and industry.
3. The Student will be able to understand, evaluate and predict Demand.
4. The student will apply production concepts and costs for production optimization.
5. The student will be able to Analyze the Consumption Function and Investment Function.
6. Able to understand the impact of Business Cycle on day to day business.
7. The student will understand the impact of Government and the Macro Economy on business.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1, Introduction: Economics- Micro and Macro, Positive and Normative economics, nature and scope of Managerial economics, Managerial Economics and its relationship with other disciplines, economic Concepts relevance for decision making- concept of firm, objectives of firm and value of the firm, constraints on the operations of the firm, limitations of the theory of the firm.

Module 2, Demand and Supply: concept of Demand, law of demand, determinant's of demand, change in quantity demand v/s change in demand, factors shift in the demand, price elasticity of demand- significance, type and methods of measuring price elasticity of demand- elasticity concepts- cross elasticity, income elasticity and promotional elasticity. Supply – factor influencing shift in supply, a change in the supply Vs a change in quantity supplied- Market equilibrium.

(Case studies involving numerical problems are to be solved)

Module 3, Demand Forecasting: objectives, significance, types, factors involved in forecasting, techniques of forecasting, limitations of demand forecasting.

(Case studies involving numerical problems are to be solved)

Module 4, Production and Cost: production and production function, its utility, production function in the short run, marginal physical product and marginal cost, average productivity. Cost of product- total, average and marginal cost, relationship between AVC and ATC curves, short run production to costs. Production and cost in the long run- long run average, total cost curve, economics of scale diseconomies of scale and returns to scale

(Case studies involving numerical problems are to be solved)

Module 5, Different terms of market structure and price output determinations: output determinants under different market structure- Perfect Market- Monopoly-Monopolistic Competition- and Oligopoly - Pricing Policies and Strategies:

(Case studies involving numerical problems are to be solved)

Module 6, Profit Theories and Policies: theories of profit- rent theory, risk theory, uncertainty theory, dynamic theory, innovation theory, marginal efficiency theory, frictional theory of profit, monopoly theory of profit. Profit policies and profit measurement.

Module 7, Business Cycle: Introduction, type of business cycle, phases of business cycle, theories of business cycle. Policies and measures to control business cycles.

Module 8, National Income: concepts of national income approaches to measure, GDP and Real GDP, limitations of national income measurements.

Module 9, Monetary and Fiscal Policy: objectives of monetary and fiscal policy, an overview of various instruments of Monetary and Fiscal Policy.

Reference Books:

1. Roger A Arnold- Macro Economics- Cengage Learning
2. N Gregory Mankiw- Principles of Microeconomics- Cengage Learning
3. Karl E Case- Ray C Fair-Sharon E Oster- Principles of Economics- Pearson
4. Dominick Salvatore- Siddhartha K Rastogi- Managerial Economics-oxford
5. Karl E Case- Ray C Fair-Sharon E Oster- Principles of Microeconomics- Pearson
6. Robert s- Daniel L- Prem L Mehta- Microeconomics- Pearson
7. N Gregory Mankiw- Principles of Macroeconomics- Cengage Learning
8. H.L Ahuja- Macro Economics for Business and Management- Sultan Chand& Sons
9. Mishra & Puri- Indian Economy-Himalaya Publishing House
10. Dr. D M Mithani- Managerial Economics- theory and Applications- Himalaya Publishing House
11. H. Carig Peterson and W. Cris Lewis- Managerial Economics- Pearson Education
12. Paul Samulson- William D N- Economics-T M H Publication

MBAS 406: SOFT SKILLS

Workload: 4 hours per week - Total credits 04

Examination: 3 hours; 30 marks continuous evaluation & 70 marks final examination.

- Objectives:
1. To enable the students to become conscious of their communication skills and to make them aware of their potential to become successful managers.
 2. To enable learners to write mechanics and to help them draft business letters accurately and effectively in English, too.
 3. To expose the students to some of the managerial contact methods which are in vogue.
 4. To prepare students with an emphasis on evaluating business circumstances to learn the art of business communication.
 5. To train students in the creation of business proposals.
 6. To train the students for effective speaking.
 7. To train the students to present them in the interviews.

- Course Outcomes
1. Recognize the various communication structures, communication channels and obstacles to effective communication.
 2. Effectively express themselves in real-world business interactions of routine and special nature.
 3. Demonstrate proper use of body language.
 4. Participate in professional meetings, group discussions, telephone calls, basic interviews as well as public speaking activities.
 5. Create and deliver effective business presentations for common business situations, using the appropriate technology tools.
 6. Describe steps in a standard process of contact and obstacles to effective communication.
 7. Compose texts, notes, memos, and circulars.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1, Basics of Communication: Communication elements and process, Need of Communication Skills for Managers, Channels, forms and dimensions of communication, Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language, Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication.

Module 2, Oral Communication: Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time management -

Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation.

Module 3, Soft skills: How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette.

Module 4, Written Communication: Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems. Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, developing coherent paragraphs, drafting, editing and finalizing the business letters.

Module 5, Recruitment and employment correspondence: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters. Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, The Self-Presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; The Social Context: Norms and Roles, The Target's Values, Physical Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions.

Module 6, Internal and External Communications: Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making. Report writing - What is a report, Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports, External Communications: Public notices, invitations to tender bid, auction, notices, etc. Writing business proposals, Preparing Press Release and Press Notes.

Module 7, Professionalism at Work: Making a good first impression, understanding the mechanics of human perception, being aware of elements in image building, developing a culture of excellence, basic understanding of acceptable attitudes and mannerisms at work, the role of Good Manners in Business? Disability Etiquette - Basic Disability Etiquette practices, Courtesies for wheelchair users, Courtesies for blind or visually impaired, Courtesies for the deaf, People with speech impairments. Multi-cultural challenges, Multi-cultural etiquette, Cultural differences and their effect on business etiquette, Select Cultural Highlights

Module 8, Business Etiquette Basics: Introduction to business etiquette - The ABCs of etiquette Meeting and greeting scenarios, Enduring Words, Making introductions and greeting people, Greeting Components, The protocol of shaking hands, Introductions, Introductory scenarios, Addressing individuals, Networking for business, Business card protocol, Managing your business voice, Speaking Diplomatically, Managing Question and Answer Sessions Effectively - Anticipatory Q & A, Dealing with hostile questions, Reframing principles, Case Studies and Practice, Cellphone Etiquette, Voice Mail Etiquette, Internet & email etiquette, Internet usage in the workplace, Email, Netiquette, Online chat, Online chat etiquette, Online chat etiquette guidelines.

Reference books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi
6. The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, Barbara Pachter
7. Modern Manners: Tools to Take You to the Top, Dorothea Johnson and LivTyle
8. Business Etiquette: 101 Ways to Conduct Business with Charm and Savvy, Ann Sabath
9. Indian Business Etiquette, Raghu Palat, Jaico Publishing
10. Business Etiquette: A Guide for the Indian Professional, Shital KakkarMehra
11. Communication Skills for Effective Management, Hargieet. al., Palgrave
12. Communication for Business, Tayler Shinley, Pearson Education
13. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
14. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
15. DictionaryofCommonErrors,Turton,N.DandHeaton,J.B,AddisionWesleyLongmanLtd.

MBAS 407: E- COMMERCE

Workload : 04 hours per week - Total credits: 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives

1. The students can acquaint with moderns business practices.
2. Can have an overview of the role of technology in business transactions.
3. Helps to make them understand the pros and cons of E-commerce.
4. They can have knowledge about importance of E-commerce and M Commerce
5. To provide with the basic requirements of E-commerce.
6. To study the risk associated with E-Commerce.
7. To study how to manage the risks in E-Commerce

Course Outcomes

1. Recognize the various E-commerce structures, forms and obstacles to effective E-commerce.
2. Equip the students to handle jobs in E-commerce business.
3. Manage the E-commerce organization.
4. Able to understand the basic requirements of E-Commerce.
5. Able to manage the risks associated with the E-Commerce
6. The students will be able to manage the SCM in E-Commerce.
7. The students will be able to manage the Challenges and Opportunities of E-Commerce organizations.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars.

Module 1: Introduction to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework, Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India

Module 2: E-commerce Infrastructure: Introduction, E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website

Module 3: Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise

Module 4: e-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model

Module 5: Risks of Insecure Systems: Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction Data Transferred between Trading Partners

Module 6: Electronic Payment Systems: Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems, Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm

Module 7: Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine

Module 8: Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities

Reference Books:

1. Kenneth Laudon and Carol Traver, E-Commerce 2015, Business, technology, society, Global Edition (Kindle Edition), Pearson,
2. P T Joseph, E-Commerce: An Indian Perspective, PHI.
3. DevidWhiteley, E-Commerce: Strategy, Technologies and Applications, 1st Edition, Tata Mc Graw Hill Education.
4. Dave Chaffey, E - Business and E - Commerce Management: Strategy, Implementation and Practice, PHI.
5. P. Rizwan Ahmed, E-Business & E-Commerce, Margham Publications, Chennai.
6. PiyushSukhija, E- commerce: Opportunities and Challenges, Global India Publications Pvt. Ltd. New Delhi.

MBAS 408: COMPLIANCE MANAGEMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

- Objectives**
1. To provide insights into the important legislations applicable to an organization.
 2. To understand various legal provisions of important legislations.
 3. To describe the key terms involved in each Act.
 4. To Analyze the significance of corporate laws
 5. To Analyze the practical difficulties of corporate laws.
 6. To enhance the application of legislations in business.
 7. To Analyze the impact of legislations on business.

- Course Outcomes**
1. Understanding of the key terms involved in each Act.
 2. Summarize the key legal provisions of each Act.
 3. Illustrate the use of the acts in common business situations.
 4. Outline the various facets of basic case laws of each act from a legal perspective.
 5. Understand the various facets of basic case laws of each act from a managerial perspective
 6. Inculcate ethical practices.
 7. Discourage act of business against environment and public interest.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1, The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency.

Module 2, Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction.

Module 3, The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director.

Module 4, The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority.

Module 5, Industrial law: Overview of-Factories Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Industrial Disputes Act, 1947 and Workmen Compensation Act.

Module 6, Information Technology Act, 2000, Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, E – Commerce & Security, Cyber Crimes. Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs. Right to Information Act, 2005.

Module 7, Banking Law: Regulatory Framework, Business of Banking, RBI Act 1934, Banking Regulation Act 1949, Role of RBI, Government as a regulator, Control over Organization of banks, Control over co-operative banks, Regulation by other authorities. Legal Aspects of Banking Operations: Types of borrowers, Types of Credit Facilities (secured, unsecured, fund based, non-fund based), Laws relating to Bill Finance, Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc.), Creation and satisfaction of charge. The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument – Noting and Protest.

Module 8, Environmental Law:The Environment (Protection) Act, 1986; The Forest (Conservation) Act, 1980; The Wildlife Protection Act, 1972; Water (Prevention and Control of Pollution) Act, 1974; Air (Prevention and Control of Pollution) Act, 1981 and The Indian Forest Act, 1927.

Reference Books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D.Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian
4. Legal Aspects of Business, Ravinder Kumar
5. Business Laws, S. D. Geet
6. Business Laws, S.S. Gulshan
7. Legal Aspects of Business, Akhileshwar Pathak

MBAS 409: PROJECT MANAGEMENT

Workload	: 04 hours per week - Total credits: 04
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	: <ol style="list-style-type: none">1. To gain knowledge about business related projects.2. To know how to prepare project proposals.3. To understand the legal aspects relating to project management.4. To know the steps in project identification and selection5. To understand the importance of team work in project planning.6. To Analyze the resource requirements for projects.7. To know the steps for closing the Project and Project termination,
Course outcome	<ol style="list-style-type: none">1. Understand the need for project management2. Gain knowledge about business related projects.3. Understand how to prepare project proposals.4. Analyze the legal aspects relating to project management.5. Prepare feasibility projects.6. Analyze the project quality and value engineering7. In depth knowledge about project performance and evaluation
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

Module 1, Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management, Project Management Principles.

Module 2, Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project break-even point.

Module 3, Project Planning: Introduction, Project Planning, Need of Project Planning, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)

Module 4, Organisational Structure and Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Conflict Resolution, Team Management and Diversity Management, Change management.

Module 5, Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts.

Module 6, Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks.

Module 7, Project Quality and Value Engineering: Introduction to Project Quality, Quality Concepts, Value Engineering. Purchasing and Contracting for Projects: Purchase Cycle, Contract Management, and Procurement Process.

Module 8, Project Performance Measurement and Evaluation: Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects.

Module 9, Project Close-out, Termination and Follow-up: project completion and handover, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up.

Reference Books:

1. Harvey Maylor, Project Management, 3rd Ed., Person, Education, Delhi.
2. Narendra Singh, Project Management and Control, HPH.
3. Kalpesh Ashar, Project Management, Vibrant Publishers,
4. Khanna R B, Project Management, PHI
5. Panneerselvam., R. and Senthilkumar, P., Project management, PHI
6. Ramakrishna and Kamaraju, Essentials of Project Management
7. Gupta, Rajeev M, Project management PHI.
8. Jeffrey K Pinto, Project Management: Achieving Competitive Advantage, Pearson Education.
9. Greg Horine, Project Management Absolute Beginner's Guide, Pearson Education.

MBAS 410: BUSINESS ANALYTICS

Workload	: 4 hours per week - Total credits 04
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	<ol style="list-style-type: none">1. To determine which datasets are useful and how they can be leveraged to solve problems and increase efficiency, productivity, and revenue.2. To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decisionmaking.3. To become familiar with the processes needed to develop, report, and analyze business data.4. To learn how to use and apply Excel and Excel add-ins to solve business problems.5. Understand and critically apply the concepts and methods of business analytics.6. Identify, model and solve decision problems in different settings.7. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.
Course Outcomes	<ol style="list-style-type: none">1. Enable all participants to recognise, understand and apply the language, theory and models of the field of business analytics2. Foster an ability to critically analyze, synthesise and solve complex unstructured business problems3. Encourage an aptitude for business improvement, innovation and entrepreneurial action4. Encourage the sharing of experiences to enhance the benefits of collaborative learning5. Instil a sense of ethical decision-making and a commitment to the long-run welfare of both organisations and the communities they serve6. Enable data-driven decision making that has the potential to increase profits and improve efficiency7. With predictive analytics, allow businesses to plan for the future in ways that were previously impossible.
Pedagogy	Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1 Introduction: Decision Making, Business Analytics Defined, Categorizations of Analytical Methods and Models. Big Data, Business Analytics in Practice, Financial Analytics, Human Resource (HR) Analytics, Marketing Analytics, Health Care Analytics, Supply Chain Analytics, Analytics for Government and Nonprofits, Sports Analytics, Web Analytics: Metrics Vs KPI's, Target Setting, challenges in data driven decision making

Module 2: Description Statistics: Overview of Using Data- Definitions and Goals, Types of Data, Population and Sample Data, Quantitative and Categorical Data, Cross-Sectional and Time Series Data, Sources of Data, Modifying Data in Excel, Sorting and Filtering Data in Excel, Conditional Formatting of Data in Excel, Creating Distributions from Data, Frequency Distributions for Categorical Data, Relative Frequency and Percent Frequency Distributions, Frequency Distributions for Quantitative Data, Histograms, Cumulative Distributions, Measures of Location, Measures of Variability, Analyzing

Distribution – Percentiles, Quartiles, z-scores, Empirical Rule, Identifying Outlines, Box Plots. Measures of Association between Two Variables, Scatter Charts, Covariance, Correlation Coefficient

Module 3: Data Visualization- Effective Design Techniques, Tables, Table Design Principles, Cross tabulation, PivotTables in Excel, Charts, Line Charts, Bar Charts and Column Charts, A Note on Pie Charts and 3-D Charts, Bubble Charts, Heat Maps, Additional Charts for Multiple Variables, Pivot Charts in Excel. Advanced Data Visualization, Advanced Charts, Geographic Information System Charts. Data Dashboards. Principles of Effective Data Dashboards, Applications of Data Dashboards

Module 4: Linear Regression: The Simple Linear Regression Model, Regression Model and Regression Equation, Estimated Regression Equation, Least Squares Method, Least Squares, Estimates of the Regression Parameters, Using Excel's Chart Tools to Compute the Estimated Regression Equation, Assessing the Fit of the Sample Linear Regression Model, The Sums of Squares, The Coefficient of Determination, Using Excel's Chart Tools to Compute the Coefficient of Determination. The Multiple Regression Model, Regression Model and Regression Equation, Estimated Multiple Regression Equation, Least Squares Method and Multiple Regression,

Module 5: Time Series Analysis and Forecasting: Time Series Patterns- Identifying Time Series Pattern. Forecast Accuracy. Moving Averages and Exponential Smoothing-Forecast Accuracy. Using Regression Analysis for Forecasting-Linear Trend Projection, Seasonality, Seasonality without Trend, Seasonality with Trend, Using Regression Analysis as a Causal Forecasting Method, Combining Causal Variables with Trend and Seasonality Effects

Module 6: Data Mining: Data Sampling- Data Preparation, Treatment of Missing Data, Identification of Outliers and Erroneous Data, Variable Representation. Unsupervised Learning, Cluster Analysis, Association Rules. Supervised Learning, Partitioning Data, Classification Accuracy, Prediction Accuracy, k-Nearest Neighbors, Classification and Regression Trees, Logistic Regression

Module 7: Linear Optimization Models: A Simple Maximization Problem, Problem Formulation, Solving Linear Programs with Excel Solver, Alternative Optimal Solutions, Infeasibility, Unbounded, Sensitivity Analysis, Interpreting Excel Solver Sensitivity Report Investment Portfolio Selection, Transportation Planning, Advertising Campaign Planning, Generating an Alternative Optimal Solution for a Linear Program.

Module 8: Integer Linear Optimization Models: Types of Integer Linear Optimization Models, East borne Reality. An Example of Integer Optimization, The Geometry of Linear All-Integer Optimization, Solving Integer Optimization Problem with Excel Solver, Applications Involving Binary Variables- Capital Budgeting, Fixed Cost, Bank Location, Product Design and Market Share Optimization. Modeling Flexibility provided by Binary Variables- Multiple-Choice and Mutually Exclusive Constraints, k out of a Alternatives Constraint, Conditional and Co-requisite Constraints. Generating Alternatives in Binary Optimization.

Module 9: Nonlinear Optimization Models: A Production Application: An Unconstrained Problem, A Constrained Problem, Solving Nonlinear Optimization Models, Sensitivity Analysis and Shadow Prices in Nonlinear Models, Local and Global Optima, Overcoming Local Optima with Excel Solver, A Location Problem, Markowitz Portfolio Model. Forecasting Adoption of a New Product.

Reference Books:

1. U Dinesh Kumar, Business Analytics: The Science of Data - Driven Decision Making, Kindle Edition, Wiley, Sold by Amazon Asia-Pacific Holdings Private Limited.
2. Seema Acharya R N Prasad, Fundamentals of Business Analytics, 2ed, Wiley, Sold by Amazon Asia-Pacific Holdings Private Limited.
3. Purba Halady Rao, Business Analytics: An Application Focus, PHI, Rs. 163/-
4. James Evans, Business Analytics, 2nd Global Edition ISBN-13: 978-12920954, Pearson.
5. Sanjiv Jaggi and Alison Kelly and Kevin Lertwachara and Leida Chen, Business Analytics, 1st Edition, McGraw Hill.
6. Jeffrey D. Camm | James J Cochran | Michael J. Fry | Jeffrey W. Ohlmann, Essentials of Business Analytics, 2nd Ed, (2017), Cengage.
7. Jeffrey D Camm, Essentials of Business Analytics, 1st Ed, (2015), Cengage.
8. Sandhya Kuruganti and Hindol Basu, Business Analytics: Applications to Consumer Marketing (2015), McGraw Hill,

MBAS 411: BANK MANAGEMENT

Workload	: 4 hours per week. - Total credits: 4
Examination	: 3 hours, 30 marks continuous evaluation and 70 marks final examination
Objectives	<ol style="list-style-type: none">1. To describe the nature of banking system in India.2. To study the reasons behind nationalization of banks and privatizations of banks.3. To study the evolution of Central Banking System4. To describe banking functions and services5. To study risk management in bank management.6. To study the problems and the present status of Non-Performing Assets.7. To study the liberalization in financial services and trends in electronic banking.
Course Outcome	After completion of the course the students will be able to: <ol style="list-style-type: none">1. Able to understand the nature of banking system in India.2. Able to understand the need for privatizations of banks.3. Able to perform the banking functions and services4. Able to manage the risk management in banks.5. Capable of handle the problems and the present status of Non-Performing Assets.6. Able to cope up with liberalization in financial services.7. Able to adopt to the changing trends in electronic banking.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

Module 1: Introduction: Nature of Banking System in India, Types of Banks, Functions of Banks. Constituents of the Indian Banking System, New generation Banks, Productivity and profitability in Banks-MIS in Banks- Customer Service, Quality circles in Banks, Relationship Banking, Social and Ethical Issues in Banks– Recent Trends. Bank Nationalization and Social Banking Concept, Financial Sector Reforms from Basel I, II & III. Establishment of Payment Banks, Small credit Banks and MUDRA Bank

Module 2: Origin and Evolution of Central Banking System, RBI - its objectives and related functions, Other apex institutions like NABARD, NHB, SIDBI EXIM Bank Deposit Insurance Corp. Rating of Banks, New format of Prompt Corrective Action, Best Practices Code and Banking Code Standard Board of India, Corporate governance, Banking Ombudsman Scheme

Module 3: Commercial Banks: Principles of Sound Banking Functions and Services of Indian Banks. Retail Banking and Wholesale Banking, Core Banking Services, Financial Intermediation – Recent trends

Module 4: Risk Management :Mismatch between Assets and Liabilities- source of risk, credit analysis, overall risk of a bank, Types of Risk, Interest sensitive Assets, credit Risk, Interest Rate Risk, Liquidity risk and operational risk, Derivatives, treasury function, Monitoring risk, RBI Guidelines for Risk Management, Risk Management Systems

Module 5: Non-Performing Assets and Income Recognition: Introduction, Provisions for NPA, effects reasons for Assets bellowing NPA, Tackling with NPA. NPA Management, Income recognition, Asset classification, Provisioning Norms, Recovery Policy and management, Non-legal methods of recovery, Lok Adalats, Recovery through legal process, DRT, SARFIESI, OTS, Holding recovery camps, Bankruptcy code. Etc.

Module 6: Liberalization in Financial Services: Need of Reforms in Banking structure, Different Phases of Indian Banking, Committees on Reforms in Banking Sector, Narasimham Committee, Verma Committee Recommendations, Challenges Ahead of Indian Banking. Mergers and Acquisitions in Indian Banking system, International Banking Trends, Operation of Indian Banking abroad.

Module 7: Electronic banking, Genesis of computerization in India, Core Banking, Banking channels, Types of ATMs, SMS Banking, Mobile Banking, Internet Banking, Cheque truncation, Debit cards, Credit cards, Smart cards, Modes of remittance, Mail transfer, Mobile payment, USSD,NUP, AEPS, IMPS, Mobile wallets like Paytm, BHIM,UPI, NEFT, RTGS, ECS, SWIFT, Payment systems like EBT, OLTAS, EASIEST, Online application for loans, Account opening hubs, Signature scanning, Digital signature, Business correspondents, Branchless Banking (Door Step Banking). Visit to a Branch to observe Digital Banking functions and day to day functions

Module 8: Financing Priority Sector: Targets for funding to priority sector, credit guarantee schemes, SSI loan guarantee schemes, guidelines for financing priority sectors. Kinds of borrowers in the priority sector, Lending procedure for Agriculture loans, guidelines for recovery of Agriculture advances, Rashtriya Krishi BimaYojna, Kisan Credit Card Scheme, Small Farmers Development Agencies. Ancillary Services of the Bank.

Reference Books:

1. Banking and Financial Services- Mukund Sharma, Himalaya publishing, 2015.
2. Management of Banking and Financial services- Padmalatha&JustinPaul, Pearson
3. Banking Law and Practice by P. N. Varshneya, Sultan Chand and Sons.
4. Indian Institute of Banking & Finance, Risk Management in Banks, 2010, Macmillan Publishers India Ltd.
5. K Vaidyanathan, Credit Risk Management for Indian Banks, 2013, SAGE Publications India Private Limited.
6. Gopinath M.N, Banking Principles and Operations.
7. International Banking by IIBF – Macmillan Publications.
8. K.C. Shekhar and Lekshmy Shekhar K (2005): *Banking Theory and Practice*, Vikas Publishing House Pvt. Ltd., New Delhi.
9. R. Machiraju (2001), *Modern Commercial Banking*, Vikas Publishing House Pvt. Ltd., New Delhi.

MBAS 412: FACILITY MANAGEMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives

1. To expose to the skills required for facility Management
2. To familiarize with the legal aspects related to facility management
3. To make the best use of resources available.
4. To train the students to handle facility emergency preparedness.
5. To describe the facility security management.
6. To describe facility management practice, operations and predictive maintenance.
7. To study the recent trends in facility management.

Course Outcomes

1. Acquire the skills required for facility Management
2. Acquire the legal aspects related to facility management
3. Able to make the best use of resources available.
4. Able to handle facility emergency preparedness.
5. Able to provide manage facility security management.
6. Able to follow and practice the facility management practice, operations and predictive maintenance.
7. Able to handle legal compliances relates to facility management.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1: Introduction to Facility Management: Nature, Types, benefits and challenges. Hard and Soft services, Budgeting , Vendor management, Legal Compliances

Module 2: Property Management,- Project Management, Lease Administration, Design and Architecture, Work order Management, Construction, Space management, HVAC.

Module 3: Facility Emergency Preparedness - Planning, Definitions, Threat Assessment and Safety, Risk Management, Emergency Preparation and Training, Emergency Response and Recovery.

Module 4: Facility Security Management - Facility Security Goals and Responsibilities, Planning and implementation, Security Technologies, Impact of Privacy, Data Security.

Module 5: Operations and Predictive Maintenance - Contracting and Types of Contracts, outsourcing benefits and risks, Service level agreement (SLA),Prevention of fraud and irregularity in the contract of awards .

Module 6: Facility Management Practice-Administering the Department, Sourcing and training, Quality of service, Communications, Information Systems and Other Technology, Future of Facility Management and Gaining competitive advantage, Public-private partnerships.

Module 7: Environment Management System: EPA and Environment issues and trends (HSE)- Solid and Hazardous Waste Management, Incineration ,vendor development, Water Systems management,

Electrical Systems Management, Heating Systems management, Cooling Systems Ventilation (IAQ) management, LEED, best Practices(CSR). Legal Compliances.

Module 8: Soft services- Fleet management and Parking, Travel Management, Housekeeping, Cafeteria Services, Horticulture and Landscaping, Concierge, Relocation services,

Reference Books:

1. Total Facilities Management, Brian Atkin Ph.D., MPhil, BSc, FRICS, FCIQB
Adrian Brooks BSc (Hons), MBA, MRICS Willey-Black well publishers
2. The Facility Management Handbook, David G. Cotts, Kathy O. Roper, Richard P. Payant,
American Management Association, New York • Atlanta • Brussels • Chicago • Mexico City •
San Francisco Shanghai • Tokyo •, Toronto •, Washington, D.C.
3. Safety Management: A Guide for Facility Managers Second Edition, Joseph F. Gustin CRC Press
Taylor & Francis Group
4. Facility Design And Management Handbook , Timothy Springer President Hero, Inc.
5. McGraw-Hill Managing facilities, Christine Jones and Valerie Jowett Butterworth-Heinemann
Websites: www.wikipedia.org

II SEMESTER

MBAS 451: HUMAN RESOURCE MANAGEMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

- Objectives**
1. To understand the theory and the concepts of HRM.
 2. To get a summary of the various HRM roles and activities.
 3. To understand HR acquisition and retention strategies
 4. To know the emerging trends in HRM
 5. To Analyze performance management and compensation management.
 6. To get an insight into the legislative basic requirements.
 7. To understand the occupational safety and labour welfare activities

Course Outcomes

1. Knowing HRM functions, concepts, role analysis that promotes the creation of a job description and job specification for different employee levels for students.
2. Synthesize information on recruitment process efficiency, sources & formal selection method comprehension.
3. Identify different types of preparation, and develop a training program.
4. Understand the concept of an organization's performance assessment process.
5. Have knowledge of the concepts and tools of HRM as relevant to industrial organisation
6. Have an understanding of the role of HRM in the overall strategy setting.
7. Able to know the importance of training and development, and performance appraisal.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1: Human Resource Management: Concept and Challenges - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. Introduction to Strategic HRM: Definition of SHRM, importance and nature. HRM Models: Harvard Model, SHRM "matching model".

Module 2: HR Acquisition & Retention: Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description Vs job specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment Introduction & Sources of Recruitment, Difference between recruitment and Selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention.

Module 3: Managing Employee Performance: Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Why to measure

performance and its purpose. Performance Appraisal Vs Performance Management, Potential Management.

Module 4: Training and Development: - Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model.

Module 5: Compensation Management: Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry.

Module 6: Labour relations and Employee security: Industrial relation and collective bargaining: Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

Module 7: Emerging Trends in HRM: HRIS- Need, Advantages & Uses of HRIS. HR Accounting- Concepts, Objective, Advantage, Limitation & Method. HR Audit- Concept, Objective, Scope & Process. HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services. Overview of global human resource management.

Reference Books:

1. Human Resource Management, Arun Monappa, Tata McGraw Hill Publishing Company
2. Human Resource Management, C.B. Mamoria, Himalaya Publishing House
3. Human Resource Management, Gary Dessler Dorling Kindersley Pvt. Ltd.
4. Human Resource Management: Text and Cases, K Aswathappa, Tata McGraw Hill Publishing Company.
5. Performance Appraisal and Management, Himalaya Publishing House.
6. Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication
7. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions Paperback, Shonna D. Waters, Valerie N. Streets, Lindsay McFarlane, Rachael Johnson-Murray.
8. Human Resource Management, Dr. S.S. Khanka, Sultan Chand, Delhi
9. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
10. Human Resource Management, Mirza & Zaiyaddin
11. Human Resource Management, Dr. P.C. Pardeshi, Niramli Publication
12. Human Resource Management, R.S. Dwiwedi, Vikas Publishing House.
13. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
14. Armstrong's Essential Human Resource Management Practice - A guide to people Management, Michael Armstrong, Kogan Page.
15. Applied Psychology in Human Resource Management, Cascio & Aguinis,
16. Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon, Mr. Sundmar, Createspace Independent Publication.

MBAS 452: MARKETING MANAGEMENT

Workload	: 4 hours per week - Total credits 04
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	<ol style="list-style-type: none">1. To make students understand the core marketing concepts.2. To analyse the marketing system environment.3. To analyse the dynamics of purchasing behaviour of consumers4. To describe global marketing and its dynamics5. To understand marketing goals and company sector positioning bases.6. To identify a conceptual framework covering the basic elements of the marketing mix.7. To know the importance of digital marketing.
Course Outcomes	<ol style="list-style-type: none">1. Build a capacity to assess the impact of the marketing feature on the environment.2. Able to formulate marketing strategies.3. Understand psychological and sociological factors that influence purchasing.4. Develop marketing strategies based on goals of product, price, position and promotion.5. Able to segment the market6. Analyse the product life cycle so as to overcome the competition7. Analyse the recent trends in marketing.
Pedagogy	Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1: Introduction to Marketing: Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market Competition, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organization. Company orientation towards market place: Product – Production - Sales – Marketing –Societal – Relational, Holistic Marketing Orientation. Selling versus marketing. Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value

Module 2: Segmentation, Target Marketing & Positioning: Segmentation Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioral bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation & positioning, Value Proposition & Unique Selling Proposition.

Module 3, Consumer Behavior: Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior.

Module 4, Marketing Mix: Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC.

Module 5, Product: Meaning, The Role of Product as a market offering, Goods & Services Continuum, Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, Idea Generation to commercialization. Branding: Concept, Definition, Commodity Vs. Brand, Product Vs Brand, Concept of Brand equity.

Module 6, Pricing: Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, determining demand, estimating costs, analyzing competitors' pricing, selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes.

Module 7, Place: Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics.

Module 8, Promotion: Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, choosing media, selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies.

Module 9, Digital Marketing Planning and Structure: Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, and Strategic Flow for Marketing Activities. WWW, Domains, buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing WordPress Website. Facebook Marketing Fundamentals, Google AdWords, YouTube Marketing, Email Marketing - Content Writing.

Reference Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, MithileshwarJha, Pearson Publication.
2. Marketing Management, RajanSaxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning
4. Google AdWords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky,

5. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing, Ian Brodie
6. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah
7. Principles of Marketing, Philip Kotler, Gary Armstrong, PrafullaAgnihotri, EhasanHaque, Pearson
8. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
9. Marketing Management, Ramaswamy&Namakumari, Macmillan.

MBAS 453: INDIAN BUSINESS ENVIRONMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

- Objectives
1. To provide awareness about the business's Macro Economic Climate.
 2. To have an appreciation of the macroeconomic fundamentals.
 3. To study our country's different economic policies.
 4. To study and Analyse the technological environment.
 5. To study the levels of socio-cultural factors that influence buying behaviour.
 6. To study the Human Resources development and Economic Development.
 7. To study the current business environment in India.

Course

- Outcomes
1. Students will get an understanding of the Business macro climate and various macroeconomic principles.
 2. The student should understand past and present industrial policies and development over time, and how the structure of Indian Industry evolved over time.
 3. The student will be exposed to different nation and state economic policies.
 4. The students will be able manage their roles in the changing business scenario.
 5. Able to Analyse the environmental factors that influence business.
 6. Able to understand the impact of Technical environment on business.
 7. Able to assess the influence of nature on business.

Pedagogy : Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1: Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors affecting decision making of the business Firm-Environmental Scanning: importance, process of scanning.

Module 2: Economic and Technological Environment: Concept-definition of Economic Environment-Economic Systems- Relative merits and demerits of each Systems-Economic Policies-Monetary-Fiscal-Industrial Policy (1991)-Exim (Latest policy) - Economic Planning: Objectives, Merit, Limitations-Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

Module 3: Political and Social Environment: Concept and Meaning of Political Environment-Political Institutions: Legislature, Executive, Judiciary, And Its Impact on Business-Social Environment: Meaning-Business and Ethics-Social Responsibility of Business-Its impact on Business Decisions.

Module 4: Perspective of Indian Economy: Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, Budget

terminology, Economic Growth, GDP and GDP Trends, Money Supply & Inflation, Inflation trends, RBI – overview of role and functions, Capital Markets – overview of role and functions, Concept of Poverty, Estimates of Poverty, Poverty Line, Economic Reforms and Reduction of Poverty, Concept of Inclusion, Need of inclusive growth, Financial inclusion. Concept of Hard & Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication Infrastructure, Solid waste management, Earth monitoring and measuring networks. Soft Infrastructure - Governance Infrastructure, Economic infrastructure, Social infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure.

Module 5: Human Resources and Economic Development: The Theory of Demographic Transition, Size and Growth Rate of Population in India, Quantitative Population Growth Differentials in Different Countries, The Sex Composition of Population, Age Composition of Population, Density of Population, Urbanization and Economic Growth in India, The Quality of Population, Population Projections (2001-2026), Demographic Dividend. **Human Development in India** - The Concept and Measures of Human Development, Human development Index for Various States in India, National Human Development Report, Changing profile of GDP and employment in India, GDP, Employment and Productivity per Worker in India, Relative Shift in the Shares of NSDP and Employment in Agriculture, Industry and Services in Different States.

Module 6: Sectoral composition of Indian Economy: Primary, Secondary, Tertiary Sectors, Issues in Agriculture sector in India, land reforms, Green Revolution and agriculture policies of India, Industrial development, small scale and cottage industries, Industrial Policy, Public sector in India, Services sector in India. Areas of Market Failure and Need for State Intervention, Redefining the Role of the State, Liberalization, Privatization and Globalization (LPG) Model of Development, NITI Analog, Public Versus Private Sector Debate, Unorganized Sector and India's Informal Economy.

Module 7: Inequality and Economic Power in India: FDI, Angel Investors and Start-ups, Unicorns, M&A, Investment Models, Role of State, PPP (Public-Private Partnership), Savings and Investment Trends. Growth of Large Industrial Houses Since Independence, Growth of Monopolies and Concentration of Economic Power in India, Competition Policy and Competition Law, Growth and Inequality, India as an Economic Superpower, Growth of the Indian Middle Class, Indian MNCs : Mergers and Acquisitions, Outsourcing, Nationalism and Globalization, Small-scale and Cottage Enterprises, The Role of Small-scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation, Estimate of Organized and Unorganized Workers.

Module 8: The Foreign Trade of India: Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview.

Reference Books:

1. Indian Economy, Dutta R and Sundharam K.P.M, S. Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Pury V.K., Himalaya Publishing House, New Delhi
4. Business Environment, Bedi S K, Excel Books
5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi.
6. Francis Cherunillam, Business Environment, Himalaya Publishers.
7. K. Aswathappa, Essentials of Business Environment, Himalaya Publishers.
8. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers
9. Economic Environment of Business, Adhikary, Sultan Chand and Sons
10. Business, Government and Society, George A and Steiner G A, Macmillan
11. Economic Environment of Business, Ghosh, Vikas
12. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
13. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

MBAH 454: BUSINESS RESEARCH METHODS

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

- Objectives
1. To understand the basic research elements.
 2. To gain an insight into the research methods implementations.
 3. To equip students with various analytical tools used in research.
 4. To provide an idea about sources of information.
 5. To understand and prepare questionnaire.
 6. To maintain Quality Criteria in Qualitative Research
 7. To know how write research reports.

Course

- Outcomes
1. Identifying research problems and collecting relevant data analysis literature.
 2. Write research design using methods of Exploratory and Descriptive Research.
 3. To prepare a questionnaire on brand awareness, efficiency of public sector organizational training, attitude of investors towards mutual funds in any financial institution.
 4. To conduct market surveys and investigate the perception of consumers towards any FMCG or business.
 5. Able writing reports and methods of presentation.
 6. Able to maintain Quality Criteria in Qualitative Research
 7. Able to write research reports.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1: Business Research Overview: Meaning, types, process of research; Research application in business decision making; Formulating research proposition/hypothesis; Developing a research proposal, research design formulation; sampling design and collection of data for research; data analysis and interpretation; Features of a good research study; Human side of business research covering organisational and ethical issues.

Module2: Data: Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, stoichiometry, check list; pre-testing of tools, pilot study; Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation; Types of Measurement Scales.

Module3: Sampling: Sampling concepts, Sample v/s Census, Sampling and Non-sampling error, Types of probability and non-probability sampling; Determination of sample size.

Module4: Probability & Theoretical Distribution: Introduction to probability and theoretical distribution; Binomial, Poisson and Normal distributions and their relevance; Normal distribution and Standard Normal variate and its applications; Use of statistical tables.

Module5: Testing of Hypothesis:Steps in testing of hypothesis, statistical inference, Testing means – single population, large population; Testing for difference between two population means – large sample, small sample and paired sample, population of proportion.

Module6:Hypothesis testing for categorical data – Chi Square Test – Introduction, defining Chi-square test statistics, Chi-Square goodness-of-fit Test, Chi-Square test of Independence – Two-way contingency analysis; Application of Chi-Square test.

Module7:Analysis of Variance (ANOVA) – Introduction, One-way &Two-way ANOVA.

Module8:Qualitative Research: Nature, relevance, need, characteristics, and limitations of qualitative research; Interrelationship of qualitative and quantitative research, linking qualitative and quantitative research in one design; Combining qualitative and quantitative data; Combining qualitative and quantitative methods; Linking qualitative and quantitative results; Triangulation.

Module9:Qualitative Research Methods: Case analysis, Focused Interview, Semi-Standardized Interview, Problem-Centred Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography; Grounded Theory Methodology.

Module10:Report Writing: Significance, and types of research reports;Report generation, steps in report writing, and reference citation including APA format; Title page, Abstract,Introduction, Methodology, Results, Discussion, References, and Appendices.

Reference Books:

1. Discovering Statistics Using SPSS, by Andy Field A, SAGE,
2. How to Use SPSS: A Step-By-Step Guide to Analysis and Interpretation by Brian C. Cronk,
3. Goon Gupta and Das Gupta, Fundamentals of Statistics, Vol. 1, The World Press Pvt. Ltd., Kolkata.
4. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE.
5. Research Methods in the Social Sciences, Bridget Somekh& Cathy Lewin, 5th Edition, SAGE India.
6. Research Methodology – C.R. Kothari, VishwaPrakashan.
7. Research Methods – M MMunshi& K Gayathri Reddy, Himalaya Publishing House, 2015.
8. Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2007.
9. Business Research Methods – Donald R Cooper, Pamela S Schindler & J K Sharma.
10. Business Research Methods – Naval Bajpai – 2nd Edition, Pearson Education.
11. Research Methodology – Deepak Chawla &NeenaSondhi – 2nd Edition, Vikas Publications.
12. Business Research Methods – A South-Asian Perspective – William G Zikmund, Barry J Babin, Jon C Carr, AtanuAdhikari& Mitch Griffin – Cengage.

MBAS 455: OPERATIONS MANAGEMENT

Workload	: 4 hours per week - Total credits 04
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	<ol style="list-style-type: none">1. To familiarize the students with the production process and related issues in industrial Units.2. to know the aspects like quality, Inventory, Maintenance, materials management; and Methods analysis3. To familiarize the students with the Work Study and Work Measurement.4. To study the modern methods of operations management5. To study the Resources Planning6. To study the Scheduling of Operations management7. To study JIT, lean, 5s, TPM, BPR, six sigma, world class fabrication principles.
Course Outcomes	<ol style="list-style-type: none">1. Define different types of productivity, and productivity measures.2. Apply principles of value analysis and value engineering to specific operations management situations.3. Apply different types of charts and diagrams to conduct study of the work and the method.4. Explaining the need for aggregate planning, and the aggregate planning steps.5. Able to prepare Resources Planning and Scheduling of Operations.6. Illustrate how organizational capacity planning and its relationship to MRP is performed.7. Elaborate on the JIT, lean, 5s, TPM, BPR, six sigma, world class fabrication principles.
Pedagogy	Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1: Introduction: Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity, productivity from product and service perspective, different inputs and productivity measures, Various ratios related to finance, material and service.

Module 2: Value Analysis and Value Engineering: Concept of Cost, Price and Value, Role in Productivity, Procedure – Application and productivity benefit model.

Module 3: Work Study: Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement. **Method Study:** Need for Method Study – Procedure of Method Study – Process Flow charts, Man machine diagrams, Principles of Motion Economy.

Module 4: Work Measurement: Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work, Times, Activity Sampling. Computation of Standard Time – Elements–TypesofElements–PerformanceRating–Allowances–NeedforAllowances–TypesofAllowances.

Module 5: Planning & Control of Operations: Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up. Relations with other departments, Routing-Process layout indicating flow Chart of material from machine to machine. Dispatch in production control-documentation.

Module 6: Demand Forecasting: Forecasting as a planning tool, why do we forecast, Forecasting time horizon, Design of forecasting systems, Developing the logic of forecasting, Sources of data, Models for forecasting, Extrapolative methods using time series, Causal methods of forecasting, Accuracy of forecasts, Using the forecasting system.

Module 7: Aggregate Production Planning: Planning Hierarchies in operations, Aggregate Production planning, need for Aggregate Production planning, Alternatives for managing demand, Alternatives for managing supply, Basic strategies for aggregate production planning, Aggregate production planning methods, Master Production Scheduling.

Module 8: Resources Planning: Dependent Demand Attributes, planning a framework – the basic building blocks: Multiple levels in products, Product Structure, The Bill of Materials, Time phasing of the requirements, Determining the Lot Size, Incorporating Lead time information, Establishing the planning premises. MRP Logic, Using the MRP system, Capacity Requirements planning, Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP), Resource Planning in services.

Module 9: Scheduling of Operations: Need for Scheduling, Scheduling – Alternative terms, loading of machines, Scheduling Context, Scheduling of Flow Shops, Scheduling of Job Shops, Input-Output Control, Operational Control Issues in Mass production systems.

Module 10: Advanced Methods of Productivity and service level enhancements: Overview of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing, Use of Technology in productivity and service enhancements: ITeS, CAD, CAM, CIM, CMMI.

Reference Books

1. Productivity Measurement for Business Excellence, PremVrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House.
2. Operations Management for Competitive Advantage, Richard B Chase, Jacobs, Aquilano, Agarwal,
3. Introduction to Work Study, Editor – GeorgeKanawaty, Universal Publishing
4. Production and Operations Management, S.N. Chary, TMGH
5. Operations Management: Theory and Practice, B Mahadevan, Pearson.
6. Operations Management, Terry Hill, Palgrave
7. The Fundamentals of Production Planning and Control, Stephen Chapman, Pearson
8. Operations Now, Byron Fitch, TMGH.
9. Gopalakrishnan and Sundareshan- Material Management - An integrated approach. - PHI
10. Adam and Erbert-Production and Operations Management- PHI
11. Krajewski and Ritzman-Operations Management, Strategy and Analysis-AddisonWesley
12. P.B Mahapatra-Computer aided production Management-PHI
13. Render and Heizer-Production and Operations Management-PHI
14. Buffa -Modern Production Management- John Willey & Sons

MBAS 456: BUSINESS ETHICS AND SOCIAL RESPONSIBILITY

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives

1. To understand business ethics and its relevance in the business field
2. To understand the concepts of ethics and social responsibility.
3. To provide exposure on the Indian Heritage & CSR
4. To inculcate ethical principles.
5. To build ethical behavior.
6. To understand Indian ethos and morals.
7. To gain knowledge over positive work culture and moral values

Course Outcomes

1. Appreciate the concepts of business ethics
2. Understand the basic concepts of Indian Ethos
3. Able to understand and apply work ethos and values
4. Get familiar with the basic sources of Indian ethos and values
5. Understand the Indian Systems of learning.
6. Able to practice ethical principles.
7. Able to implement Indian ethos and morals.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1, Nature of business ethics. Moral development and Moral reasoning, arguments for and against business-ethics. Moral responsibility. Social responsibility and business ethics. Development of business Ethics-Development of business ethics in different countries.

Module 2, Ethical principles. Utilitarianism, The moral status of corporations. Ethical theory. Ethics and business -decision making. Case studies of ethics in practice. Discrimination in employment. Affirmative action. Unjust dismissal, workers' rights and duties. Whistle blowing, working conditions. Quality of working life. Gender issues. Women at workplace. Protecting consumers: Ethical issues in delivering consumer needs. Marketing strategy and Ethics-Ethical practices in the market place - advertising. Marketing and product Safety-Government regulations: Role of government, corporate democracy. Government and corporate codes

Module 3, Controlling for more ethical behavior. Implementing business ethics, interpersonal relationships in organization- Controlling personal moral development within the organization. Controlling corporate culture and ethical decision making. Organizational politics.

Module 4, Indian ethos – an overview: Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices

Module 5, Work ethos and values: Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos Life Goals or Purusharthas, Professionalism and Karma Yoga, Values Vs Skills, Value System, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management. Values are universal, why should we call them Indian Values

Module 6, Sources of Indian ethos in management: Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management

Module 7, Indian systems of learning: Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages. Modern System of Learning: Meanings, Features, Advantages, Disadvantages. Karma: Meaning, Importance of Karma to Managers, Nishkama Karma. Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma. Self-Management: Personal growth and Lessons from Ancient Indian Education System. Personality Development: Meaning, Determinants, Indian Ethos and Personality Development

Module 8, Indian heritage and CSR: Business Ethics, Theories of Business Ethics, Corporate Social Responsibility, Utilitarian Views on Business Ethics - Methods and means of checking corruption, Whistle blowing Fivefold debts (PanchaRina) Vs Corporate Social Responsibility.

Reference Books:

1. Devdutt Pattanaik (2015), Business Sutra: A Very Indian Approach to Management
2. R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc GrawHill, 2011
3. Bhatta, S.K. (2006), Business Ethics & Managerial Values, Deep and Deep Publications, New Delhi.
4. Jackall, R. - Moral Mazes: The World of Corporate Managers., New York, Oxford University Press.
5. Business Ethics Concepts and cases by Manuel G Velasquez, Fifth edition, PHI
6. Business Ethics - Ethical decision making and cases by Ferrell & Frederic, Houghton Mifflin Company, Boston, 1991.
7. Business Ethics - by Richard T De George, Third edition. Me Millan Publishing Co.
8. Business Ethics - A managerial, stakeholder approach by Joseph W Weiss. Wadsworth Publishing Co., California 1994.
9. Ethics in Business - A Philosophical approach. By Thomas Donaldson and Patricia H Werhane, Fourth edition,
10. Rogene A Buchholz, Fundamental concepts & problem in business ethics, PHIC
11. Philip Kotler, Nancy Lee, Corporate Social Responsibility. John Wiley & Sons Inc. 2005
12. Dave, Nalini V (2003): Vedanta and Mana. Deep and Deep Publications, New Delhi.
13. Adair, J. Management and Morality: The Problems and Opportunities of Social Capitalism. Farnborough: Gower.

MBAS 457: SUPPLY CHAIN MANAGEMENT

Workload	: 04 hours per week - Total credits: 4
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	<ol style="list-style-type: none">1. Know the concepts of Supply chain – its benefits, trends and features.2. Outline the difference between CRM and SCM and to understand the role of managers in management of supply chain3. Acquire knowledge on logistics management.4. Evaluate the dynamics of global business environment from a competitive and economic perspective.5. To study the Co-ordination in the supply chain6. To study the role of Information technology in a supply chain7. To study the significance of Global Supply Chain Management
Course Outcomes	<ol style="list-style-type: none">1. Prepare the students to meet challenges of supply chain management.2. Prepare the students to select appropriate CRM channel best suited for different firms.3. Prepare the students to meet challenges of logistic.4. Able to provide solutions to the SCM problems.5. Understand the significance of Co-ordination in the supply chain.6. Able to understand and effectively use Information technology in a supply chain.7. Able to manage Global Supply Chain Management.
Pedagogy	: Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

Module 1:Introduction to SCM :Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information).Supply chain strategy. Key issues in SCM, benefits.

Module 2: CRM Vs SCM, Outsourcing –basic concepts, value addition in SCM – concept of demand chain-management.

Module 3:Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics, bullwhip effects in logistics.

Module 4:Recent Trends in Supply Chain Management-Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management

Module 5:Supply Chain Benchmarking- Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure.

Module 6:Co-ordination in the supply chain, Bull-whip effect, the impact of lack of co-ordination on supply chain, Managerial obstacles to co-ordination within a supply chain, Building strategic partnership and trust within a supply chain, Internal supply chain management, Managing supplier relationship.

Module 7: Information technology in a supply chain, Role of computer, Drivers of new supply chain systems and applications, Information for strategic supply chain management, supply chain information technologies, Computer based information systems, logistics information systems, New information technologies, Enterprise resource planning systems, Designing the information system for logistics and supply chain management.

Module 8:Global Supply Chain Management: Global Strategy, Concept of global logistics and Global supply chains, Global supply chain management vs domestic supply chain management, trends towards global supply chain management, global supply chain strategy, global sourcing, global purchasing, and supply relations.

Reference Books:

1. Donald J. Bowersox& David. J Closs,-Logistical Management-Tata McGraw Hill
2. John T. Mentzer- Supply Chain Management-Response Books, Sage Publications
3. B.S. Sahay- Supply Chain Management-Macmillan.
4. Emiko Bonafield – Harnessing value in supply chain- John Wiley and sons.
5. BidurDhaul, EnverYucesan – Supply Chain Management - Vikas Publishing House, New Delhi.
6. K. Shridhara Bhat – Supply Chain Management, HPH

MBAS 458: NON-PROFIT MANAGEMENT

Workload	: 04 hours per week - Total credits: 4
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	<ol style="list-style-type: none">1. Understood the history, theory and significance of voluntarism in global context.2. Learn the standards and codes of conduct that are appropriate to professionals and volunteers in non-profit sector.3. Inculcate, there by adhering to all the legal, financial and ethical frameworks under which non-profit organization operate, and regulated.4. Apply financial accounting and management principles and concepts for revenue generation in non-profit organizational context.5. To provide an idea about the domestic and international donors.6. To provide an idea about different NGOs.7. To study the significance of marketing for Non-profits.
Course Outcomes	<ol style="list-style-type: none">1. Able to identifying potentials of non-profit organizations in the development of an economy.2. Able to establish and manage a non-profit organization.3. Able to identify the scope of non-profit organizations.4. Acquire the skill required to manage a non-profit organization.5. Able to understand and adopts the changing trends in non-profit sector.6. Able to identify the donors.7. Able to coordinate with other NGOs operating in the sector.
Pedagogy	: Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

Module 1: The World of Non-Profit Enterprises – third sector, non-profits sector, social enterprises; Economic, Sociological and Structural theories of non-profits; Contemporary role of non-profits; Non-profits vis-à-vis State and Business

Module 2: Accounting & Finance – Financial reporting in non-profits; Distinct needs of non-profit accounting; Sources of funds and their implications; Basic tenets of fund management in non-profits

Module 3: Human Resource Management – Volunteers & Staff, Critical issues of compensation, quality and retention, Training and development, Incentives and Motivation

Module 4: Governance and Professionalism – Governance process and Board role; Credibility and legitimacy issues; Professionalism, Productivity and measurement of quality

Module 5: Marketing for Non-profits, scope for marketing, marketing mix, market segmentation, advertisement and publicity for non-profit organisations.

Module 6: Basic legal requirements affecting nonprofits. Theories, methods, and practices for nonprofit organizations. Skills to participate strategically in nonprofit governance. Effectiveness of governance models, volunteer programs, organizational capacity, and inter-organizational relationships.

Module 7: Trends in non-profits in India, government's policy on non-profits, international supports for non-profit organisations.

Reference Books:

1. NGO Management, Michael Edwards & Allan Fowler (Eds), Earthscan
2. Global Civil Society: Dimensions of the Non-Profit Sector, Lester Solamon & Helmut Anheier, John Hopkins Centre for Civil Society, Baltimore
3. Helmut Anheier, The Non-profit Sector, Routledge
4. The Third Sector, Jacques & Jose L. Monzon Campos (Eds), De Boeck

MBAS 459: DISASTER MANAGEMENT

- Workload** : 04 hours per week - Total credits: 4
- Examination** : 3 hours; 30 marks continuous evaluation & 70 marks final examination.
- Objectives** :
1. To understand the foundations, reasons for occurrence of disaster
 2. To Analyze the factors associated natural calamities.
 3. To know the significance of technological innovations in Disaster Risk Reduction (DRR)
 4. To develop Community based Disaster Preparedness Plan.
 5. Reduces community vulnerability through hazard analysis and mitigation.
 6. To know the role and responsibilities of government and other agencies.
 7. To know the National Policy on Disaster Management in India.
- Course outcomes**
1. Students will have clear understanding of Disaster Profile
 2. Gain knowledge over reasons for disasters.
 3. Know Roles and Responsibilities of Different Agencies and Government.
 4. Build and implement a community hazard mitigation plan.
 5. Develop an emergency management system.
 6. Application and use of ICST for different disasters.
 7. Develop a disaster management policy.
- Pedagogy** : Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

Module 1, Understanding Disasters: Meaning, nature, characteristics and types of Disasters, Causes and effects, Disaster: A Global View, Disaster Profile of India, The Disaster Management Cycle.

Module 2, Geological and Mountain Area Disasters: Earthquakes · Volcanic Eruption · Landslides Snow Avalanches, Wind and Water Related Natural Disaster · Floods and Flash Floods, Droughts · Cyclones · Tsunamis, Man Made Disasters · Understanding Man-Made Disasters · Fires and Forest Fires · Nuclear, Biological and Chemical disaster · Road Accidents.

Module 3, Disaster Preparedness: Disaster Management: Prevention, Preparedness and Mitigation · Disaster Preparedness: Concept & Nature · Disaster Preparedness Plan · Disaster Preparedness for People and Infrastructure · Community based Disaster Preparedness Plan.

Module 4, Role & Responsibilities of Government and agencies: Role of Information, Education, Communication & Training · Role and Responsibilities of Central, State, District and local administration. Role and Responsibilities of Armed Forces, Police, Para Military Forces. Role and Responsibilities of International Agencies, NGO's, Community Based Org. (CBO's).

Module 5, Technologies for Disaster Management: Role of IT in Disaster Preparedness · Remote Sensing, GIS and GPS · Use and Application of Emerging Technologies · Application of Modern Technologies for the Emergency communication. · Application and use of ICST for different disasters.

Module 6, Disaster Mitigation: Disaster Mitigation: meaning and concept · Disaster Mitigation Strategies · Emerging Trends in Disaster Mitigation · Mitigation management · Role of Team and Coordination.

Module 7, Disaster Management in India: Disaster Profile of India – Mega Disasters of India and Lessons Learnt Disaster Management Act 2005 – Institutional and Financial Mechanism National Policy on Disaster Management, National Guidelines and Plans on Disaster Management; Role of Government (local, state and national), Non-Government and Inter-Governmental Agencies. National Disaster management Authority.

Reference Books:

1. Bryant Edwards (2005): Natural Hazards, Cambridge University Press, U.K.
2. Carter, W. Nick, 1991: Disaster Management, Asian Development Bank, Manila.
3. Central Water Commission, 1987, Flood Atlas of India, CWC, New Delhi.
4. Central Water Commission, 1989, Manual of Flood Forecasting, New Delhi.
5. Government of India, 1997, Vulnerability Atlas of India, New Delhi.
6. Sahni, Pardeep et.al. (eds.) 2002, Disaster Mitigation Experiences and Reflections, Prentice Hall of India, New Delhi.
7. Bryant Edwards (2005): Natural Hazards, Cambridge University Press, U.K.
8. Roy, P.S. (2000): Space Technology for Disaster management: A Remote Sensing & GIS Perspective, Indian Institute of Remote Sensing (NRSA) Dehradun.
9. Sharma, R.K. & Sharma, G. (2005) (ed) Natural Disaster, APH Publishing Corporation, New Delhi.
www.GIS.Development.net
10. www.iirs.nrsa.org
11. <http://quake.usgs.gov>
12. K.N.Shastrri, Disaster Management in India, Gaurav Book Centre Pvt Ltd,
13. Jagbir Singh, Disaster Management, I K International Pvt. Ltd-New Delhi.

MBAS 460: MARKETING ANALYTICS

Workload	: 4 hours per week - Total credits 04
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	<ol style="list-style-type: none">1. To give a broad overview of marketing analytics to people who don't have any related background.2. To describe all the critical topics in a consumer-focused analytic approach.3. To describe the students who have learned plenty of theories and want to learn how to apply methodologies.4. To learn how analytics work in real life.'5. To describe an overview of the most actionable techniques that virtually any organization can apply to gain immediate benefits.6. To study scientific and innovative solutions to common marketing problems in the current business environment.7. To study the recent trends in marketing analytics.
Course Outcomes	<ol style="list-style-type: none">1. After understanding marketing analytics the student can become a marketing analyst.'2. Marketing analytics would save a lot of independent research3. Students will be sound smarter in the boardroom after understanding marketing analytics.4. Understanding of marketing analytics adds a completely new dimension to marketing science.'5. It helps to Optimize Your Marketing Spending Using Customer Data.6. It helps to present meaningful, clear data to support decision making and convince stakeholder.7. Understanding of marketing analytics helps a company make informed business decisions.
Pedagogy	Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1: Introduction to marketing analytics: Summarize Marketing Data: Slicing and Dicing Marketing Data with PivotTables, Using Excel Charts to Summarize Marketing Data, Using Excel Functions to Summarize Marketing Data.

Module 2; Pricing: Estimating Demand Curves and Using Solver to Optimize Price, Price Bundling, Nonlinear Pricing. Price Skimming and Sales, Revenue Management.

Module 3: Forecasting: Simple Linear Regression and Correlation, Using Multiple Regression to Forecast Sales, Forecasting in the Presence of Special Events, Modeling Trend and Seasonality, Ratio to Moving Average Forecasting Method, Winter's Method, Using Neural Networks to Forecast Sales.

Module 4: Customer Value: Calculating Lifetime Customer Value, Using Customer Value to Value a Business, Customer Value, Monte Carlo Simulation, and Marketing Decision Making, Allocating Marketing Resources between Customer Acquisition and Retention

Module 5: Market Segmentation - Cluster Analysis, Collaborative Filtering, Using Classification Trees for Segmentation

Module 6: Forecasting New Product Sales- Using S Curves to Forecast Sales of a New Product, The Bass Diffusion Model, Using the Copernican Principle to Predict Duration of Future Sales.

Module 7: Retailing- Market Basket Analysis and Lift, RFM Analysis and Optimizing Direct Mail Campaigns, Using the SCAN*PRO Model and Its Variants
Allocating Retail Space and Sales Resources, Forecasting Sales from Few Data Points

Module 8: Advertising- Measuring the Effectiveness of Advertising, Media Selection Models, Pay per Click (PPC), Online Advertising

Module 9: Marketing Research Tools- Principal Components Analysis (PCA)
Multidimensional Scaling (MDS), Classification Algorithms: Naive Bayes, Classifier and Discriminant Analysis, Analysis of Variance: One-way ANOVA, Analysis of Variance: Two-way ANOVA

Module 10: Internet and Social Marketing- Networks, The Mathematics Behind *The Tipping Point*, Viral Marketing, Text Mining

Reference Books:

1. Mike Grigsby, Marketing Analytics: A Practical Guide to Real Marketing Science, 2nd Ed, Kogan Page Limited, E-ISBN 978 0 7494 7418 8, Amazon Asia-Pacific Holdings Private Limited
2. Omer Artun and Dominique Levin, Predictive Marketing - Easy Ways Every Marketer Can Use Customer Analytics and Big Data, Wiley. (2015), Amazon Asia-Pacific Holdings Private Limited
3. Wayne L Winston, Marketing Analytics- Data-Driven Techniques with Microsoft Excel, Wiley, Sold by Amazon Asia-Pacific Holdings Private Limited.
4. Stephan Sorger, Marketing Analytics: Strategic Models and Metrics, 1st Ed, Kindle Books.
5. Chuck Hemann, and Ken Burbary, Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World (Que Biz-Tech) Kindle Edition, Que Publishing, Sold by Amazon Asia-Pacific Holdings Private Limited.
6. Rajkumar Venkatesan, Paul W. Farris and Ronald T. Wilcox (2014), Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Pearson FT Press.
7. Sandhya Kuruganti and Hindol Basu, Business Analytics: Applications To Consumer Marketing (2015), McGraw Hill.

MBAS 461: Insurance Management

Workload	: 4 hours per week. - Total credits: 4
Examination	: 3 hours, 30 marks continuous evaluation and 70 marks final examination
Objectives	<ol style="list-style-type: none">1. To study the basics of insurance and Indian insurance market.2. To describe the role of IRDA in controlling insurance market.3. To describe the products of life and general insurance.4. To describe the need for health insurance.5. To study the significance of rural insurance and social insurance6. To study the unemployment insurance and miscellaneous products7. To understand how to manage life insurance risk8. To describe the globalisation of insurance market
Course Outcome	After completion of the course the students will be able to: <ol style="list-style-type: none">1. Able to analyze the role of IRDA in controlling insurance market.2. Able to analyze and design the of life and general insurance products.3. Capable to describe and of sell insurance products.4. Capable of handling rural insurance and social insurance5. Able to manage the unemployment insurance and miscellaneous products.6. Capable to manage life insurance risk.7. Understand impact of globalization on insurance market.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

Module 1: Insurance: Meaning, nature and significance, essential requirements and principles of Insurance, Contract elements of General Insurance and Life Insurance, re-insurance, nationalization of insurance business in India, Role of Insurance in national economy. Definition of Risk and Uncertainty, Classification of risks, sources of risk-external and internal, risk management. IRDA Act, Rationale of opening of the insurance sector to the private sector. Marketing of insurance products, distribution channels, concept of postal life insurance,

Module 2: Types of Insurance Business in India: LIC of India, Role, functions and policies, modern life insurance in India, private sector companies in life insurance sector, recent trends in life insurance. **General Insurance:** Meaning and origin, growth of General Insurance, nature of general insurance, different types of general insurance, law relating to general insurance organization and management of general insurance in India. **Deposit and Credit Insurance:** Nature, terms and conditions, claim, recovery etc. public liability insurance, emergency risk insurance.

Module 3: Life Products: Elements of Life Insurance - Features of Term Insurance - Features of Endowment assurance - Role of Term and Endowment in Product Designing - Types of Life Insurance Policies - Annuity & Pension Policies - Whole Life Policies - Money Back Policies - Other Types.

Module 4: Health Insurance Individual Medical Expense Insurance - Long Term Care coverage - Disability Income Insurance – Medi-claim Policy - Group Medi-claim Policy -

Personal Accident Policy - Child Welfare Policy. Health Insurance Products and Disability Income Insurance Critical Issues - Functional aspects - Indian Scenario-Future Prospects

Module 5: Rural Insurance and Social Insurance-Various Rural Insurance Policies- Project Insurance-Social Insurance-Old Age, Survivors and Disability Insurance-Types of Benefits.

Module 6: Unemployment Insurance and Miscellaneous Products - Workers Compensation- Motor Vehicles Insurance: Need - Types - Factors to Be Considered for Premium Fixing. Burglary - Jeweler's Block Insurance - Baggage Insurance - Micro Insurance -Banker's Indemnity Insurance - Aviation Insurance - Fidelity Guarantee Insurance - Public Liability Insurance

Module 7: Underwriting and Pricing – Objectives and Principles Behind Underwriting - Underwriting Life and Non-Life Insurance Business - Pricing and Rating Procedure - Basic Pricing Methods-Re- Insurance - Role of Re-Insurance - Nature of Re-Insurance Risk-Bancassurance - Concepts - combination of banking and insurance business, difference between banking insurance and life insurance companies, claims management- settlement, - Insurance Accounting - Financial Analysis and Valuations-Solvency and Performance Measures.

Module 8:Life Insurance Risk Management: meaning of risk management, features, objectives, risk management process, use of technology in risk management, risk management and decision making, enterprise risk management, risk management information system (RMIS), life Insurance underwriting, Life Insurance Financial Management and Retirement Planning

Module 9:Globalisation of insurance market: need for Globalisation, Globalisation and liberalisation, global picture of insurance Globalisation and its impact on India, benefits and challenges of market access liberalization, Information Technology and Life Insurance companies and recent developments in Life Insurance companies in India.

Reference Books::

1. Rejda George E, (2008), Principles of Risk Management and Insurance, 9th edition, Pearson Education, New Delhi
2. Gupta P. K., (2005) Insurance and Risk Management, Himalaya Publishing House, New Delhi
3. Periswamy P., (2005), Principles and Practices of Insurance, Himalaya Publishing House, New Delhi
4. Harrington and Meshaces, (2006), Risk Management and Insurance, 2nd edition, Tata Mc Graw Hill Publishing Company Limited, New Delhi
5. Ganguly Anand, (2004), Insurance Management, New Age International (P) Ltd., New Delhi
6. Palande P. S., Shah *et al.*, (2003), Insurance in India: Changing Policies and Emerging opportunities, Sage Publications, New Delhi
7. ICFAI, Bancassurance: An Introduction – ICFAI University Press
8. Indian Institute of Banking and Finance, Insurance Products and Services, IIBF and Taxman
9. Indian Institute of Banking & Finance, Treasury & Risk Management in Banks, 2012, Taxman Publications (P) Ltd.
10. M.N. Mishra: Insurance Principles and Practice: sultan Chand and company, New Delhi.
11. C. Arthur Williams.Jr, Michal L. smith Peter C Young: Risk Management and Insurance.

MBAS 462: FINANCIAL SERVICES

Workload	: 04 hours per week - Total credits: 4
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	<ol style="list-style-type: none">1. To offer specialized knowledge in existing and emerging areas of merchant banking and financial services.2. To train the students to handle financial markets.3. To study the underwriting of issues.4. To describe about credit rating of financial instruments.5. To describe the treasury management services.6. To describe the evaluation of hire purchase and leasing.7. To study the central and commercial banking operations.
Course Outcomes	<ol style="list-style-type: none">1. Understand the capital market operations.2. Able to handle and work with underwriting organizations.3. Able to evaluate the credit rating of financial instruments.4. Able to work with treasury management activities.5. Able to the evaluation of hire purchase and leasing.6. Able to work with central and commercial banking operations.7. Able to evaluate and sell insurance and banking products.
Pedagogy	: Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

Module 1: Financial System: functions of a financial system, components of financial systems, Structure of a financial system. Problems of Indian financial system.

Module 2: Merchant Banking - historical perspective - nature of services provided by Merchant bankers - structure of merchant banking firm - setting up and managing a merchant banking SEBI regulation on merchant banks.

Module 3: Financial Markets -capital markets -primary markets -methods of raising funds from primary market -public issue - SEBI guidelines for primary issue and relevant t company law provisions to primary issue -secondary market operations -internet trading (introduction to the concept) -global markets -issue of American depository receipts and global depository receipts-guidelines on their issue -emerging trends.

Module 4: Financial services: underwriting -stock broking depositories. Consumer finance -car financing -financing of consumer durables and other services provided by financial service companies.

Module 5: Credit rating: approaches and process of rating- credit rating agencies-CRISIL and ICRA, CARE ratings for financial instruments-methodology of rating, rating of companies based on acceptable ratios (Altman"s z-score ratios).

Module 6: Treasury Management Services: Treasury as an independent profit center - investment of surplus funds - money market operations - treasury bills, commercial bills, commercial papers, certificate of deposits, Gilt edged securities markets.

Module 7: Leasing: Concept and classification of leasing - present legislative frame work of leasing - lease evaluation (lessors & lessee's point of view) - tax aspects of leasing.

Module 8: Hire Purchase: Introduction -Concepts and characteristics - legal aspects and tax implications-financial evaluation

Module 9: Central and Commercial Banking: definitions- functions -nationalization of banks -RBI-functions and working

Module 10: Insurance -role of insurance in financial framework - General insurance -life insurance - marine insurance -medical insurance and others, recent trends in insurance industry, impact of privatization on insurance industry.

Reference Books::

1. L.M.Bhole-Financial Institutions and Market-TataMcGraw-Hill Publishing company Ltd.
2. Sharpe, Alexander and Bailey – Investments - Pearson
3. I Friend M Blume, J Crocket.-Mutual funds and other institutional investors – McGraw Hill.
4. Sanjay Lal and Paul Streeten.- Foreign investments, Transnationals and Developing Countries- Macmillan Press
5. N. J Yasaswy -Personal Investment and tax planning- Vision Books, New Delhi
6. Shekar and Shekar - Banking Theory and practice – Vikas Publishing House.
7. Julia Holyoake ,WilliamWeipers - Insurance 4th Edition - Financial World Publishing
8. M Y Khan- Financial Services-Tata McGraw-Hill Publishing Company Ltd.
9. Gordon and Natarajan -Fiancial Markets and Services - HPH
10. Indian institute of banking and Finance, Principles Practices of Banking -MacMillan.
11. Indian institute of banking and Finance, Legal and Regulatory Aspects of Banking - Mac Millan.
12. Pandian P – Financial Services and Markets - Vikas Publishing House, New Delhi.
13. Shashi K Gupta and Nisha Aggarwal, Financial Services, 5th Revised Edition, 2014, Kalyani Books.
