



SCHHEME OF EXAMINATION

&

DETAILED SYLLABUS

MBA
(w.e.f. 2018-19)

Faculty of Management, Jagan Nath University

University Campus: NH-12, Chaksu Bypass, Tonk Road, Jaipur-303901 (Rajasthan).

Sitapura Campus: Gate No. 3, Plot No. IP 2-3, Phase-IV, Sitapura Ind. Area, Opp. Chokhi
Dhani, Jaipur.

List of courses

A. Core Courses

- Indian Economy and Policy
- Management Concepts & Applications
- Financial Reporting, Statements and Analysis
- Marketing Management
- Organizational Behavior
- Business Statistics
- Managerial Economics
- Corporate Finance
- Operations Management
- Marketing Research
- Human Resource Management
- Entrepreneurship
- Quantitative Techniques
- Strategic Management
- Project Management
- Corporate Social Responsibility & Sustainability

B. Elective

- Legal and Business Environment
- Indian Ethos and Business Ethics

C. Elective Courses (Discipline Centric)

i. Electives of Human Resource Specialization

- Training and development
- Performance Management
- Organizational change & Development
- Manpower Planning and Control
- International HRM
- Strategic HRM
- Employee Relationship Management
- Compensation Management

ii. Electives of Finance Specialization

- Investment Analysis and Portfolio Management

- Income tax: Theory & Practice
- Management of Financial Services
- Cost & Management Audit
- International Financial Management
- Merger, Acquisition and Corporate Restructuring
- Financial Derivatives Management
- Financial Strategic Decision

iii. Electives of Marketing Specialization

- Retail & Distribution Management
- Marketing of Services
- Consumer Behaviour
- Integrated Marketing Communication
- Product and Brand Management
- Digital and Social Media Marketing
- Customer Relationship Management
- International Marketing Management

iv. Electives of Information Technology Specialization

- Data Mining for Business Decisions
- Managing Software Projects
- Managing Digital Innovation and Transformation
- IT Consulting
- E-Commerce and Digital Markets
- Managing Digital Platforms
- Strategic Management of IT
- System Analysis and Design

D. Skill Enhancement Course (SEC)

- Computer Application in Business
- Managerial Skills for Effectiveness – I
- Managerial Skills for Effectiveness – II

Course Structure (MBA)

Dual Specialization Scheme

First Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBA101	Computer Application in Business	SEC	30	50(Th.)+ 20(P)	100	1	2	2
MBA102	Management Concepts & Applications	Core	30	70	100	3	-	3
MBA103	Financial Reporting, Statements and Analysis	Core	30	70	100	3	-	3
MBA104	Marketing Management	Core	30	70	100	3	-	3
MBA105	Organizational Behavior	Core	30	70	100	3	-	3
MBA106	Business Statistics	Core	30	70	100	3	-	3
MBA107	Managerial Economics	Core	30	70	100	3	-	3
MBA108	Legal and Business Environment	Elective	30	70	100	3	-	3
MBA109	Managerial Skills for Effectiveness - I	SEC	30	50(Th.)+ 20(P) 70	100	1	2	2
Total (with Any one Elective)			270	630	900	23	4	25

Second Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBA201	Indian Economy and Policy	Core	30	70	100	3	-	3
MBA202	Corporate Finance	Core	30	70	100	3	-	3
MBA203	Quantitative Techniques	Core	30	70	100	3	-	3
MBA204	Operations Management	Core	30	70	100	3	-	3
MBA205	Marketing Research	Core	30	70	100	3	-	3
MBA206	Human Resource Management	Core	30	70	100	3	-	3
MBA207	Entrepreneurship	Core	30	70	100	3	-	3
MBA208	Indian Ethos and Business Ethics	Elective	30	70	100	2	-	2
MBA209	Managerial Skills for Effectiveness - II	SEC	30	50(Th.)+ 20(P) 70	100	1	2	2
Total			270	630	900	24	2	25

Third Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credits
MBA 301	Strategic Management	Core	30	70	100	3	-	3
MBA 302	Project Management	Core	30	70	100	3	-	3
MBA 303	Summer Internship	Core	50	50	100	-	-	3
Select any 2 specializations (3 papers from each of the specialization of 3 credits each)								
Total			290	610	900	24	-	27

Note: At the end of the Second Semester all the students shall have to undergo Summer Training for Eight-Ten Weeks

Fourth Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credits
MBA 401	Corporate Governance & Social Responsibility	Core	30	70	100	3	-	3
MBA 402	Research Project	Core	50	50	100	-	-	3
Select any 2 specializations (3 papers from each of the specialization of 3 credits each)								
Total			260	540	800	21	-	24

SPECIALISATIONS

HUMAN RESOURCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAHR-304	Training & Development	Elective	30	70	100	3	-	3
MBAHR 305	Performance Management	Elective	30	70	100	3	-	3
MBAHR-306	Organizational Change & Development	Elective	30	70	100	3	-	3
MBAHR-307	Manpower Planning & Control	Elective	30	70	100	3	-	3
MBAHR 403	International HRM	Elective	30	70	100	3	-	3
MBAHR 404	Strategic HRM	Elective	30	70	100	3	-	3
MBAHR-405	Employee Relationship Management	Elective	30	70	100	3	-	3
MBAHR-406	Compensation Management	Elective	30	70	100	3	-	3

FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAFM-304	Investment Analysis and Portfolio Management	Elective	30	70	100	3	-	3
MBAFM-305	Income Tax: Theory & Practice	Elective	30	70	100	3	-	3
MBAFM-306	Management of Financial Services	Elective	30	70	100	3	-	3
MBAFM-307	Cost & Management Audit	Elective	30	70	100	3	-	3
MBAFM-403	International Financial Management	Elective	30	70	100	3	-	3
MBAFM-404	Merger, Acquisition and Corporate Restructuring	Elective	30	70	100	3	-	3
MBAFM-405	Financial Derivatives Management	Elective	30	70	100	3	-	3
MBAFM-406	Financial Strategic Decisions	Elective	30	70	100	3	-	3

MARKETING SPECILISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAMKT-304	Retail & Distribution Management	Elective	30	70	100	3		3
MBAMKT-305	Marketing of Services	Elective	30	70	100	3	-	3
MBAMKT-306	Consumer Behaviour	Elective	30	70	100	3	-	3
MBAMKT-307	Integrated Marketing Communication	Elective	30	70	100	3	-	3
MBAMKT-403	Product & Brand Management	Elective	30	70	100	3	-	3
MBAMKT-404	Digital and Social Media Marketing	Elective	30	70	100	3	-	3
MBAMKT-405	Customer Relationship Management	Elective	30	70	100	3	-	3
MBAMKT-406	International Marketing Management	Elective	30	70	100	3	-	3

IT Specialisation

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	L	T/P	Credit
MBAIT-304	Data Mining for Business Decisions	Elective	30	70	100	3		3
MBAIT-305	Managing Software Projects	Elective	30	70	100	3	-	3
MBAIT-306	Managing Digital Innovation and Transformation	Elective	30	70	100	3	-	3
MBAIT-307	E-Commerce and Digital Markets	Elective	30	70	100	3	-	3
MBAIT-403	IT Consulting	Elective	30	70	100	3	-	3
MBAIT-404	Managing Digital Platforms	Elective	30	70	100	3	-	3
MBAIT-405	Strategic Management of IT	Elective	30	70	100	3	-	3
MBAIT-406	System Analysis and Design	Elective	30	70	100	3	-	3

A student is required to obtain min. 40% marks in individual paper to pass.

MAXIMUM & MINIMUM CREDITS OF THE PROGRAM

The total number of the credits of the MBA Programmes is 101.

Each student shall be required to appear for examinations in all courses. However, for **the award of the degree a student should secure at least 95 credits**. A student may drop one course in one year out of electives only.



First Semester Examination

Code No.	Paper	L	T/P	Credit
MBA101	Computer Application in Business	1	2	2
MBA102	Management Concepts & Applications	3	-	3
MBA103	Financial Reporting, Statements and Analysis	3	-	3
MBA104	Marketing Management	3	-	3
MBA105	Organizational Behavior	3	-	3
MBA106	Business Statistics	3	-	3
MBA107	Managerial Economics	3	-	3
MBA108	Legal and Business Environment	3	-	3
MBA109	Managerial Skills for Effectiveness - I	2	-	2
	Total	24	2	25

MBA 101: Computers Applications in Business

L-1 T/P-2 Credits-2

Objectives: The course provides students a fundamental understanding of information systems concepts and their role in contemporary business. At the end of this course students should be able to participate in information systems development as an informed person.

Course Contents

UNIT I: IT Infrastructure

Lectures - 4

Definition, Evolution, Technology Drivers, Infrastructure Components, Hardware Platforms, Software Platforms, Characteristic terms for various memory devices, main/primary memory, external/auxiliary memory, high speed memory, Introduction to I/O organization, CPU organization, ALU

UNIT II: Telecommunication and Networks

Lectures - 5

Fundamentals of Data Communication - Network Concepts and Classification, Telecommunications Media, Network Topologies, Network Architectures -TCP/IP

UNIT III: Computer Applications in Public Services and Business Office

Lectures - 5

Automation applications – Word Processor (MS -Word), Spreadsheet (MS-Excel), Graphics & Presentation (MS-PowerPoint), Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries

UNIT IV: Functional and Enterprise Management Systems

Lectures - 5

Introduction to Management Information System - Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems.

UNIT V: Information Systems for Business Effectiveness

Lectures - 6

The Impact of Information Systems On Organizational Performance, Business Effectiveness As A Function Of Cost, Value, Performance And Competitive Positioning. Information security threats, security policy and enforcement, Moral dimensions of Information systems- Privacy, Intellectual property rights, system quality, quality of life.

Text Books:

1. Laudon Kenenth C, Jane P. Laudon, Management Information Sytems-Managing The Digital Firm, Perason Education, First Impression -2007

Suggested Readings:

1. Leon and Leon: Introduction to Information Technology, Leon Tech World.
2. Jain, V.K.: Computers and Beginners
3. SAMS Teach Yourself Microsoft Office-2007 All in One by Greg Perry, Techmedia Publication

MBA 102: Management Concepts & Applications

L-3 T/P-0 Credits-3

Course objective: The objectives of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

Course Contents

Lectures 8

Unit I: Introduction to Management

Definition, nature, functions, levels of management, Types of managers, managerial roles, managerial skills and competencies; Evolution and various schools of management thought, Recent Trends in Management– quality and performance excellence, characteristics of 21st century executives, Social responsibility of managers

Lectures 8

Unit II: Planning

Meaning and nature of planning, types of plans, steps in planning process; Objectives, managing by objectives; Strategies, Policies; Forecasting - Need & Techniques, Decision making: Types - Process of rational decision making & techniques of decision making

Lecture 8

Unit III: Organizing

Organizing as managerial function–organization structures–functional, divisional, matrix, team structure, network structure, boundary less structure, Mechanistic and Organic structure.

Elements of Organizing – chain of command, span of control, delegation, centralization and decentralization, organizational design.

Lecture 8

Unit-IV: Leading and Controlling:

Leadership - Leadership traits, Leadership styles, Likert's four systems, managerial grid, Controlling - control function in management, the basic control process, types of control– feed forward, concurrent and feedback controls, control effectiveness

Lecture 8

Unit V: Managerial Communication

Types of Organizational Communication, Channels of Communication, Verbal Communication: Oral communication – Presentations, meetings, interviews, listening – types and importance; Written Communication - E-mails, Memorandums, Different Types of Business Messages, Direct Request, Good-News, Bad news and Neutral Messages, Persuasive letters

Non Verbal Communication: Importance of Non-Verbal Communication, Components: Kinesics, Occulesics, Proxemics, Hepatics, Chronemics, Paralanguage.

Practical Module:

- Select an organization and study the planning, organizing, directing, Staffing & controlling functions and prepare a short report or presentation to give in the class.

Text Books:

1. Robbins & Coulter, Management, Prentice Hall of Hall of India. New Delhi.
2. Heinz Wehrich & Harold Koontz, Essentials of Management (12th Edition) Tata McGraw Hill New Delhi.
3. Herta A Murphy & Herbert W. Hidebrand, Effective Business Communication, Tata McGraw-Hill.

Reference Books

1. Aswathapa, K., Essential of Business Administration, Himalaya Publishing House
2. Satya Raju, Management-Text & cases, PHI, New Delhi.
3. Rajendra Pal & JSD Korlahalli, Essentials of Business Communication, Sultand Chand & Sons

MBA 103: Financial Reporting, Statements and Analysis

L-3 T/P-0 Credits-3

Objectives

The basic purpose of this course is to help the student in acquiring the knowledge about the basics of Financial & Management Accounting and the use of accounting information for decision-making.

Course Contents

Lectures-08

Unit-I Introduction to Accounting

Meaning and concept of Accounting, Users of Accounting Information, Generally Accepted Accounting Principles, Branches of Accounting. Meaning and Significance of accounting standards.

Lectures-08

Unit-II Recording of Financial Transaction

Types of Accounts, Rules of Debit and Credit, Journalizing the Transaction, Subsidiary Books of Accounts and Posting Entries in Ledger Accounts.

Lectures-08

Unit-III Summarizing of Financial Transactions

Preparation of trial balance, Preparation of statement of profit and loss and balance sheet with necessary adjustments.

Lectures-08

Unit-IV Analysis of Financial statements

Ratio Analysis- Meaning, objectives and limitations. Calculation of Liquidity ratios, Leverage ratios, Activity ratios and profitability ratios.

Cash Flow Analysis- Meaning, significance and preparation of cash flow statement in accordance with Accounting standard no.3.

Lectures-08

Unit-V Financial Statements of Companies

Financial Statements in accordance with Indian Companies Act. Study of Annual Reports. Preparation of Comparative and common size balance sheets.

Text Books:

1. M.N. Arora, Cost and Management Accounting, Vikas Publishing House.
2. S.N. Maheshwari, Principles of Management Accounting, Sultan Chand & Sons.

Suggested Readings:

1. Foster, George, Financial Statement Analysis, Prentice Hall
2. Khan, Jain, Management Accounting, Tata McGraw Hill Publishing Co.
3. T.S. Grewal, Introduction to Accounting, S. Chand & Sons.

MBA 104: Marketing Management

L-3 T/P-0 Credits-3

Objectives

1. Introduce students to the substantive and procedural aspects of marketing.
2. To sharpen skills for critical analytical thinking on Marketing. Introduce students to the elements of marketing analysis.
3. To familiarize students with the consumer behavior of the entire buying process and its decision making.
4. To enhance problem solving and decision making ability through segmentation, market targeting and positioning process.

Course contents

Lectures-08

Unit I Introduction:

Meaning, Nature and Scope of Marketing, Marketing in a Changing World, Production concept, Product concept, Selling concept, Marketing concept, Holistic Marketing Concept, Marketing Mix. Understanding Marketing Environment – External and Internal Environment, Marketing Strategy: Strategic Context, Strategic Market Analysis, Strategic marketing Goals, Strategic marketing Action.

Lectures-08

Unit II Consumer Behaviour and Market:

Characteristics Affecting Consumer Behavior, Buyer Decision Process – Stages of Buying Decisions. Business Markets, Business Buyer Behaviour, Institutional and Government Markets– Participants, Influences on Buyer Behaviour

Unit III Market Segmentation, Targeting and Positioning Lectures-08

Market Segmentation Process, Identifying and Evaluation Segments, Market Targeting and Positioning for Competitive Advantage.

Unit IV Shaping the Market Offerings and Branding Lectures-08

The Product Decisions, Product Levels, Product classification, Product Life Cycle, Different Stages and Strategies, Product Line Decision New Product Development, Product Mix Strategies, Product Differentiation Strategies, Branding and Packaging Strategies and Decisions

Unit V Distribution channels & Marketing Communications Lectures-08

Role of the Distribution Channels-Form & Organization, Importance and Framework of Channel Management, Levels of Channel-Segmentation for Channel Design, – Channel Structure, Channel Gaps – Channel Power and Channel Conflict.

Marketing Communications : Communications mix, Advertising-five M's of advertising, Advertising decisions.

Practical Module:

Assignments on studying the real life applications of all concepts covered. They may be given the minor projects on preparing marketing plan for the specific product based on their theoretical understanding. The students may also be given the case studies based on the various concepts taught in the different modules.

Text Books:

1. Philip Kotler, Koshi and Jha, **Marketing Management:** Analysis Planning, Implementation & Control, Prentice Hall of India.
2. Rajan Saxena, **Marketing Management**, Tata McGraw Hill Education Private Ltd., New Delhi

Suggested Readings :

1. Joel R. Evans, Barry Berman, **Marketing Management**, Cengage Learning Publications
2. William M. Pride, O.C. Ferrell, **Marketing : Concepts and Strategies**, Biztantra Publications

MBA 105: Organizational Behavior

L-3 T/P-0 Credits-3

Objectives

1. To give an overview of the field of organizational behavior
2. To explain the role of human factors, organizational structure and organizational process relate to each other and to influence the performance of individual, team and organization.
3. To give real examples of application of the concept in organizational settings.
4. To develop critical thinking in organizational behavior through analysis of the real life cases.

Course Contents

Unit I	Fundamentals of Organizational Behaviour	Lectures - 6
	Definition and importance of Organizational Behavior. Historical background of OB, Recent trends in Organizational Behavior - TQM, Managing Cultural Diversity, leaner organizations.	
Unit II	Dynamics of Individual Behaviour	Lectures -10
	<i>Personality</i> – Meaning, determinants and theories, MBTI, Big five personality dimensions, Attributes- Locus of Control, Self Esteem, Machiavellianism; Type A and Type B Personality.	
	<i>Perception</i> –Meaning and definition, Perceptual process, perceptual errors, Attribution Process.	
	<i>Value & Attitude</i> - Type of Value, Dominant values in today’s workforce, Meaning and dimensions of Attitude- Job Satisfaction, Organizational commitment.	
	<i>Learning</i> -Meaning and Importance of learning, Approaches to learning- classical Conditioning, Operant Conditioning, Social Learning	
Unit III	Interpersonal and Team Behavior	Lectures-8
	Motivation: meaning and importance, Theories of motivation- Maslow’s hierarchy of needs theory, Alderfer’s ERG theory, Herzberg’s Dual-Factor Theory, Mc Clelland’s Achievement Motivation Theory, Vroom’s expectancy Theory, Equity, goal-setting theories.	
	Group Dynamics and Teams - Group Formation - Formal Organization and Informal Groups and their interaction - Importance of teams - Formation of teams - Team Work	
Unit IV	Organizational Climate	Lectures-8
	Conflict: Meaning of Conflict, Functional and Dysfunctional Conflict, Stages of Conflict, Strategies for managing conflict.	
	Culture: Meaning and Functions of Organizational culture, managing Organizational culture, Organisational Effectiveness	

Unit V Organisational Change & Development**Lectures-8**

Meaning and importance of organizational change, internal and external changes. Models of planned change- System Model, Lewin's Force Field Analysis. Resistance to change, overcoming Resistance

Organisational Development - Meaning, objectives and Process.

Practical Module:

- Case discussion covering Diversity and Inclusion, Implications of individual, group and organization behaviour.
- Small project on learning through individual Role Model.
- Project on Monetary and Non-Monetary Motivation given to employees at all levels in a particular organization.
- Developing understanding of Group Dynamics by assigning students group & team building exercises
- Assignments/ Quizzes/ Case Studies to ensure Class participation etc

Text Books:

1. Robbins, Judge, Sanghi "Organizational Behavior" 12th ed. Prentice Hall New Delhi
2. Margie Parikh and Rajen Gupta "Organizational Behavior" McGraw Hill

Suggested Readings:

1. Luthans Fred - Organizational Behaviour, Tata Mc Graw Hill
2. Udai Pareek, "Understanding Organizational Behaviour" Oxford University Press.
3. L M Prashad "Organizational Behavior" Sultan Chand & Sons Publication

MBA 106: Business Statistics

L-3 T/P-0 Credits-3

Objectives

To develop diagnostic and analytical skills through solving suitable logical problems. To develop their abilities to measure and judge quantities. To provide a probabilistic base for all functional areas of management.

Course Contents

Lectures-06

Unit I Statistics Introduction

Growth of statistics, definition, scope, function and limitation of statistics Collection and editing of data, sample and census survey, collection of primary and secondary data. Meaning Objective and characteristics of Classification, Bases, frequency distribution, simple and manifold distribution

Lectures-06

Unit II Measures of Central Value

Introduction, Objecting of averaging, Calculation of Mean, Median, and Mode in different series, uses and limitation of averages.

Lectures-08

Unit III Measures of Dispersion

Absolute and relative measures of dispersion; range, quartile deviation, mean Deviation, standard deviation, and their coefficients, uses and interpretation of Measures of dispersion

Lectures-08

Unit IV Index Number

Meaning and uses of index numbers, simple and weighted price index numbers, method of construction of index numbers, selection of variables, base, weights, Fishers ideal index number, Time Reversal Test & Factor Reversal Test.

Lectures-12

Unit V Correlation and Regression

Correlation: - Meaning, significance, Calculation of Coefficient of correlation between two variables by Karl Pearson's, spearman's and concurrent deviation

Regression: - Meaning, Uses, Calculation of regression equations. Difference between correlation and regression analysis.

Text Books:

1. S. P. Gupta Statistical Methods, Sultan Chand & Sons
2. Levin, Rubin Statistics for Management, Prantice Hall

Suggested Readings:

1. Khanna and Gupta, Prantice
2. N.D. Vohra, Quantitative Techniques for Management, Tata McGraw

MBA 107: Managerial Economics

L-3 T/P-0 Credits-3

Objectives

1. To provide an overview of basic economic theory and apply it to both business decision-making and public policy debates.
2. To focus on how the consistent application of relatively simple insights can help us to interpret and understand an increasingly complex world.
3. To define economics as “exchange, and the institutions through which exchange takes place” and therefore focus on individual choice and how this generates market outcomes via supply and demand.

Course Contents

Lectures-08

Unit I Basic Concept of Economics and Demand Analysis:

Nature and Scope of Managerial (Micro and Macro) Economics; Ten Principles of economics; Micro Vs Macro Economics; Static and Dynamic Analysis; Equilibrium: Partial and General.

Consumer Behavior: Utility Approach; Marshallian Utility Analysis: Law of Diminishing Marginal Utility and law of Equi- Marginal Utility; Indifference Curve Analysis: Consumer Equilibrium.

Demand Analysis:- Law of Demand. Determinants of Demand, Measurement of Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity.

Lectures-08

Unit II Production and Cost Analysis:

Production Analysis: Production Function. Production Function with One Variable Input- Short Run Analysis (Law of Variable Proportions), Production Function with Two Variable Input- Long Run Analysis (Law of Returns to Scale).

Cost Analysis: Various Cost Concepts, Short Run and Long Run Cost Function, Cost Output Relationship,

Lectures-08

Unit III Market Structure and Price and Output Determination:

Price and Output Determination in Different Market: - Various Forms of Market Perfect Competition, Monopoly, Monopolistic Competition, Price Determination in these Markets. Short Run and Long Run Equilibrium of Firms in Different Market

Lectures-08

Unit IV Concept of National Income and Trade Cycle:

Circular flow of income in a two sector, three sector and four sector economy

National Income Analysis: Gross Domestic Product, Gross National Product, Net National Product, Per Capita Income, Measurement of National Income. Difficulties in Measurement

of National Income

Theory of Trade Cycle: Concept and Phases of Trade Cycle; Method to Control Trade Cycles.

Lectures-08

Unit V Classical and Keynesian Macroeconomics:

Classical Macroeconomics: Classical Theory of Output, Income and Full Employment.

Keynesian Macroeconomics: Keynesian Theory of Output, Income and Employment.

Inflation: Meaning of Inflation, Types of Inflation, Cause and Control of Inflation.

Practical Module:

- Analyze the companies and review their pricing and output decisions under perfect competition, monopoly, monopolist and oligopoly.
- Analyze the price, income and cross elasticity of various products.

Text Books:

1. Managerial Economics; G Geetika, Piyali Ghosh, Purba Choudhury; Tata McGraw-Hills Companies; New Delhi.
2. Managerial Economics; D.N. Dwivedi; Vikas Publishing House Pvt Ltd

Suggested Readings:

1. Samuelson Paul and William D Nordhaus, Economics, McGraw Hill, New York, 2001.
2. Salvator, Dominick, Managerial Economics, McGraw- Hill Book Company
3. Lipsey & Chrystal, Economics, Indian Edition, Oxford University Press.
4. Froyen Richard T, Macro Economics Theories and Policies, Pearson Education, New Delhi

MBA 108: Legal and Business Environment

L-3 T/P-0 Credits-3

Objectives

To give an exposure to students for developing basic understanding of the law and environment relating to business dealings nationally as well as internationally.

Course Contents

Unit I The Indian Contract Act, 1872 Lectures-12

Meaning and nature of contracts, Essentials of a valid contract- offer, acceptance, capacity to contract, free consent, consideration. Performance of contract, discharge of contract & remedies for breach of contract.

Unit II The Sale of Goods Act, 1930 Lectures-05

Definition of Sale of goods, essentials of valid contract of sale of goods, conditions and warranties, passing of property, rule of caveat emptor and its exceptions, rights of unpaid seller, remedies for breach of contract.

Unit III Indian Partnership Act and Consumer Protection Act Lectures-06

Essentials of Partnership, Partnership Deed, Registration of Partnership Firm, Types of Partners and Partnership; Rights and duties of partners, Implied Authority of partners, Reconstitution and Dissolution of Firm.

Important definitions in Consumer Protection Act, Rights of consumers, Manner of filing complaint, Dispute Redressal Agencies, orders of forum or commission.

Unit IV Business Environment Lectures-06

Nature and Concept, Internal and External Environment, Components (Economic and Non-Economic), Factors affecting Business Environment, Significance of Study of Business Environment and its Impact on the Economy, Concept of Indian Financial System

Unit V Globalization Lectures-06

Globalization trends and challenges, Role of MNCs, Balance of Payment, Environment for Foreign trade and investments; FEMA, Exchange Rate Movements and impacts, External influences on India's business environment, WTO and its impact on business.

Text Books:

1. Business Law for Managers, Prof. (Cmde) P K Goel, biztantra
2. Legal Aspects of Business, Akhileshwar Pathak, Tata Mc Graw Hills
3. Adhikari, M.; Economic Environment of Business, Sultan Chand & Sons, Delhi.

Suggested Readings:

1. Sen & Mitra, Commercial Law, World Press
2. Indian Contract Act (Students Edition), N.M. Tripathy Publisher
3. Aswathappa, K, Essentials of Business Environment, Himalayas Publishing House, New Delhi.
4. Cherunilam, Francis, Business Environment, Himalayas Publishing House

MBA109: Managerial Skills for Effectiveness - I

L-1 /P-2 Credits-2

Objective:

To give the student knowledge and skills and to make them an effective manager with adequate soft skills required for any organization.

Course Content

Unit I Self Awareness:

Lecture: 4

Concept of self awareness; Importance of self awareness; Strategies to increase self awareness.

Unit II Communication:

Lecture: 5

Concept, Process and barriers to communication; Verbal communication- types and importance; Personal interview, GD, Email, telecommunication; Non-verbal communication- concept, components.

Unit III Creative thinking & Problem solving:

Lecture: 6

Concept and process of creative thinking; Techniques; Steps of analytical problem solving; Challenges in generating creative solutions.

Unit IV Time Management:

Lecture: 4

Concept and importance of Time management; Techniques of time management; Barriers to effective time management.

Unit V Presentation skills:

Lecture: 6

Concept and types of presentation; Subject selection and organizing information; Organizing a presentation.

Text books:

- Alex K. (2012) Soft Skills – Know Yourself & Know the World, S.Chand & Company LTD, Ram Nagar, New Delhi- 110 055.
- Meena.K and V.Ayothi (2013) A Book on Development of Soft Skills (Soft Skills : A Road Map to Success), P.R. Publishers & Distributors

Reference books:

- Soft skills Training – A workbook to develop skills for employment by Fredrick H. Wentz
- Personality Development and Soft skills , Oxford University Press by Barun K. Mitra
- Soft Skills for Everyone, Butterfield Jeff, Cengage Learning, 2011.



Second Semester Examination

Code No.	Paper	L	T/P	Credits
MBA201	Indian Economy and Policy	3	-	3
MBA202	Corporate Finance	3	-	3
MBA203	Quantitative Techniques	3	-	3
MBA204	Operations Management	3	-	3
MBA205	Marketing Research	3	-	3
MBA206	Human Resource Management	3	-	3
MBA207	Entrepreneurship	3	-	3
MBA208	Indian Ethos and Business Ethics	2	-	2
MBA 209	Managerial Skills for Effectiveness – II	1	2	2
	Total	24	2	25

MBA 201: Indian Economy and Policy

L-3 /P-0 Credits-3

Objectives

1. This course will allow the student to gain knowledge about the major developments and issues in Indian economy.
2. Starting with the debate on growth and development in Indian economy this course discusses the sectoral balances and key issues in financial and external sectors of the economy.
3. Wherever possible, this course will allow the critical appraisal by taking cognizance of the contemporary developments in the economy.

Course Content

Unit I Introduction to Indian Economy

Lecture – 6

India as a developing economy: Basic characteristics of the Indian economy; Major issues of development; Economic development and environmental degradation, Concept of Human Development in India.

The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, issues of Financial Inclusion

Unit II Issues and Challenges of Indian Economy

Lecture - 10

Poverty: Meaning, Causes, Strategy, Measures taken by government; Solution of the problem of poverty. Unemployment: Kinds, Causes, and Remedial measures to eradicate unemployment, employment generation schemes in India. Employment Guarantee Act (2005); Inequality: extent, causes, measures to reduce economic inequalities.

Black Money: Causes for generation of black money, measures taken by the government to unearth black money

Balance Regional Development: Indicators of regional imbalance, causes, policy measures to remove regional disparities.

Unit III Economic Policies

Lecture - 8

Economic Policies: - Economic Planning in India, Objectives and strategy of economic planning, Planning commission v/s NITI Aayog.

Monetary policy in India, Fiscal Policy in India, Centre state Finance Relations, Finance commission in India.

Unit IV Sectors of Indian Economy

Lectures - 8

Sectoral composition of Indian Economy: - Features of Indian Agriculture, Issues in Agriculture sector in India, land reforms, Green Revolution, Food security in India.

Industrial Sector in Pre-reforms period and post reform period, Public Sector and Indian Planning: Evolution, role, performance and shortcomings; Disinvestment & Privatization; Growth of Micro, Small & Medium enterprises in India.

Unit V Foreign Trade

Lecture - 8

Foreign Trade of India: importance, composition direction. Import substitution and Trade promotion policy, problems of Foreign Direct Investment and Foreign Institutional investment in India, WTO and India.

Challenges of development: MDG (Millennium development goals) & SDG (Sustainable development goals), Demographic dividend; Globalization and its impact on India.

Practical Module:

- Analyze the current budget in the light of major policy initiatives of the government to the issues of economic development.
- Analyze the report of various committees on the issues of economic development.
- Case studies

Text Books:

1. Dutt Rudder and K.P.M Sunderam (2001): Indian Economy, S Chand & Co. Ltd. New Delhi.
2. Mishra S.K & V.K Puri (2001) "Indian Economy and –Its development experience", Himalaya Publishing House.
3. Kapila Uma: Indian Economy: Policies and Performances, Academic Foundation
4. Bardhan, P.K. (9th Edition) (1999), The Political Economy of Development in India, Oxford University Press, New Delhi.

Suggested Readings:

- Brahmananda, P.R. and V.A. Panchmukhi. [2001], Ed. '*Development Experience in Indian Economy, Inter-state Perspective*,' Bookwell, New Delhi.
- Gupta, S.P. [1989], '*Planning and Development in India: A Critique*,' Allied Publishers Private Limited, New Delhi.
- Bhagwati, Jagdish. [2004], '*In Defense of Globalization*,' Oxford University Press, U.K.
- Dhingra, Ishwar //C. [2006], '*Indian Economy*,' Sultan Chand and Sons, New Delhi.
- Datt, Ruddar and Sundaram, K.P.M. [Latest edition] , '*Indian Economy*,' S.Chand and Co, New Delhi.

MBA 202: Corporate Finance

L-3 T/P-0 Credits-3

Objectives

To develop knowledge of financial system, financial institutions and basic Concepts / techniques of corporate finance.

Course Contents

- | | | |
|-----------------|---|--------------------|
| Unit I | Financial Management | Lectures-06 |
| | Meaning, Scope, Function & Objective of Financial Management, Decision Making, Role of Financial Manager in a company. | |
| Unit II | Break Even Analysis | Lectures-10 |
| | Concept of Marginal Costing, Cost Volume Profit Analysis, Advantages & Limitations of Cost Volume Profit Analysis, Break Even Charts. | |
| Unit III | Capital Structure and Cost of Capital | Lectures-08 |
| | Cost of Capital: Specific and Weighted Average Cost of Capital, EBIT-EPS Analysis, Capital Structure – Meaning, importance and factors affecting capital structure. | |
| Unit IV | Working Capital Management | Lectures-08 |
| | Management and Financing of Current Assets, Working Capital Cycle, <i>Working Capital</i> : Estimation & Calculation, Management of Cash, Cash Budget and Inventory Management. | |
| Unit V | Capital Budgeting | Lectures-08 |
| | Features of capital budgeting, Estimation of Cash Flows, Capital Budgeting – Traditional methods and Discounted cash flow methods of appraisal. | |

Text Books:

1. Financial Management; Dr. Paresh Shah; Biztantra Publication; New Delhi
2. Prasanna Chandra, Fundamental of Financial Management

Suggested Readings:

1. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory and Practical.
2. I.M. Pandey & Ramesh Bhat, Cases in Financial Management.

MBA 203: Quantitative Techniques

L-3 T/P-0 Credits-3

Objectives

The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Course Contents

Unit I Introduction to Quantitative Techniques Lectures-08

Concept, Role and Scope, Models in Business and Industry. Algebra of Matrix: Addition, Subtraction, Multiplication, & Inversion. Solving linear equations by using matrices.

Unit II Linear Programming Lectures-08

Problem formulation and Graphical methods of solution. Simplex method & duality and Sensitivity Analysis.

Unit III Specially Structured Programming Lectures-08

Transportation: North West Corner, Least cost Method, Vogel's Approximation Method. Assignment Problems: Maximizing, Minimization & Unbalanced Problems.

Unit IV Game Theory Lectures-08

Game Theory: Types of Games, Two person zero sum games, Mixed strategy, Method of solution, Dominance in Games.

Unit V Decision Theory Lectures-08

Decision making under uncertainty: Maximax, Maximin, Minmax, Minimin, Hurwitz & Laplace Criterion; Decision making under risk, Decision Trees-Applications, decision making in a Competitive Situation.

Text Books:

1. N.D. Vohra, Quantitative Techniques for Management, 4th Edition Tata McGraw Hill New Delhi.
2. Sancheti Kapur, Quantitative Techniques,

Suggested Readings:

1. Paneer Selvam, Quantitative Techniques, Prantice Hall New Delhi.
2. Khandelwa, Gupta & Gupta, Quantitative Techniques, JPH

MBA 204: Operations Management

L-3 T/P-0 Credits-3

Objectives

The course is designed to acquaint the students with decision making in : Planning, Organizing and Controlling of Operations functions in both manufacturing and services; improvement in operations through maintaining high quality standards, value engineering and value analysis.

Course Contents

Unit I	Managing Operations	Lectures-04
	Introduction to Production and Operations Management, Development of Operational Strategies for Competitive Advantage, Difference between manufacturing and service operations.	
Unit II	Planning the Conversion System	Lectures-08
	Demand Forecasting, Designing Product, Services and Processes, Facility Location, Facility Layout	
Unit III	Organising the Conversion System	Lectures-08
	Job Design, Work Measurement, Work Study, Method Study, Monte Carlo Simulation Techniques	
Unit IV	Controlling the Conversion System	Lectures-12
	Production Planning and Control, Inventory Control with Lead Time and EOQ Analysis, Networking Techniques- CPM, PERT, Drawing a network, Calculating EST,LFT and Floats, Difference between PERT & CPM	
Unit V	Managing for World Class Competition	Lectures-08
	Just in Time, Managing for Quality, Value Added Manufacturing, Quality Analysis and Control	

Text Books:

1. R.B. Khanna, Production and Operation Management Prentice Hall Publication
2. Adam Jr Ebert, Production and Operation Management Prentice Hall Publication

Suggested Readings:

1. Buffa Sarin Modern Production/ Operations Management, John Wiley & Sons
2. S.N. Chary Production and Operation Management, Mc Graw Hill
3. Aswathappa Bhat, Production and Operation Management, Himalaya Publishing House

MBA 205: Marketing Research

L-3 T/P-0 Credits-3

Objectives

- To understand the basic concepts, tools and techniques of research.
- To develop ability for conducting the independently.

Course Contents:

Unit I Introduction to Business Research

Lectures-08

Meaning, Objective and Types of Research; Research and Scientific Methods; Defining of Research Problem; The Research Process: an overview.

Unit II Research Proposal and Research Design

Lectures-08

Introduction of Research Proposal, Types of Research Proposals, Meaning and need of Research design; Classification of Research design: Exploratory research studies, Descriptive Research studies and Experimental research studies;

Qualitative Research: Process and Methodologies.

Unit III Sampling Techniques & Hypothesis Testing

Lectures-08

Meaning and need of sample, Steps in sample designs, Different types of sample design. One sample test: z test, t test and Chi square test. Two sample test: z test, t test and Chi square test. Analysis of Variance (ANOVA)

Unit IV Data Collection

Lectures-08

Primary and Secondary data, Methods of collection of primary data : observation method, Questionnaires method and Interview method, Questionnaire design and administration, Collection of Secondary data. Exploring, Displaying and Examining of data.

Unit V Report Writing and Presentation

Lectures-08

Interpretation, Significance of report writing, Types of research report, Different steps in writing report; Presentation of report: Communication dimensions.

Text Books:

1. Business Research Methods; Donald R Cooper and Pamela S Schindler; Tata McGraw Hills
2. Business Research Methods – William G. Zikmund; 7th Ed. VII Indian Reprint 2008; Cengage, New Delhi

Suggested Readings:

1. Zikmund, Business Research Methods, Dryden Press
2. Kothari, C. R., Research Methodology – Methods and Techniques, Wsihwa Prakashan
3. Business Research Methods; S.N. Murthy & U. Bhojanna; Excel Books, New Delhi

Publication

Suggested Readings:

1. Gary Dessler Biju Varkkey, Human Resource Management, Pearson Education.
2. Pattanayak Byers, Human Resource Management, Prentice Hall of India
3. P. Jyothi , D. N. Venkatesh, , Human Resource Management, Oxford University Press.

MBA 207: Entrepreneurship

L-3 T/P-0 Credits-3

Objectives

The course is designed to simulate the real life activities of entrepreneurs in the startup age of a new venture. Building on the above concept the course aims to provide the skills to start and build enterprise, implement it successfully and manage its transition to a full fledged business entity.

Course Contents

- Unit I Entrepreneur & Opportunity Recognition Lectures-08**
Entrepreneur, characteristics, functions, types, Intrapreneur – an emerging class, Entrepreneurship - meaning - Role of Entrepreneurs in Economic Development, Self – assessment, Motivations to start a business, The Entrepreneur Personality, entrepreneurial culture, stages in entrepreneurial process, Alternative Competitive Entry Wedges.
- Unit II Writing Business Plan Lectures-08**
Feasibility study, Product selection - Form of Ownership - Licensing etc., project Identification - Meaning, Significance - contents and formulation of a project report - planning commission guidelines, Developing business plan, Business plan appraisal
- Unit III Start-Up Factors Lectures-08**
Entry barriers and firm positioning, Comparison of a large and small start-up, (Technology absorption), Institutional support to entrepreneurship Development (networking with Industries and Institutions)
- Unit IV Stages of Growth in Entrepreneurial Ventures Lectures-06**
Stages of growth model, Business crisis, Barriers to small firms, growth Factors in continued entrepreneurship in small firms.
- Unit V Entrepreneurship Lectures-10**
Family business-Importance, Changing face of family business, Replacing the founder, Family business and multiple levels of conflict, Succession in family business, Pitfalls of the family business. Women & minority entrepreneurs, International entrepreneurship, Rural Entrepreneurship, Make in India, Startup India, Standup India

Text Books:

1. Dollinger Marc J, **Entrepreneurship: Strategies and Resources**, III Ed., 1995, Irwin Press
2. Hisrich Robert D and Peters Michael P, **Entrepreneurship**, V Ed., TMH New Delhi

Suggested Readings:

1. Kuratko Donald F and Hodgetts Richard M. **Entrepreneurship: A Contemporary Approach** Harcourt College Publisher.
2. Zimmerer and Scarborough, **Entrepreneurship and New Venture Formation**. Prentice Hall
3. Timmons Jeffry A, **New Venture Creation: Entrepreneurship for the Twenty First Century**, Irwin

MBA208: INDIAN ETHOS AND BUSINESS ETHICS

L-2 T/P-0 Credits-2

Objective:

The objective of the course is to acquaint the students with Indian Ethos and its relevance to managerial decision making. This course has been designed to create a mindset of value system among the students who are the future managers. The course also aims to sensitize students to the ethical standards both professional and personal and produce balanced flexible and effective managers in this liberal and globalised environment

Course Content

Unit I Indian Ethos and Values

Lecture – 5

Indian Ethos: Concept, Need, purpose & relevance of Indian Ethos; Model of management in the Indian socio-political environment, Indian work ethos;
Values for managers, relevance of values in management, secular vs. spiritual values in management, need for values in global change-Indian perspective

Unit II Indian Ethos in Management

Lecture – 7

Management Lessons from Vedas, Mahabharata, Panchtantra, Kautilya's Arthashastra, Discussion Examples and Models from the above texts
Relevance of Bhagvad Gita: Doctrine of Karma i.e. Nishkama Karmayoga; Guna Theory (SRT i.e. Sat, Raj & Tam Model), Theory of Sanskaras, Life Goals or Purusharthas, Bhagvad Gita & Self Management.

Unit III Introduction to Business Ethics

Lecture – 5

Concept of Ethics and Business Ethics, Importance, Causal chains in business ethics, Ethical Dilemma, Ethical Relativism, Ethical Gap and factors affecting business ethics

Unit IV Professional Ethics

Lecture – 4

Ethics & Religion; HRM & Ethics; Creating Work committed cultures in Organizations; Quality of Work Life; Ethical Decision Making.

Unit V Ethics in Management

Lecture – 4

Ethics & Environment; Ethics of Advertising and Investment Decisions; Social Responsibility, Sustainable Development, Trusteeship concept of Mahatma Gandhi, Indian Vs western Management Contemporary issues in Management.

Practical Module:

- Study the Management GURU's from Indian History like Lord Krishna (Bhagvad Gita), Vivekanand (Vivekananda's ideas on Vedant), Chankaya's Arthshastra – prepare presentation, videos and role play on their philosophy for Management.
- Arrange Practical Sessions on Yoga

Text Books

- R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
- Ghosh, B.: Indian Ethos in Management, Vikas Publishing House Pvt. Ltd., 2nd ed. Reprint, 2009.
- Balchandran, S. Raja K. C. R. and Nain B. K.: Ethics, Indian Ethos & Management, Shroff Publishers & Distributors Ltd., New Delhi.

Reference Books

- Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998
- Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill, 2010
- Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi, 1995

MBA209: Managerial Skills for Effectiveness - II

L-1 /P-2 Credits-2

Objective:

To enhance soft skills such as leadership, communication and peer to peer relationships, with a purpose of make the student an effective manager with adequate soft skills required for any organization.

Course Content

Unit I- Decision-Making Skills:

Lecture: 5

Concept of decision making; decision making process; challenges in the process of decision making process.

Unit II- Managing Conflicts:

Lecture: 5

Concept; Functional and dysfunctional conflicts; Levels of conflicts; Conflicts management techniques.

Unit III- Delegation skills:

Lecture: 4

Concept; Process of delegation; Factors effecting successful delegation.

Unit IV- Leadership skills:

Lecture: 5

Concept; Qualities of a good leader; Leadership styles, process of developing a leader.

Unit V- Team Management Skills:

Lecture: 6

Concept; Understanding group formation; Team effectiveness assessment; Team management techniques.

Text books:

- Alex K. (2012) Soft Skills – Know Yourself & Know the World, S.Chand & Company LTD, Ram Nagar, New Delhi- 110 055.
- Meena.K and V.Ayothi (2013) A Book on Development of Soft Skills (Soft Skills : A Road Map to Success), P.R. Publishers & Distributors

Reference books:

- Soft skills Training – A workbook to develop skills for employment by Fredrick H. Wentz
- Personality Development and Soft skills , Oxford University Press by Barun K. Mitra
- Soft Skills for Everyone, Butterfield Jeff, Cengage Learning, 2011.

Third Semester Examination

Code No.	Paper	L	T/P	Credits
MBA 301	Strategic Management	3	-	3
MBA 302	Project Management	3	-	3
MBA 303	Summer Internship	-	-	3
Select any 2 specializations (3 papers from each of the specialization of 3 credits each)				
Code No.	Paper	L	T/P	Credits
MBAHR-304	Training & Development	3	-	3
MBAHR 305	Performance Management	3	-	3
MBAHR- 306	Organizational Change & Development	3	-	3
MBAHR- 307	Manpower Planning & Control	3	-	3
MBAFM-304	Investment Analysis & Portfolio Management	3	-	3
MBAFM-305	Income Tax: Theory & Practice	3	-	3
MBAFM-306	Management of Financial Services	3	-	3
MBAFM-307	Cost & Management Audit	3	-	3
MBAMKT-304	Retail and Distribution Management	3	-	3
MBAMKT-305	Marketing of Services	3	-	3
MBAMKT-306	Consumer Behavior	3	-	3
MBAMKT-307	Integrated Marketing Communication	3	-	3
MBAIT-304	Data mining for Business Decision	3	-	3
MBAIT-305	Managing Software Projects	3	-	3
MBAIT-306	Managing Digital Innovation and Transformation	3	-	3
MBAIT-307	E-commerce and Digital Markets	3	-	3
	Total	24	-	27

MBA 301: Strategic Management

L-3 T/P-0 Credits-3

Objectives

To integrate the skills and knowledge you have acquired in your program and develop a “general management” perspective, i.e. the capacity to view the firm in its totality and in the context of its environment.

Course Contents

Unit I Introduction to Strategic Management

Lectures-07

Components of Strategic Management: Vision, Mission, Objectives, Policies & Plans, External Environment, Levels of Strategy: Corporate Level, Business Level, Functional, Strategic Management Process, Resource-Based Model & Industrial - Organizational Model

Unit II Analyzing the Environment

Lectures-07

Analyzing the External Environment: Porter’s 5-Forces Model, PESTEL, Analyzing the Internal Environment: Resources, Capabilities & Core Competencies, Value-Chain Analysis, SWOT

Unit III Strategy Formulation

Lectures-07

Business Level Strategy: Cost Leadership, Differentiation & Focus Strategy, Formulating Long-Term Objectives: Grand Strategies

Corporate Combinations: Joint Ventures, Strategies Alliances, Consortia, Keiretsus & Chaebols

Unit IV Strategic Analysis and Choice

Lectures-07

Strategic Analysis at Corporate Level: BCG Matrix, GE Nine Cell Planning Grid, Strategic Analysis at Business Unit Level: SWOT, Leader Vs Runner-Up, Offensive Vs Defensive, Stability, Low-Cost, Leadership, Product Differentiation, Niche Strategy, Seeking Sustained Competitive Advantage

Unit V Principal of Competitive Advantage

Lectures-07

Value Chain & Competitive Scope, Value Chain & Generic Strategies

Text Books:

1. Johnson Gerry and Scholes Kevan, Exploring Corporate Strategy Forth Edition, Prentice Hall of India.
2. John A Pearce-II, Richard B, Robinson Jr. Strategic Management, Strategy Formulation and Implementation

Suggested Readings:

1. Hitt. Ireland & Hoskisson, Strategic Management, Thomson Learning

MBA 302: Project Management

L-3 T/P-0 Credits-3

Objectives

- Describe the importance of project management to modern organizations and demonstrate an understanding of the forces that have led to the development of project management as a professional discipline
- Define the roles of the project manager, functional manager, and executives in a project management environment
- To provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and projects.

Course Contents

Lectures-07

Unit I Managing Project

Definition, Functions, Evolution of Project Management, Classification of Projects, Project Life Cycle, the Phase of System Development Life Cycle Project Contracting

Lectures-07

Unit II Project Feasibility Study

Market, Demand and Technical Analysis, Financial Analysis Evaluation of Project Proposals, Risk Analysis, Sensitivity Analysis and Social Cost Benefit Analysis

Lectures-07

Unit III Project Planning

Planning Fundamentals, Project Master Plan, Work Breakdown Structure and Other Tools of Planning, Work Packages Project Organization Structure & Responsibilities, Responsibility Matrix.

Lectures-07

Unit IV PERT, CPM, Resource Allocation

Tools and Techniques for Scheduling Development, Crashing of Networks, Time-Cost Relationship. Cost Estimating Budgeting: Cost Estimating Process Elements of Budgeting

Lectures-07

Unit V Managing Risks in Projects, Evaluation & Reporting

Risk Concept & Identification, Project Management Information System, Project Evaluation & Reporting, Closing the Contract.

Text Books:

1. Sapru R.K., Project Management, Excel Books
2. Chandra Prasanna, Projects: Planning, Analysis, Selection, Implementation and Review, TMH

Suggested Readings:

1. Gopalakrishnan P. and Ramamoorthy V.E., Textbook of Project Management
2. Joy R. P Total Project Management: The Indian Context, Mac Millian India

MBA 303: Summer Internship

L-0 T/P-0 Credits-3

Each student shall undergo practical training of six-eight weeks after second semester exams in an approved business / industrial / service organization and submit at least two copies of the Summer Training Report to the Dean/Director of the Institution within two weeks of the commencement of the third Semester.

- The Summer Training shall Carry 100 marks.
- The evaluation would be based on the project report, presentation and viva-voce.

MBA HR 304: Training & Development

L-3 T/P-0 Credits-3

Objectives

- To provide an in-depth understanding of the role of training in HRD.
- To enable the course participants to manage the Training system and processes.

Course Contents

Lectures-07

Unit I Introduction to Training Concept

Definition, Need for Training, Importance of Training, Objectives of Training, Concepts of Education, Training and Development, Overview of Training Functions.

Lectures-07

Unit II Learning

Principles of Learning, Theories of Learning, Reinforcement Theory, Social Learning Theory, Pedagogy and Andragogy.

Lectures-07

Unit III Process of Training

Training design process, Assessment of Training Needs, Criteria for Identifying Training Needs, Methods and Process of Needs Assessment. Concept of Job Competency.

Lectures-07

Unit IV Implementation and Evaluation of Training Program

Role and skills of Trainer, Methods and Techniques of Training: on-the-job and off-the-job. Kirkpatrick Model of Evaluation, pre-test, post-test, Cost-Benefit Analysis, ROI of Training.

Lectures-07

Unit V Technology in Training

CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

Text Books:

1. Employee training and development- Raymond A Noe, Tata McGraw-Hill

Suggested Readings:

1. Effective Training: Systems, Strategies, and Practices - Blanchard N & Thacker, James W, Pearson Education.
2. Training in Organizations - Goldstein, I L & Ford, J K, Wadsworth Cengage Learning
3. Training for Development - Lynton, Rolf P and Pareek, Udai, Sage Publications

MBA HR 305: Performance Management

L-3 T/P-0 Credits-3

Objectives

- To provide framework for understanding and thinking strategically about performance appraisal and management in organizations.
- To explore how employee performance influences motivation, morale, reward and recognition.
- To know what needs to be done to develop, implement and manage the performance management system for organization

Course contents

Unit I Performance Management

Lectures-07

Hostility to traditional Appraisals, Performance Appraisal to Performance Management, Performance Management Objectives, Scope of PFM, PFM Model and elements of Effective Performance Management.

Unit II Performance Management System

Lectures-07

Concept of Performance Management System, Prerequisites for Effective Performance Management, Elements and Characteristics of Performance Management System, Model of performance management system, Objectives and Functions PFM.

Unit III Performance Planning and Managing

Lectures-07

Concept, Need and Importance of Performance Planning, Goal Setting, Performance Planning Process, Performance Managing – Objectives and Importance, Performance Management Process, Performance Measurement.

Unit IV Performance Appraisal and Competency

Lectures-07

Performance Appraisal – objectives and importance, Process of performance appraisal, Traditional and Modern Methods of Performance Appraisal, Uses of Performance Appraisal, Rating errors. Competency Mapping - meaning, Methods of Competence Mapping, Competency Mapping and its linkage to Performance Planning, Competency based HR.

Unit V Performance Management – Role of HR, Linkage to Rewards

Lectures-07

Potential Appraisals, Role of Feed Back in Performance Management, Linking Performance Management to Rewards and Recognitions, Performance Management – Role of HR professionals.

Text Books:

1. Kohli and Deb “Performance Management” Oxford
2. Robert Bacal “Performance Management” McGraw-Hill; update edition
3. Dr.G.Pandu Naik & Siraj Ur Rahman “Competency Mapping, Assessment & Development” IHRD Publication

Suggested Readings:

1. Robert Bacal “How to manage Performance” McGraw-Hill; update edition
2. Pedagogy of Competency Mapping By Dr. Ashish Manohar Urkude *PhD, PDF* Professor Alliance Business School Bangalore
3. Rao T.V., Appraising and developing managerial performance
4. Performance management: key strategies and practical guidelines, By Michael Armstrong

MBA HR 306: Organizational Change & Development

L-3 T/P-0 Credits-3

Objectives :

- To know how effectively organizational change can be managed in a variety of contexts and settings.
- To know the process of organizational change from multiple theoretical vantage points (e.g. life cycle, teleological, dialectic, and evolutionary).
- To identify the nature and significance of various impediments to organizational change (e.g. organizational inertia, resistance to change).
- To explain the nature of the relationship between organizational change drivers and impediments.

Course contents

Lectures-07

Unit I Making Sense of Organizational Change

Understanding the changing environment , concept of change and its nature

Importance and Process of Organizational Change, Change Forces, Change Models, Types of Organizational Change

Lectures-07

Unit II Change Consideration

Change Consideration, Resistance to Change, Managing Resistance to Change, Managing Organizational Change

Lectures-07

Unit III Leadership for Organizational Change and Development

Concept of Leadership, Leadership Styles, Traits motives and characteristics of leadership, Transformational Vs Transactional Leadership, Cross Cultural & Gender issues in Leadership, Selecting best leadership style for Organizational Change and Development

Lectures-07

Unit IV Making Sense of Organizational Development

Definition and Historical overview of Organization development

Principles of Organizational Development, Managing the Organizational Development process, Action research and OD, Human Resource and Organizational Development

Lectures-07

Unit V Intervention for Organizational Development

Intervention for Organizational Development, Human Process Interventions (Group and Individual Human Relations), Techno Structural Interventions (Structures, Technologies, Positions, etc.), Human Resource Management Interventions (Individual and Group Performance Management) Strategic Interventions (Organization and Its External Environment)

Text Books:

1. French W.L. & Bell. D.H, "Organizational Development: Behavioral Science Intervention for Organizational Improvement,
2. Kavita Singh, "Organization Change and Development", Excel Books.

Suggested Readings:

1. Craige C. Pinder "Work Motivation in Organizational Behavior", II ed. Psychology Press
2. Cummings G.Thomas & Worley G.Christopher, "Organisation Development and Change", Thomson, seventh edition

MBA HR 307: Manpower Planning & Control

L-3 T/P-0 Credits-3

Objectives

- To understand the purpose, process and applications of human resource planning in the context of different organizational strategies.
- To create a critical appreciation and knowledge of understanding the determinants of human resource requirements. And the means for meeting those requirements.
- To create practical awareness about the current trends in human resource planning in global companies.

Course contents

		Lectures-07
Unit I	HR Planning and Corporate Strategic HR Planning Process, Employees as Resources, Linking HR Process to Strategy, Involvement in Strategic Planning Process, Strategic HR Planning Model, Staffing System.	Lectures-07
Unit II	Job Meaning and Definition, Purpose, Uses of Job Analysis, Process of Job Analysis, Methods of Job Analysis, Quantitative Job Analysis Techniques, Job Design	Lectures-07
Unit III	HR Forecasting Forecasting Process, Forecasting Manpower Needs - Demand Forecasting Techniques - Delphi & Nominal Group Technique, Projecting Future Talent Supply - Inventorying Available Talent - Staffing Tables, HRIS, Forecasting Staffing Requirements, Scenario Forecasting, and HR Budget.	Lectures-07
Unit IV	Career Planning and Succession Management Definitions, Concepts, Stages of Career Development and Organizational HR Policies, Career Anchors, Career Planning Process, Succession Management – Planning and Challenges, Replacement Analysis, Management Development Programs, Objectives of MDP's, Management Development Methods - Job Rotation, Auditing MDP's,	Lectures-07
Unit V	Emerging Trends and Issues in MPP New HR Roles and Competencies, HR as Strategic Partner, HR and Six Sigma Practice, HR Research, HR and Innovation and Creativity, HR and BPO and HRO, Talent Management	Lectures-07

Text Books:

1. Deepak Kumar Bhattacharya "Human Resource Planning" Excel Books Up Date Edition
2. Personnel Management by David DeCenzo and Stephen Robbins, Prentice Hall.
3. Human Resource Management by K Aswathappa, Tata Mgraw Hill.

Suggested Readings:

1. Planning & managing HR. William IInd J. Rothwell & HC kazanas.
2. Human Resource Mangement: A Contemporary Perspective – Beardwell, Ian, Holden, Len. Macmillan India Limited.
3. Abha, Vijai, Prakash "Manpower Planning and Control" Up Date Edition

MBA FM 304: Investment Analysis and Portfolio Management

L-3 T/P-0 Credits-3

Objectives

The course is structured around investment management process, Knowledge of which is essential both to the users and suppliers of funds. It strives to familiarize the students with Capital Markets, Valuating Techniques for Securities and analysis of Risk and Return implications of various investment decisions.

Course Contents

Lectures-07

UNIT –I Introduction of Investment & Securities

Investment: Concept of investment-investment objectives, Investment Process, Investment Policy.

Security analysis: Bond Return & Valuation: Bond Basics, Bond Return, Yield to Maturity.

Listing of Securities: Concept, Merits, & Demerits, Qualification for Listing, Listing of Right Shares, High Powered Committee Report, Recent Development.

Lectures-07

UNIT-II FUNDAMENTAL ANALYSIS

Economic Analysis, Economic Vs Industry & Economic Vs Company Analysis: Earnings of Company, Financial Analysis, Growth in Earnings.

Lectures-07

UNIT-III Technical Analysis

Tenents of Technical Analysis, Theories of Technical Analysis: Dow Jones theory, Elliott Wave theory, Charts & Trend Lines.

Efficient Market Hypothesis: Random Walk theory, M.M. Hypothesis, Gordon Hypothesis.

Lectures-07

UNIT-IV Introduction to portfolio management:

Portfolio: Meaning of Portfolio, concept of Portfolio, Portfolio Management Process, Construction of Portfolio, and Approaches of Portfolio Construction.

Capital market theory: Capital asset pricing model, Assumption of CAPM model, the capital Market Line, The security Market line & APT (Arbitrage Pricing Theory).

Lectures-07

UNIT-V PORTFOLIO ANALYSIS:

Portfolio- MARCOWITZ Model: Simple Diversification, The Markowitz Model,

The Sharpe Index Model: Single Index Model, Corner Portfolio Sharpe's Optimal Portfolio, Optimum portfolio with short sales.

Portfolio Evaluation: Sharpe's Performance Index.

Text Books:

1. Fischer Donald E. & Jordan Ronald J., Security Analysis & Portfolio Management, 6th Edition, Pearson Education.
2. Dun & Bradstreet, Equity Research & Valuation, 1st Edition Tata McGraw Hill.
3. V. K. Bhalla

Suggested Readings:

1. Warren Bufett, Benjamin Graham, David Dodd 6th Edition, Securities Analysis
2. Sharpe W., Investment, Prentice Hall of India. New Delhi.
3. V.A. Avadhani, Securities analysis & Portfolio Management, Himalaya Publishing House.

MBA FM 305: Income Tax: Theory & Practice

L-3 T/P-0 Credits-3

Objectives

The students should be able to demonstrate an understanding of the tax provisions enabling them to make use of legitimate tax shelters, deductions, exceptions, rebates and allowances.

Course Contents

Lectures-08

UNIT I Sources of Income - I

Important definitions under Income Tax Act-1961, Residential Status of Assesses and tax liability, Income from Salary- Allowances, provident fund, gratuity, leave encashment and perquisites.

Lectures-10

UNIT II Sources of Income - II

Income from House Property, calculation of Annual value of house and deductions. Income from Business & Profession- various allowed and disallowed expenses. Incomes taxable under the head business and profession.

Lectures-08

UNIT III Sources - III

Income from capital gains- calculation of short term and long term capital gains, various taxfree capital gains. Income from other sources

Lectures-06

UNIT IV Assessment of Individual & HUF

Deemed Incomes, set-off and carry forward of losses, deductions of section 80, tax rates, computation of taxable income and tax, tax adjustment regarding agricultural income & Marginal relief.

Lectures-08

UNIT V Procedure of Assessment

Types of return of income, types of assessment, deduction of tax at source, advance payment of tax.

Text Books:

- 1) Singhania, Vinod K. and Monica Singhania -- Students' Guide to Income Tax (Taxmann Publications Pvt. Ltd., New Delhi)
- 2) Income Tax Law & Practice- N. Hariharan (Tata McGraw hill publications)
- 3) Ahuja Girish and Ravi Gupta -- Systematic Approach to Income Tax (Bharat Law House, Delhi)

Suggested Readings:

- 1) Agarwal, Shah, Jain, Managal, Sharma – (Income Tax RBD, Jaipur)

MBA FM 306: Management of Financial Services

L-3 T/P-0 Credits-3

Objective

The objective of course is to develop the skills required for understanding India's most challenging and important financial services.

Course Contents

Lectures-07

Unit I Financial System:

Meaning and functions of financial system, financial concepts, financial assets, financial intermediaries, financial markets, financial rates of return and financial instruments.

Lectures-07

Unit II Leasing & Hire

Definition and steps in leasing finance, Types of lease, Advantages and disadvantages of lease, contents of lease agreement, Meaning and features of Hire Purchase, Difference between- Hire purchase & Credit sale, Hire purchase & installment sale, Hire purchase & lease, Bank Credit for hire purchase.

Lectures-07

Unit III Venture Capital & Merchant Banking

Meaning features and importance of venture Capital, Venture capital guidelines, Methods of venture financing, Suggestions for growth of venture capital. Definition and origin of merchant banking in India, services of merchant banks, problems and progress of merchant banks in India.

Lectures-07

Unit IV Mutual Funds, Housing Finance\$ Insurance Services

Types of Mutual Funds, Schemes of Funding, National Housing Bank(NHB), Housing Financial System, Insurance: Types, Services and Products

Lectures-07

Unit V Other Services

Credit cards, credit rating, bill discounting. Forfaiting, factoring- recourse and non recourse factoring.

Text Books:

1. M Y Khan Financial Services, Mc Graw Hill
2. Gorden Natrajan Financial Services

Suggested Readings:

1. Avadhani V. A. Marketing of Financial Services Himalyan Publication
2. Bhatia B.S. Management of Financial Services

MBA FM 307: Cost and Management Audit

L-3 T/P-0 Credits-3

Objectives

The course emphasizes on the understanding of the theory, concepts, professional and legal standards and procedures of Cost & Management Auditing.

Course Contents

Unit I Introduction of cost Audit

Lectures-07

Meaning & objects of cost Audit, Role & importance of cost Audit in capacity utilization, Better Labor Management, Verification & Valuation of inventories, Inter firm comparison, Export promotion etc, Difference between Cost Audit & financial audit, Advantages of cost audit, Efficiency audit.

Unit II Cost auditor

Lectures-07

Qualifications & Disqualifications and Qualities of cost auditor, Rights & Duties of cost auditor, Relationship between cost & Liabilities, Auditor, Financial Auditor & Statutory Auditor, Professional ethics & code of conduct of Auditor.

Unit III Cost Audit

Lectures-07

Preparation & verification of cost records. Uses of statistical sampling Method for Audit, Cost audit, Programme Form & contents of cost Audit Report, Various Annexures to the cost audit report, considerations prior to drafting the final report.

Unit IV Introduction of Management Audit

Lectures-07

Meaning, Nature, Scope & Concept of Management Audit, Recruiting & Training of Audit Staff, Difference between Management Audit & Financial Audit, Purpose & Goal of Management Audit, Key features of Management Audit, Limiting factors and functions of management audit.

Unit V Review of Policies

Lectures-07

Review of Internal Control, Review of Purchasing Control, Review of selling & Distribution Policies, Review of manufacturing policies. Corporate Social Audit – Social Cost & Social Benefits

Text Books:

1. Ramnathan, Cost & management Audit
2. Cona W.L., Mgmt & Cost Audit.

Reference books:

1. A. Ramarathan, Cost & Management Audit, Excel Books
2. Dr. Arun Kumar, Cost & Management Audit, Shuchita Prakashan
3. Dr. D.K. Jain, Guide to Cost Audit, Bharat Publishing House

MBA MKT 304: Retail and Distribution Management

L-3 T/P-0 Credits-3

Objectives

To acquaint the students with the retail and Distribution concepts & practices through contemporary examples and provide insights into various functions & tools of retail and distribution management

Course contents

Lectures -07

Unit-I Introduction to Retail & Distribution Mgmt

Marketing Channels: Definition & Importance, Functions of Marketing Channels, Channel Levels; Wholesaling: Concept, Importance, Functions, Retailing: Nature and Scope, Formats & types.

Lectures - 07

Unit-II Location and Layout

Achieving competitive advantage and positioning through Retail store location and layout, Site evaluation and selection - Store design and layout, Exterior store design elements and Interior store design elements, Atmospherics.

Lectures - 07

Unit-III Merchandise Management

Merchandising : Concept, Importance, Functions, Steps in merchandising planning – Category management : Definition and process – Introduction to Private label brands, Merchandise sourcing

Lectures - 07

Unit-IV Retail Promotion and Pricing

Shopping Process and shopping Behavior, Factors affecting Pricing Decisions, Price Setting, Retail Promotion mix, Point of Purchase Communication, Role of Packaging

Lectures - 07

Unit-V Supply Chain Management

Introduction to Logistics and Supply Chain Management : Concept-significance, Focus Areas, Key Logistics Activities, Technology in Logistics and SCM : Barcoding – RFID – Electronic payment systems

Text Books:

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, Oxford
2. Krishna K Havaldar, Vasent M Cavale, Sales and Distribution Management, Mc ,Graw Hill
3. Michael Levy, Barton Weitz, Retailing Management, Richard d Irwin

Suggested Readings:

1. Kishore Biyani, It happened in India, Rupa & Co
2. Physical Distribution & Logistics Management-Dr. Subhash Bhawe
3. Channel Management & Retail Management-Meenal Dhotre

MBA MKT 305: Marketing of Services

L-3 T/P-0 Credits-3

Objectives

- To understand the dominant role of Services Sector in Current Business Environment, Growth in employability and special Knowledge and skills required for being in this sector.
- To explore complexity in marketing of services due to it's differentiating characteristics.
- To acquire new concepts and applications to effectively and efficiently market service products for ever-increasing demands of the widening customer base.

Course Contents:

Lectures-07

UNIT I Concepts of Marketing of Services

Nature of Marketing of Services, Services Versus Physical Goods, Different types of service Attributes –Search, Experience and Credence, Marketing Mix, Extended Marketing Mix for Services(Seven Ps of Services), Classification of services, Characteristics of services (4-I's of Services).

Lectures-07

UNIT II Service Consumer and Buying Process

Phases in purchase Process and Roles of Service Marketer therein, understanding & minimizing risks as perceived by customers ,Managing Service Encounters, Factors Influencing Service Consumer Behaviour, Service Expectation of service: Meaning & types of service Expectations, Factors influencing customer Expectations of service, Managing Misbehaving Customers

Lectures-07

UNIT III Managing Service Product, Promotion, Place and Service Inventory

Physical Evidence and Servicescape: Impact of Service environment on consumers, Designing the service environment, Flower of supplementary services, New Service development, Developing an Integrated Communication Program for services, Sales Promotion for Services. Service Delivery Process (Flowcharting and Blueprinting of service products), Role of distribution channels: Channel structure, distribution growth strategies, Agency, Franchising & Electronic Channels, Managing demand and capacity, Yield-Management

Lectures-07

UNIT IV Quality and Pricing the Services

Measuring and Enhancing Service Product Quality, Service Quality Model, Hard and soft Measures in Improving Service Quality, Pricing Objectives, Foundations for setting Prices (Approaches of pricing)

Lectures-07

UNIT V 'People' Element in Marketing Mix and Relationship Marketing.

Importance of 'People' Element of Service Marketing Mix, Managing Employees and

Customers for Profitability, Customers as Partial Employees, Service Recovery and Complaint Management, Customer Satisfaction, Customer Relationship & Loyalty, Relationship building Strategies,

Text Books:

1. Christopher Lovelock, Services Marketing, Pearson Publication
2. Zeithamal and Bitner Service Marketing, TMH Publication

Suggested Readings:

1. Rampal & Gupta, Service Marketing, Galgotia Publication
2. Kurtz & Clow, Service Marketing John Wiley

MBA MKT 306: Consumer Behavior

L-3 T/P-0 Credits-3

Objectives

- To provide the students with a conceptual base for understanding the behavior of consumers in different existing situations within the marketing system in a society.
- To focused on developing the concept of usage of consumer behavior knowledge for other related fields of management like; product or service development, advertising and branding.

Course Contents

		Lectures-07
Unit I	Introduction and Overview of Consumer Behavior Definition of Consumer Behavior, Consumer Behavior & Marketing strategy, Nature of Consumer Behavior, Consumer Market Demographics, Consumer Research.	Lectures-07
Unit II	Consumer as Individuals <i>Consumer Motivation:</i> Types of Consumer Needs, Maslow's Hierarchy of needs, Motivational Conflict & need priorities. Motivating consumers. <i>Personality & Consumer Behavior:</i> Personality Theories, Use of personality in marketing practice. Communicating Brand Personality. <i>Consumer Perception:</i> Nature of Perception, Perception and Marketing Strategy. <i>Consumer Learning:</i> Nature of Consumer Learning, Learning Theories. <i>Consumer Attitude:</i> Attitude components, Attitude change Strategies, communication characteristics that influence attitude formation and change. <i>Communication & Consumer Behavior</i>	Lectures-07
Unit III	Consumer in Social & Cultural Settings Reference Groups & Family Influences on Consumer Behavior, Consumer Socialization, Impact of Culture, Subculture & Cross Cultural Factors on Consumer Behavior.	Lectures-07
Unit IV	Consumer Decision Making Process Views of Consumer Decision Making, Buying Process & Decisions, Purchase Process & Post Purchase Behavior, Models of Consumer Behavior.	Lectures-07
Unit V	Organizational Buying Behavior Introduction to Organizational Buying Behavior, Organizational Purchase Process, Organizational Culture, External and Internal factors influencing Organizational culture.	Lectures-07

Text Books:

1. Leon Schiffman, Lesslie Lazar Kanuk, "Consumer Behaviour", Prentice Hall of India.
2. Blackwell; Miniard and Engel, "Consumer Behavior", Tata McGraw Hill.

Suggested Readings:

1. Hawkins, Best & Coney, "Consumer Behavior", McGraw Hill.
2. David Loudon, Albert Della Bitta "Consumer Behavior: Concepts & Applications Tata McGraw Hill.
3. Nair Suja S, "Consumer Behavior: Text and Cases", Himalaya Publication House.

MBA MKT 307: Integrated Marketing Communication

L-3 T/P-0 Credits-3

Objectives

1. To understand the planning, implementation, and evaluation process of marketing communications.
2. To determine the role of the promotional mix in the development of strategic/ tactical marketing plans so as to understand how the marketing communication process influences consumer decision making.

COURSE CONTENT

UNIT I : Introduction to IMC

Lectures-06

Concept and Process of Integrated Marketing Communications (IMC) : Elements of IMC- a) Advertising – Classification of advertising- types- advertising appropriation- advertising campaigns, Sales Promotion-Different types of Sales Promotion- relationship between Sales promotion and advertising

UNIT II: Tools of IMC-I

Lectures-08

Publicity – Types of Publicity- relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management , Corporate Communication, Public Relations – Types of PR, Media relations

UNIT III: Tools of IMC-II

Lectures-08

Community relations , Industrial relations, Government relations, Employee relations (House Journals/Newsletter) , Crisis Management, Trade Fairs and Exhibitions , E-commerce-Digital advertising-web and mobile

UNIT IV: IMC Design

Lectures-09

IMC Message Design : AIDA model – Considerations for creative idea visualization, Media Management – Media Process – Media Jargons – Media Buying- Strategies and execution, Suppliers in IMC: Hoarding Contractors/Printers etc, Ad Agency- Departments of Ad Agency, Client Servicing-client Agency relationship-Account Planning

UNIT V: IMC recent trends

Lectures-09

Ethics and social responsibility in IMC campaigns, Evaluating Marketing Communication Programmes, Word-of-Mouth Influence and Sponsorships-Packaging, Point of Purchase Communications and Signage Recent trends

Text Books:

1. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI,2002
2. Advertising and IMC: Principles and Practices, 10th edition, Moriarty, Mitchell, Wells, Pearson Education

REFERENCES:

1. Advertising Management – Rajeev Batra, John G. Myers & David A Aaker, PHI
- 2.. Foundations of Advertising Theory & Practice- S.A. Chunawalla & K.C. Sethia-Himalya publishing house
3. Integrated Marketing Communications – Duncon – Tata McGrawhill

MBA IT 304: Data Mining For Business Decisions

L-3 T/P-0

Credits-3

Objective:

To make students learn how decision making in organisations can be supported by information systems such as decision support systems (DSS) and business intelligence systems (BIS) that draw their data and information from internal and external sources. The tools, techniques and models for intelligence analysis and visualisation are examined with an emphasis on new and emerging technologies such as data mining

UNIT I: Overview of Data Mining Process

Lecture

– 6

Data Mining-Introduction, Origins, Application, Growth. Supervised and unsupervised learning algorithms, steps in Data Mining, Preliminary steps, using Excel for Data Mining

UNIT II: Data Exploration and Dimension Reduction

Lecture

– 6

Data Visualization-uses, basic charts, Multidimensional Visualization, Specialized Visualization, other Visualizations. Dimension reduction-Introduction, Data Summaries, Correlation analysis, Principal Component Analysis, Dimension Reduction using Classification.

UNIT III: Prediction and classification methods

Lecture

– 6

Multiple Linear Regression, K_NN, Naïve Bayes, Classification and Regression trees, Regression, Neural Nets, Discriminate Analysis

UNIT IV: Mining Relation, Forecasting and Smoothing

Lecture

– 6

Mining Relationship among records, Association rules, Cluster Analysis, Forecasting Time Series-handling time series, regression based forecasting, smoothing methods

UNIT V: Performance Evaluation and Emerging Trends in Data Mining

Lecture

– 6

Evaluating Classification and Predictive Performance, Legal Issues, Privacy, Ethics in Decision Making and Support, The Future of Data mining; Social Networks : Collaborative Decision Making, RFID, Reality Mining,

Text books:

1. Business Intelligence, 2/E; Efraim Turban, Ramesh Sharda, Dursun Delen, David King; Pearson Education
2. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with Xlminer; 2nd edition, Galit Shmueli, Nitin R. Patel and Peter C. Bruce; John Wiley

References:

1. Robert Groth, Data Mining: Building Competitive Advantage, Prentice Hall, 2000. P. N. Tan, M. Steinbach, Vipin Kumar, "Introduction to Data Mining", Pearson Education
2. Alex Berson and Smith, "Data Mining and Data Warehousing and OLAP", McGraw Hill Publication.

MBAIT 305: Managing Software Projects

L-3T/P-0 CREDITS-3

Course Objectives

The purpose of this course is to prepare students -

- To plan for software project that is, estimate size and effort, a schedule, resource allocation, configuration control, change management and project risk identification and management.
- To understand Software Project Models and Software Management Concepts.
- To understand Project Evaluation

UNIT I: Introduction to Software Project Management

Lecture – 6

An overview of IT Project Management - Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development, extreme project management, PMBOK. IT Project Methodology (ITPM), project feasibility, request for proposal (RFP), project selection and approval, project contracting, stakeholder interaction, requirement specification, and problems with software projects.

UNIT II: Selection of Appropriate Project Approach

Lecture – 6

Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each lifecycle model, and the pros and cons of these approaches to software development

UNIT III: Project Context

Lecture – 6

Project management process, Project integration Management, the Project charter, Project planning framework, the contents of a project plan, the planning process; Work Breakdown Structure (WBS), the linear responsibility chart.

UNIT IV: Project Scheduling and Procurement

Lecture – 6

Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure, Project Monitoring & Control Techniques. Managing Project Procurement and Outsourcing, project procurement management, outsourcing.

UNIT V: Risk Management, Project Evaluation and Emerging Trends

Lecture – 6

The Implementation Plan and Project Closure_ project implementation, administrative closure, project evaluation, project audit. IT project risk management planning process, identifying IT project risks, risk analysis and assessment, risk strategies, risk monitoring and control, risk responses and evaluation.

Text Books:

1. Ramesh Gopaldaswamy, “Managing and global Software Projects”, Tata McGraw Hill Tenth Reprint, 2011.
2. Bob Hughes and Mike Cotterell, “Software Project Management” Second Edition, 1999

References Books

1. Roger S. Pressman, "Software Engineering - a Practitioner's Approach", 7th Edition, McGraw Hill, 2010. 3. Daniel Galin, "Software Quality Assurance: from Theory to Implementation", Addison Wesley, 2003.
2. Royce, W. "Software Project Management: A Unified Framework", Addison-Wesley, 1998.
3. Pankaj Jalote, (2002), Software Project Management in Practice, 1st Edition. Pearson Education.

MBAIT 306: Managing Digital Innovation and Transformation

L-3 T/P-0

Credits-3

Objective:

This course aims to deal with various business areas and innovation. Students will learn through exercises, cases, lectures, and discussions. Also study importance of idea generation, idea evaluation and development and fostering and sustaining innovation in organizations. Ultimately, the course seeks to provide with a deeper understanding of the dynamics and barriers to digital innovation so that one can become more effective with digital innovation which is requirement of organizations in transforming for sustainability.

Course Contents

UNIT I Introduction to Digital Innovation

Lecture - 05

Introduction to Digital Innovation, Digital/Virtual World, innovation and its relevance, Kinds of innovations, Role & Advantages for organizations

UNIT II Transformation of Organization

Lecture - 05

Transformation of Organization, Digital Transformation - classification of Digital Transformation; Challenges of Digital Transformation, factors driving Innovation & Transformation.

UNIT III Digital Innovation Process

Lecture - 06

Role of Innovation in digital world, Management process involving innovation: Process model, approach for successful innovation; Innovation in Teams for organizational Transformation.

UNIT IV Emerging Trends in Digital Transformation

Lecture - 08

Digital transformation and social media; Impact of social media in virtual world; Digital innovation with social media and role in transformation; Difficulties in innovation at organizational level. Various methods for Innovational transformation; Building a culture through Digital innovation, Effective Transformation; Building digital capabilities using social media

UNIT V Cloud Computing

Lecture - 06

Cloud Computing: introduction, technology involved; Role of Cloud computing in digital transformation; Driving forces for digital innovation & transformation.

Text Books:

1. "Managing Innovation" by Tidd & Bessant, Publisher: Wiley (2005).
2. "Strategic Management of Technology & Innovation" by Robert A. Burgelman, Publisher: McGraw-Hill Education.

3. Managing Digital Transformation” by Per Andersson, Staffan Movin, Magnus Mähring, Robin Teigland, and Karl Wennberg (eds.) SIR (Stockholm School of Economics Institute in Research) in cooperation with MTC.

References Books:

1. “SMAC-Social Mobility Analytics Cloud – Digital Disciplines” by Feroz Knan, McGraw-Hill Education.
2. Digital Transformation: Build Your Organization's Future for the Innovation Age Lindsay Herber by Bloomsbury Business, December 2017.

MBAIT 307: E-Commerce And Digital Markets

L-3 T/P-0
Credits-3

Objectives:

To develop an understanding about E-Commerce practices to the students and inculcate amongst the students training and practical approach by exposing them to modern technology in web based Commercial Operations.

UNIT I E -Commerce Introduction and Business Models

Lecture - 06

Introduction to e-Commerce: Framework, Elements, Architecture, Benefits and Impact of e-Commerce, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce. E-commerce Models: E Commerce business modes, Major B2C Business Models, Major B2B business models, Business models in Emerging E commerce, major activities, major challenges. Other models –Business to Government (B to G), Consumer to Consumer(C to C), Consumer to Business (C to B).

UNIT II E-Commerce Infrastructure and Building an E commerce website

Lecture - 06

Network Infrastructure for e-commerce: Intranet, Extranet, Internet, ISP, Internet Technologies and Middleware, World Wide Web, Building an E Commerce Web site: systematic approach, choosing server software, choosing hardware, other tools.

UNIT III E Marketing

Lecture - 06

E- Marketing: Internet Audience and Consumer Behavior, basic marketing concepts. E commerce marketing and branding strategies, Online Market Research, Online Marketing Communication-Online advertising, direct E-mail, Online catalogs, Public Relations, online and offline mix, website as communication tool,

UNIT IV Payment systems, Security and Encryption

Lecture - 06

Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements, Metrics of a Payment System. Electronic Data Exchange: Definition, Applications. E-Security: Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.

UNIT V E Commerce: Supply Chain Management

Lecture - 06

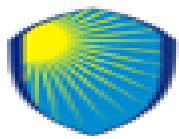
Definition, Evolution, Procurement Process and the Supply chain, Trends in SCM, Net Marketplaces and Private Industrial Networks

Text Books:

1. Kenneth C Laudon, Carol G Traver: E Commerce-Business, Technology, Society, Pearson Education, Delhi
2. Jeffrey F. Rayport; Bernard J. Jaworski: Introduction to E-commerce, TMH, 2003.

References Books:

1. Kalakota & Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2002.
2. C.S.V.Murthy: E-Commerce-Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.
3. Kamalesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, New Delhi, 2002.
4. Bharat Bhaskar: Electronic Commerce, Tata Mc-Graw-Hill, New Delhi, 2003.



Forth Semester Examination

Code No.	Paper	L	T/P	Credits
MBA 401	Corporate Governance & Social Responsibility	3	-	3
MBA 402	Research Project	-	-	3
Select any 2 specializations (3 papers from each of the specialization of 3 credits each)				
	Total	21	-	24
Code No.	Paper	L	T/P	Credits
MBAHR 403	International HRM	3	-	3
MBAHR 404	Strategic HRM	3	-	3
MBAHR-405	Employee Relationship Management	3	-	3
MBAHR-406	Compensation Management	3	-	3
MBAFM-403	International Financial Management	3	-	3
MBAFM-404	Merger, Acquisition and Corporate Restructuring	3	-	3
MBAFM-405	Financial Derivatives Management	3	-	3
MBAFM-406	Financial Strategic Decisions	3	-	3
MBAMKT-403	Product & Brand Management	3	-	3
MBAMKT-404	Digital and Social Media Marketing	3	-	3
MBAMKT-405	Customer Relationship Management	3	-	3
MBAMKT-406	International Marketing Management	3	-	3
MBAIT-403	IT Consulting	3	-	3
MBAIT-404	Managing Digital Platforms	3	-	3
MBAIT-405	Strategic Management of IT	3	-	3

MBAIT-406	System Analysis and Design	3	-	3
-----------	----------------------------	---	---	---

MBA 401: Corporate Governance and Social Responsibility

L-3 T/P-0 Credits-3

Objectives

- The law and ethics underlying and governing the structure and operation of the business corporation, the legal evolution of the corporation as an economic and moral “person”
- To Enable the Students to Understand the Parameters of Accountability, Control and Reporting System by the Corporate Board
- To Help the Students to have an Insight into the Interactive Relationship Among Various Corporate and Related Constituents in Determining Directions and Performance of Business Organizations

Course Contents

Lectures-07

Unit I Corporation – An Overview

Definition of the word ‘ corporation’, Evolution of the corporate structure, Purpose of corporation, corporation as a ‘person’, corporation as a ‘moral person’ corporation-expectations of society, corporation-expectations of the market.

Lectures-07

Unit II Introduction to Corporate Governance

Definition, roles and importance of corporate governance in modern business, evolution of corporate governance, capitalism, free enterprises and the corporation, the legal obligation of directors, ownership and control of corporate.

Lectures-07

Unit III Business Ethics and Corporate Social Responsibilities

Business ethics, Corporate Governance & Ethics, Ethical organization and its corporate code, Importance and need for business ethics.

Corporate Social Responsibility – Definition, Justification of CSR, Scope of Social Responsibility, Corporate Social Responsibility - Stakeholders (Internal and External), the Role of Business in Society

Lectures-07

Unit IV Responsibility for Corporate Governance–The Board & Top Management

Corporate governance: Board Structures & styles, corporate governance: Roles and Responsibilities of Directors, Role, Functions of Chairman, Role of CEO, Functions of CEO, CEO Succession Planning, CEO Compensation, Independent “Outside” Directors, Functions of the Board.

Lectures-07

Unit V Codes and Laws, Practices of Corporate Governance

Self regulatory codes, Reports of committees on corporate governance, Corporate governance – Company Law, Not for profit Organizations – the Differences, Future of Corporate Governance in India

Text Books:

1. What Is Corporate Governance?, John L. Colley, Jr., Jacqueline L. Doyle, George W. Logan, and Wallace Stettinius; McGraw-Hill
2. Corporate governance Principles, Policies and Practices, A.C. Fernando, Pearson Education.
3. Corporate governance Principles, Mechanisms and Practice, Swami (Dr.) Parthasarathy, biztantra, Indian Text Edition.

Suggested Readings:

1. Robert A.G. Monks & Nell Minow “Corporate governance”
2. Corporate Responsibility: A textbook on business ethic, governance, exact: Roles Responsibility Cannon Tom.
3. Corporate Social Responsibility: The Corporate Governance of the 21st century Ramon mullerat Danel Brennan

4. best Practice in Corporate Governance

MBA 402: Research Project

L-0 T/P-0 Credits-3

Each student shall conduct a research work based on live project carried out for a business / industrial / service organization during the current semester and submit the Project Report to the Dean/Director of the Institution before Mid Term Exams of the Semester.

- The Research Project shall Carry 100 marks.
- The evaluation would be based on the project report, presentation and viva-voce.

MBA HR 403: International HRM

L-3 T/P-0 Credits-3

Objectives

- To understand the concept of Human Resource Management from International perspective
- To understand the variables that moderate differences between domestic and International HRM
- To appreciate the HRM practices different countries follow with emphasis on international dimensions of HRM confronting organizations
- To understand issues, trends and practices in areas of international Procurement, Development and maintenance strategies

Course Contents

Lectures-07

Unit I International HRM

Conceptual Framework of IHRM, Difference Between Domestic and IHRM, IHR Policies, Organizational Process in International HRM, Role of Global HR Manager, IHRM Model.

Lectures-07

Unit II Functional Aspect of IHRM

Recruitment, selection and staffing in International Context, training and Development of international staff, Compensation in International Context- objectives, approaches and practices across the countries.

Lectures-07

Unit III Global HR Issue

Performance Management- Expatriate performance management, performance appraisal in international context, industrial relation in international context- objectives, approaches, Industrial Relation practices in- India, U.S., Japan and U.K.

Lectures-07

Unit IV IHRM and Organization

Role of Culture in IHRM, Understanding Cultural Diversity in international organization- effects of cultural differences on work behaviors, implication on international management, inter-cultural communication.

Lectures-07

Unit V Special Issues in IHRM

Women Expatriate, mergers and acquisition and HRM, managing ethics in international context.

Text Books:

1. K. Aswathappa, International Human resource Management : Text and Cases, Tata Mcgraw Hill.
2. Tony Edwards, Chris Rees, international Human resource Management, Pearson Education

Suggested Readings:

1. Dr. Nilanjan Sengupta, Dr. Mousumi S. Bhattacharya, International Human resource Management, Excel Books.

2. Peter J. Dowling, Denice E. Welch, International Human resource Management, Cengage Learning.
3. Monir Tayeb, International Human resource Management, Oxford University Press.

MBA HR 404: Strategic Human Resource Management

L-3 T/P-0 Credits-3

Objectives

- To understand the paradigm shift in the management of human resources
- To highlight the human resource management to be dynamic rather than static
- To internalize the meaning, role, process and intervention in strategic human resource management
- To think strategically in human resource management for creating and sustaining competitive advantage for an organization

Course Contents

Lectures-07

Unit I Strategic HRM and Environment

The Concept of Strategic HRM in View of Current Business Realities Aligning Human Resources Strategies with Business Goals of Organizations. Traditional vs. Strategic HR, Typology of HR Activities, “Best Fit” Approach vs. “Best Practice” Approach. Environment: Technology and structure; Workforce diversity; Demographic changes Temporary and Contract Labour; Global Environment; Global competition Global sourcing of labour; WTO and labour standards

Lectures-07

Unit II Procurement and Development Strategies

Online recruitment; Employee referrals; Recruitment process outsourcing Head hunting; Executive education; Flexi Work Assignment; Telecommuting, Quality of work life; Work - life balance; Employee empowerment Employee involvement; Autonomous work teams, Strategies for Employee shortage and Surplus, Psychological Contracting Creating a learning organization; Competency mapping; Multi-Skilling Succession planning; Cross cultural training

Lectures-07

Unit III Evaluation and Compensation Strategy

Performance Evaluation Strategies, Defining key result areas (KRA); Result based performance Linking performance to pay; Merit based promotions, Evaluating HRM Performance Employee Wastage and Turnover Rate, Cost of Absenteeism, Performance based pay; Skill based pay; Team based pay Broad banding; Profit sharing; Executive Compensation; Variable pay

Lectures-07

Unit IV Retrenchment Strategies

Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early Retirement plans; Project based employment Human Aspect of Strategic HRM: Behavioral issues in strategy implementation; Matching culture with strategy, Human side of mergers and acquisitions;

Leadership, power and politics; Employee morale; Personal values and business ethics

Lectures-07

Unit V HR Scorecard

HR as a strategic partner and measurement challenge, 8 step Model for implementing HR's strategic role, Creating an HR Scorecard, Measuring HR alignment 2 dimensions of alignment assessing internal and external alignment Systems alignment Map

Text Books:

1. Charles R.Greer, "Strategic Human Resource Management", Pearson Education, New Delhi
2. Agrawal-Strategic Human Resource Management, Oxford Press

Suggested Readings:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic Human Resource Management Randalls. Schuler & usas Jackson / Blackmeell pub. Oxford
3. Strategic Human Resource Management, Kesho Plashed. Macmillan

MBA HR 405: Employee Relationship Management

L-3 T/P-0 Credits-3

Objectives

- To understand the concept of Industrial Relations and its importance in Industry
- To appreciate different approaches to Industrial Relations and their impact on Industry's performance
- To understand the legislative concept and framework of labour laws in India
- To appreciate the importance of labour laws compliance, difficulties and practicality in managing industrial harmony

Course Contents

Lectures-07

Unit I Industrial Relation – Conceptual Framework

Meaning, factors of Industrial Relations, Importance of harmonious Industrial Relations, objectives of Industrial Relation, Emerging trends in Industrial Relations in new economic scenario, ILO- Role and Functions.

Lectures-07

Unit II Industrial Democracy

An overview of Industrial Dispute Act-1948, Causes of Industrial Disputes, Machinery for settlement of Industrial Dispute.

Workers participation in Management, concept, objectives, importance, forms of workers participation in Management. Quality of Work Life: concept, principles techniques for improving QWL.

Lectures-07

Unit III Trade Unions and Employers' Association

Meaning, History of Trade, Functions and Importance of Trade Union, Negotiation and collective settlements, problems of Trade Union in India, Employer Association-concept.

Lectures-07

Unit IV Labor Laws

Labour Laws- Definition, Emergence and Objectives, Labour and Indian Constitution. The Factory Act -1948- definition, measures to be taken in factories for health, safety and welfare of labour, duties of occupier.

Lectures-07

Unit V Employee Benefits

Minimum Wage Act- definition, object, scope; Workmen's Compensation Act- definition, object; Overview- Payment Wage Act, Employees Provident Fund Act, Payment of Gratuity Act, Maternity Benefit Act, Bonus Act, ESI Act.

Text Books:

1. Monappa Arun, industrial relations, Tata Mcgraw Hill, New Delhi
2. P. L. Malik's Handbook of labour and industrial law, Eastern Book Company.

Suggested Readings:

1. Kapoor N.D.: Handbook of labour and industrial law – Sultan Chand
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation. Pearson education.
3. Dynamics of Industrial Relations, Mamoria CB, Himalaya Publishing House

MBA HR 406: Compensation Management

L-3 T/P-0 Credits-3

Objectives

- To understand the concept of compensation management as a system to give support in rationalizing its logic in the organization
- To understand the steps and intricacies in designing and implementing the system
- To appreciate the key issues of the system related to rewards and contribution to performance in the organization
- To appreciate the implication of legal framework associated with the system and device fair strategy to make it employees friendly.

Course Contents

Lectures-07

Unit I Overview of Compensation Management

Conceptual View of Compensation Management, Theories of Compensation Management, Compensation Management Strategies, Factors Influencing Compensation Management, Process of Compensation Management, Job Evaluation and Compensation

Lectures-07

Unit II Structural Design of Compensation Management

Stake Holders of Compensation Management, Wage Determination Model, Determinants of Compensation, Elements of Compensation, Compensation Planning: Level, Structure and System Design. Compensation Survey, Effectiveness of Compensation System. Behavioral Dimension of Compensation: Factors Influencing Effective Compensation, Motivation and Compensation, Employee Behavior and Compensation, Organizational Justice and Consequence of Dissatisfaction

Lectures-07

Unit III Performance Based Compensation and Benefits

Concept of Performance Evaluation and Management, Performance Based Compensation Schemes, Competency Based Compensation, Types of Employee Benefits, Non-Monetary Benefits, Rewarding Team, Special Pay Plans

Lectures-07

Unit IV Executive Compensation

Concept, Principles, Factors Affecting and Agency Theory of Executive Compensation, Models of Executive Compensation, Executive Compensation System and Policy, Special Features: ESOPS; Taxation of Salary Income, Allowances, Perquisites and Retirement Benefits

Lectures-07

Unit V Managing Compensation System

Union Role in Wages and Salary Administration, Compensation Legislation, Budget and Administration, International Pay System

Text Books:

1. Tapomoy Deb “Compensation Management” Excel Books
2. Milkovich & Newman “Compensation” Tata Mcgraw Hill

Suggested Readings:

1. Subhashesh Bhattacharya “Compensation Management- Concept and Current Practices”
ICFAI
2. Dipak Kumar Bhattacharya “Compensation Management” Oxford
3. Chingos Peter T “Paying for Performance- A Guide to Compensation Management”

MBA FM 403: International Financial Management

L-3 T/P-0 Credits-3

Objectives

The objective of this paper is to give students an overall view of the International Financial System and how Multinational Corporation Operative.

Course Contents

Lectures-08

Unit-I International Finance

Growth of International Trade, Foreign Exchange, Factors influencing foreign exchange rates, Foreign exchange markets- features, trading characteristics, electronic trading and market participants. Financial instruments- Forward, futures options and swap.

Lectures-08

Unit-II Balance of Payment and FDI

The current account, the capital account, other items in BOP statement, concept of deficit and surplus, significance of BOP statement.

FDI- Meaning, theories and strategies of FDI, Modes of FDI, Benefits and costs of FDI for home and host country.

Lectures-08

Unit-III Multilateral Development Banks

The International monetary fund- Lending, technical assistance, Governance systems and financial resources.

The world bank- Fund generation, loans, grants, analytical and advisory services.

The Asian development bank- history, operations, resources, organization and management.

Lectures-08

Unit-IV Foreign Exchange Risk

Types of foreign exchange exposure risk, transaction exposure, operating exposure, translation exposure, evolution of exchange rate regime in India- Regulatory provisions and Indian foreign exchange market.

Lectures-08

Unit-V International Accounting and Taxation

International Accounting & GAAP Taxation Including DTAA

Text Books:

1. Bhalla V.K., International Financial Management: Text and Cases
2. Seth A.K., International Financial Management

Suggested Readings:

1. Apte P.G., International Financial Management
2. Jain P.K., Josette Preyrard and Yadav Surendra S., International Financial Management
3. Varshney R.L., and Bhashyam S., An Indian Perspective: International Financial Management

MBA FM 404: Merger, Acquisition & Corporate Restructuring

L-3 T/P-0 Credits-3

Objectives

- Recognize situations in which restructuring can add significant value or create opportunity
- Identify the best restructuring options for a specific problem or challenge
- Use financial valuation and credit analysis to measure the potential value gains available through restructuring
- Manage the complex accounting, tax, legal, and regulatory issues that characterize many restructuring actions, avoiding pitfalls that can delay or derail the process
- Implement an effective decision-making and execution process that enables you and your team to formulate and act on restructuring plans in a rational, systematic way

Course Contents

Lectures-07

Unit I Corporate Restructuring

Meaning , Definition, Reasons & Motives Types & Style of Merger & Acquisition Demerger, Spin Off, Divesture, Reverse Merger & Slump Sale Forms & Choice of strategic Business Alliance Need & Current Relevance of Strategic Business Alliance.

Lectures-07

Unit II Target Valuations & Selection Process

Different Methods of Valuation, Valuation on the Basis of Assets, Earnings etc. DCF Techniques, EVA, MVA , etc Dividend Decision.

Lectures-07

Unit III Funding of Merger & Acquisition & Performance Analysis

Negotiation Approaches Determination of Swap Ratio & EPS analysis funding of Merger Post Merger Performance Measurement & Analysis.

Lectures-07

Unit IV Accounting And Tax Aspects of Merger & Acquisition

Accounting Standards (AS-14) Taxation Issues Involved in merger & Acquisition.

Lectures-07

Unit V Legal Implications, Takeovers & Other Issues

Legal Aspects of Mergers & acquisition Takeover Code Takeover Defense Mechanism Buyback of Shares Managing Post Merger Issues.

Text Books:

1. Verma J.C., Corporate Mergers, Amalgamations & Takeovers:
2. J.Fred Weston & Samuelc.Weaver. Merger & Acquisition, Tata McGraw Hill.

Suggested Readings:

1. Weston, Chung & Hoag Mergers Restructuring & corporate Control

MBA FM 405: Financial Derivatives Management

L-3 T/P-0 Credits-3

Objectives

Options, futures and other derivatives securities are the fastest growing segments of the financial markets. The purpose of this course is to provide the conceptual basis for the valuation and use of futures and options in risk management.

Course Contents

Lectures-08

Unit I Introduction

Introduction to derivatives, Features and types of financial derivatives, History of derivatives market, various uses of derivatives.

Lectures-08

Unit II Future Markets

Introduction, Types of financial futures contracts, evolution of future markets in India, Functions of future markets, future market trading mechanism.

Lectures-08

Unit III Forward Market

Introduction and concept of forward contracts, features of forward contract. Differences between future contracts and forward contracts. Forward trading mechanism.

Lectures-08

Unit IV Options Market

Introduction, concept and history of options, types of options- call and put options, American and European options, Exchange traded and over the counter traded options, Differences between options and Future contracts.

Lectures-08

Unit V Credit Derivatives

Concept and features of credit derivatives, credit risk assessment, Growth of credit derivatives market, credit risk management, credit default swaps, total return swaps, benefits of credit derivatives, credit derivatives in India.

Text Books:

1. Options, Futures and other Derivatives- John C Hull (Pearson Education)
2. Future and options- Vohra N.D. and Bagri

Suggested Readings:

1. An Introduction to Futures, Forwards and swaps- Redhead Keith,
2. Financial Derivatives – Dr. S.L.Jain (Prentice Hall of India)

MBA FM406: Financial Strategic Decision

L-3 T/P-0 Credits-3

Objectives

The basic objective of this subject is to familiarize the student with the Indian Financial System so as to make them conversant with the intricacies of the functioning of Strategic Decision for Financial System.

Course Contents

Lectures-08

Unit I Strategic Financial Management

Meaning and concept of Strategic Decisions, Strategy and Strategist, The 'Nine References' for Strategic Financial Management, Strategic investigation of Growth or Profit.

Lectures-08

Unit II Financial System in INDIA:

Nature and Role of Money, Functions and Types of Money, Importance of Money, Demand and Supply of Money:

Nature and Concept of Interest, Main Types of interest in the Market,

Inflation: Meaning and concept, Effects on Financial System of India, Controlling Factors of Inflation.

Lectures-08

Unit III Financial Markets: Money Market & its Instruments:

Introduction to Money Market: Concept, Features, Objectives, Importance and Composition, Money Market Instruments: Call Money, Treasury Bill, Commercial Paper, Certificate of Deposits,

Lectures-08

Unit IV Concept of Strategic Decision

Meaning, Objectives of strategic decision making in Finance. Meaning and objectives of corporate restructuring, Kinds, concept and reasons for mergers and amalgamation. Meaning and kinds of takeovers. Meaning, types, advantages and disadvantages of factoring.

Lectures-08

Unit V Analysis of Enterprise

Concept of Valuation: EVA, MVA, Enterprise Value.

Text Books:

1. Khan M.Y., Indian Financial System, TMH Publication
2. Chandra Prasanna, Fundamental of Financial Mgmt., TMH Publication

Suggested Readings:

1. Bhole I., M., Financial Institutions & Markets, TMH Publication
2. Machiraju H.R. Indian Financial System, Vikas Publication

3. G.P. Jakhotiya, Strategic Financial Management, Vikas Pub.

MBA MKT403: Product and Brand Management

L-3 T/P-0 Credits-3

Objectives

The aim of the paper is to acquaint the students with concepts, Techniques and give experience in the application of concepts of product Management and Brand Building

Course Contents

Lectures-07

Unit I New Product Planning

New Product Planning, Strategic Product Planning, New Product Development Process, Launch Plan

Lectures-07

Unit II Researching and Designing New Product

Conducting Market and Customer Analysis, Designing New Strategies, Target Customer and New Market, Managing Existing and Mature Product, Create and Manage Customer Demand

Lectures-07

Unit III Creating Brand Success and Building Brand Equity

Strategic Success, Pioneer Advantage, Product Success, Product Failure, Success Brands, Common Sense Definitions, Other Approaches, Concept of Market Redefinition

Brand Equity: Equity Measurement-Cost Based Methods, Price-Based Methods, Customer-Based Brand Equity

Lectures-07

Unit IV Brand Identity, Positioning and Image

Creation and Evaluation of Brand, Positioning the Brand, Importance of Brand Personality, Emotion-Centered Definitions, Brand Image, Brand Image and Celebrity, Brand Image and Imagery, Brand Image and User Status, Brand Image and Brand

Lectures-07

Unit V Brand Repositioning and Brand Extension

Differentiating Brand From Competitors, Positioning, Repositioning.

Increasing Relevance to Consumer, Increasing Occasions for Use, Search for a Viable Position, Making the brand Serious, Falling Sales, Making the Brand Contemporary.

Brand Extension: Types of Brand Extension, Need for Three-Fold Classification, Need for brand extension, Pros and cons of Brand Extension, What to extend into parent – Extension Image fit Classic Paradox of Brand Extension.

Image –Related Extensions, Examples of Image-Related Extensions

Text Books:

1. Keller Kevin. L., Strategic Brand Management Pearson Prentice Hall
2. Dr. Anandan C., Product Management Tata McGraw-Hill Companies

Suggested Readings:

1. Kap Ferer Jean-Noel, Strategic Brand Management, Global Business Press
2. Sengupta Subroto, Brand Positioning Strategies for Competitive Advantage, Tata McGraw

Objectives

- To provide the skills and knowledge necessary in planning digital marketing campaigns within organisations.
 - To provide a broad overview of social media and the social web
 - To focus on integrating social media into the communications strategy and integrated communications mix
 - To provide the basics of content creation and management for social media including blogs, podcasts, and posts.
- Students will be introduced to the most popular platforms such as Facebook, Twitter, YouTube, LinkedIn, and Pinterest.

UNIT I Introduction to Digital Marketing

Lecture – 8

Overview of Digital Marketing, Digital Marketing Plan and Planning Process, Digital Marketing Environment, Ethical and legal issues in Digital Marketing – Trust, Ethics, Privacy, Patents, Copyrights, Data ownership, etc

UNIT II Digital Marketing Research

Lecture – 6

Digital Market Research, Marketing database and Data Warehouses, Consumer online Behaviour

UNIT III Digital Marketing Strategies

Lecture – 9

Segmentation, Targeting, Differentiation and Positioning Strategies for digital marketing, Product, Pricing, Payment and Distribution strategies for online selling, Communication tools, Internet advertising, Public Relations, web sites, online events, Direct marketing – e-mail, viral marketing, text messaging, Search Ads, Interpreting the Results of Search Ads, Search Engine Optimization

UNIT IV Social Media Marketing

Lecture – 9

Introduction to Social Media, Elements of Social Media, Types of social media, Social media strategies, Social media Performance Metrics, Managing Information -Aggregators, Google Alerts, Blogs, Live Chat, Managing and Monitoring Social Media Campaigns, Trend in Social Media Marketing, Top Tactics of Strategic Social Marketers, Multi-media - Video (Video Streaming, YouTube, etc.), Multi-media - Audio & Podcasting (iTunes, etc.), Multi-media - Photos/Images (Flickr, etc.)

UNIT V Social Media Analytics

Lecture – 8

Google Alerts and Giga Alert (Brand, product and service monitoring online), Crowdsourcing, Facebook, Twitter, LinkedIn, Microblogging, Mastering Google (AdWords Advertising, Analytics & Applications), Copy Writing For The Web, Social Media & Mobiles, Mobile social networking – Whatsapp, Viber, On-site web analytics technologies, Mobile web analytics

Text Books:

1. Digital Marketing (PB) Paperback – 2015 by Ahuja V (Author) – Oxford University Press, New Delhi
2. Social Media Marketing : A Strategic Approach - Author: Krista Neher , Donald Barker , Melissa Barker , Nicholas Bormann - Cengage Learning

Reference Books:

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (English) 0003 Edition (Paperback) - Author: Ryan Damian Ryan – Kogan Page publishers
2. E-Marketing – Judy Strauss and Raymond Frost – PHI

3. Social Media Marketing : Strategies for Engaging in Facebook, Twitter & Other Social Media - Author: Evans - Pearson India
4. Social Media Marketing (English) 1st Edition(Paperback) - Author: Michael R. Solomon, Tracy Tuten - Pearson Education
5. Social Media Marketing - Paul Martin and Thomas Ericson - Global vision
6. Social Media Marketing - Shiv Singh and Stephanie Diamond - Wiley India

MBA MKT 405: Customer Relationship Management

L-3 T/P-0 Credits-3

Objectives

- Need and objective of the customer relationship management in competitive world
- Technology and process to build stronger relationship with customer
- Gain insight into building value for customer
- Retention of customer and building customer loyalty

Course Contents

Lectures-07

Unit I Introduction and Role of CRM

Meaning and Need of CRM in Current Scenario, Role and Importance of CRM, Major Benefits of CRM, CRM Strategy is the Best Strategy, CRM Rewards, CRM-Marketing & Relationship marketing, types of CRM

Lectures-07

Unit II Process and Practice of CRM

CRM as a Marketing Tool, Decision Support System to CRM, CRM Software how to Choose the Best, Data Analysis Techniques for CRM, CRM Measurement

Lectures-07

Unit III CRM Evolution and Challenges

Reasons for Growth of CRM, Traditional Business Methods and Process, Customer Service and CRM, Ethics and Legalities of Data Use, Developing & deploying CRM strategies

Lectures-07

Unit IV Complaint Handling and Retention of Customer

Customer Life Cycle, Customer Satisfaction and Loyalty, Customer Complaint and Defection, CRM Initiative to Retention of Customer

Lectures-07

Unit V Web Based CRM and Internet Marketing

CRM on the Internet, Choosing the Right Vehicle, E- commerce and Internet Marketing, Managing Conflicts, Building CRM Strategy

Text Books:

- 1 Kristin Anderson, Carol Kerr "Customer Relationship Management"
- 2 Federico Rajola "Customer Relationship Management Organizational and Technical Perspective"
- 3 CRM: concepts and applications(Kumar sinha sharma)biztantra

Suggested Readings:

1. HBR on Customer Relationship Management by CK Prahalad (2009)
2. Paul Greenberg "CRM at Speed of light"
3. Don Popper and Martha Roger "Managing Customer Relationship: A strategic Frame Work"
4. CRM : by sheth.Jagdish N (TMH)

MBA MKT 406: International Marketing Management

L-3 T/P-0 Credits-3

Objectives

This course will introduce students to marketing in an international context. It is designed to enable students to acquire expertise in developing marketing strategies for countries other than their own land thereby to understand market considerations in an international environment and evaluate strategic options in the implementation of international marketing program.

Course Contents

Lectures-07

Unit I International Marketing and Environment

Importance of International Marketing, How is it different from Domestic Marketing, International Marketing Concept, Drivers of international Expansion, Protectionism & Liberalization, The Economic Environment, Legal Environment, Social/Cultural Environment, Competitive Environment, Alternatives and Identifying Foreign Market Potential.

Lectures-07

Unit II Overseas Marketing and Market Entry Strategies

Understanding Customer's Buying Behavior in Different countries, Factors Influencing Buyer Behavior, Using Marketing Research to identify opportunities, Similarities and differences, International constraints & barriers – Tariff and Non-Tariff, Deciding on the International Entry Modes, Factors Influencing Choice of Entry Mode.

Strategic Alliances: Manufacturing, Marketing and Distribution Alliances

Lectures-07

Unit III International Product Development & Pricing Strategies

International Product and Service Strategies: The New Product Planning & Development Process, The international PLC Concept, Managing the International Product and Service Mix, New Product Success or Failure, Product Standardization & Adaptation, Branding Strategies & Packaging Decisions, Pricing decisions for international Markets: Pricing Objectives, Factors Affecting Pricing Decisions, Various Pricing Approaches for International Market, Feasibility of Marginal Cost Pricing, Terms of Payment in International Transactions.

Lectures-07

Unit IV International Distribution and Promotion Strategies

Foreign Market Channel Management, Channel Members-Expectations and Performance,

Types of international Distribution Channels, The Strategic and Tactical use of Distribution to gain Competitive Advantage, International Logistics, International Retailing,

Integrated Marketing Communications and International Advertising: International promotional mix, International Publicity, Public Relations and Sales Promotion Strategies, Barriers to international communications, Standardization Vs Customization of promotional efforts

Lectures-07

Unit V International Marketing Strategies & Challenges before International Marketing

Formulating a Marketing Plan, Evaluating and Controlling International Marketing Strategy,
Challenges Ahead, Preparing for Future Challenges

Text Books:

1. Dana-Lascu Nicoleta, International Marketing, Biztantra Publication.
2. Philip R Cateora, John L Graham, Prashant Salwant, International Marketing, Tata McGraw-Hill Companies .

Suggested Readings:

1. Hollensen Svend, Benerjee Madhumita, Global Marketing , PHI Publisher
2. Joshi Mohan Rakesh, International Marketing, Oxford University Press

Objectives

- To define the generic consultancy assignment life cycle;
- To scope, propose and contract consultancy assignments
- To structure, plan and control consultancy assignments
- To apply a range of best practice consultancy
- To apply quality control and measurement within IT consultancy assignments

Course Content:

Unit I: Introduction

Lectures-4

Overview and principles of consultancy, The structure and drivers of the IT/IS industry, The role of the consultant , Competencies of consultants, Consultancy models: expert, doctor/patient, collaborative/process, Considerations for the external consultant, internal consultant and sole practitioner, Managing change

Unit II: Consultancy Life Cycle

Lectures-6

The life cycle of a consultancy assignment, Gaining entry, Contracting and assignment initiation, Identification of problems and business needs, Consulting projects-I and II-RFP analysis and response strategy, Diagnosis and solution definition, Solution appraisal and evaluation, Implementation and taking action, Closure and review

Unit III: Conducting a consultancy assignment – tools and techniques

Lectures-10

Consulting services portfolio, Qualification of opportunities using MANDACT, Terms of Reference, Business environment analysis, Root cause analysis and creative problem solving, Investigation techniques and data collection, Generating options, Implementation and taking action, Disengaging and expansion, Withdrawal from the assignment, Evaluation, follow up and business development

Unit IV: Managing Relations

Lecture-10

Management of client relationships, Building rapport, Handling client meetings, Client behaviours and objectives, Assessment of readiness for change, Proposals and bids, Contracts and IPR, Influencing and negotiation, Working in teams, Team management and delegation, Management of expectations, Conflict management, Motivation and continuous professional development of the consultant, Selling of consultancy services, Issues in the use of consultants

Unit V: Managing consultancy assignments

Lecture-10

Scoping of assignments and projects, Project planning and project management principles, Progress monitoring, completion and handover, Communications and reviews, Quality management systems, Risk management, Change control, Legislation, ethics and professional standards, Financial management, The economics of consulting, Transferring experience to the client, Benefits management

Text Books:

1. Breakthrough Technology Project Management Author: Bennet Lientz and Kathryn Rea
Publisher: Academic Press Publication Date: 1999 ISBN: 0124499708
2. Title: Practical Management Consultancy Author: Calvert Markham Publisher: Chartered
Institute of Accountants Publication Date: 2003 (4th Edition) ISBN: 1853557277

Reference Books:

1. Information, Systems and Information Systems – Making Sense of the Field Author: Peter
Checkland and Sue Holwell Publisher: John Wiley & Sons Publication Date: 1998 ISBN:
0471958204
2. The Mythical Man Month - essays on software engineering Author: Frederick Brooks Publisher:
Addison Wesley Publication Date: 1995 (2nd Edition) ISBN: 978-0201835953
3. Practical Management Consultancy Author: Calvert Markham Publisher: Chartered Institute of
Accountants Publication Date: 2003 (4th Edition) ISBN: 1853557277

MBA IT 404: Managing Digital Platforms

**L-3 T/P-0
Credits-3**

Objectives:

- To understand the Need and Significance of IT resource management
- Understand applications of Determining IT and Information System's Resource Needs and Business
- IT & Information Systems resources Implementation and Acceptance

Course Contents:

UNIT I:

Lecture 8

Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries , growth, forecasts, trends, key players, reasons for their success etc. IT & Information Systems Resource its relevance to Human resource management & Business, Outsourcing challenges of Internal Functions – the what, Why and How

UNIT II

Lecture 8

Challenges for these businesses in the domestic and international markets such as Business Development, Technology Obsolescence, Pricing, Set up & Infrastructure Costs, Talent management , Licensing costs & Intellectual property rights, Mergers and Acquisitions , Customer Contract Management and SLAs , managing Innovation , legal issues, Visa's, Foreign Soil issues, Special Incentives and schemes such as the Export Processing Zones etc

UNIT III

Lecture 8

Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play 'e' and 'm' models, Effective use of IT & Information Systems resources Implementation and Acceptance, maintenance for productivity

UNIT IV

Lecture 8

Introduction to IT and Information System Resource Management, Evolution of IT and Information System Resource Management (Software, Hardware, Database, Networking, and communications technology, human resource etc) for Planning and Implementation of information technology and technology base system across the functions and sectors of the industries.

UNIT V

Lecture 8

Determining IT and Information System's Resource Needs: Needs Analysis, planning , System Cost Justifying and Investments, Automation and Artificial Intelligence

Text Books:

1. IT Infrastructure & Management , Phalguni Gupta, Surya Prakash, Umarani, Jayaraman
2. Managing the IT Resource: Leadership in the Information Age by Luftman Pearson

Reference Books:

1. Managing IT Infrastructure – TMI
2. A Guide to PMBoK- Project Management Institute

MBA IT 405: Strategic Management of IT

L-3 T/P-0 Credits-3

Objectives:

To understand the strategic use of Information Technology for Competitive Advantage

To understand Emerging trends of information technology to devise organization /business strategy

Course Content:

UNIT I

Lecture 8

Information Technology and Competitive Advantage– Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry and Technology Investment • Information Technology vs. Information systems • Two different approaches for gaining Competitive Advantages-Market Based Approach and Resource Based Approach • Strategic Role of IT in gaining Competitive Advantages

UNIT II

Lecture 8

ERP systems, Business Processes and IT • Meaning and definition, introduction of Business Process, Organizational processes and Information systems • Use of ERP in Business Process • Business Process Reengineering

UNIT III

Lecture 8

Using Information for Decision Making • How organization leverage data/information for competitive advantage • Importance of database, data warehouse, Data mining , and Business Intelligence, How they can be used as part of an organization strategy for Competitive Advantage

UNIT IV

Lecture 8

Technology Trends Emerging trends of information technology to device business strategic, • Web related technologies, web media, how to use world wide web for business and marketing purpose • Mobile technology impact of mobile technologies on business and mobile strategy for a business

UNIT V

Lecture 8

Creating a Technology Strategy • Developing an IT Strategy • Writing your own strategy- Develop your web, web media and mobile strategy

Text Books:

1. Strategic Management of Information Systems by Keri Pearlson and Carol Saunders
2. Strategic Management and Information Systems: An Integrated Approach by Wendy Robson

Reference Books:

1. A Guide to Expert Systems by Donald Waterman
2. Strategic Management Of Technology & Innovation by Robert Burgelman, Clayton Christensen, Steven Wheelwright
3. Strategic Technology Management by Betz

MBA IT 406: System Analysis and Design

L-3 T/P-0 Credits-3

Objectives: The course will enable the student to have the insight of the systems concept through the analysis and design. The course will also help him understand the systems implementation and scheduling.

Course Content:

UNIT I Overview of Information System Development Lectures: 9

Overview of Information System Development: What is a – Business System Concepts – Information system – Categories – System development strategies – SDLC, Structured analysis, Prototype – tools for system development, Managing Application Development: How system projects begun – Reasons for project proposals – sources of project requests – Methods of project review and selection – Preliminary Investigation.

UNIT II Requirement Analysis Lectures: 10

Requirement Analysis: What is Requirement determination – Fact finding Techniques – interview, questionnaires, record review, and observation – tools for documenting procedures and decisions – Decision trees – Decision tables- Structured English. **Structured Analysis:** Concept and components – Data flow analysis – Data flow strategy – DFD's- DFD Development and advantages – Data Dictionary – Why is data dictionary important Contents of data dictionary – recording of data descriptions.

UNIT III Prototyping Lectures: 7

Prototyping: Purpose – Rationale – Steps in prototype methods – Uses – Tools – Strategies. Case Tools: Role and benefits – Categories – Components – Integration of Tools – Using Case Tools – Advantages, disadvantages of using case tools.

UNIT IV System Design Lectures: 7

System Design: Software requirement specification – Objectives of design – Design specification and features – introduction to output, input, file, database design. Output Design: Objectives – types of output – Key output questions – presenting information –Input Design: Objectives – capturing data – Guidelines – Design of source document – coding methods – input validation – Methods.

UNIT V Quality Assurance, System Testing and Implementation Lectures: 7

Quality Assurance, System Testing and Implementation: Levels – Testing verification, validation, certification – Testing strategies – Practices – Test data – Implementation review – System audit. Case and Problems

Text Books:

1. Kendal & Kendal: Systems Analysis & Design, New Delhi, Prentice Hall of India, 1999
2. Thames A.D' Brien: Management Information Systems, Managing Information system for Internet worked enterprise, New Delhi, Tata McGraw Hill, 1999.

Reference books:

1. Jeffrey A. Hetter, Joey F. George: Modern Systems Analysis & Design, New Delhi, Addison Wesley, 2000.
2. Zwars, foundation of Information Systems, New Jersey, McGraw Hill, International ed., 2000.
3. Awaqd E: Systems Analysis and Design, New Delhi, Prentice Hall of India, 1997.