



Faculty of Management Studies

Syllabus

for

Master of Business Administration (MBA)

(2 Years PG Program)

(w.e.f. 2023-24)

List of Contents

S. No	Contents	Page No.
1.	Introduction	3
2.	Program's Mission and Objectives	3
3.	Relevance of Program with Jagan Nath University, Jaipur Mission and Goals	4
4.	Instructional Design	5
5.	Expected Program Outcomes	6
6.	Curriculum design 6.1 Program structure and Detailed syllabus	8

MBA Program

1. Introduction

Master of Business Administration (MBA) is a two years postgraduate program. The Program aims to teach how to apply novel techniques to contemporary business environment. Along with offering a solid theoretical framework, it also involves critical thinking and examination of current business issues. To ensure that students reach their best potential, it offers a collaborative learning environment under the guidance of expert and committed faculty. The program makes one learn how to work wisely, take the initiative in challenging circumstances, and effectively influence business decisions. It teaches people how to operate productively as well as how to analyze the business environment and create opportunities for future development.

Jagan Nath University Master of Business Administration program is an innovative, practice-centric & industry oriented program providing a holistic approach to decision making in areas of finance, marketing, human resource, strategy formulation, idea generation for entrepreneurship and other functional areas of management. MBA Program is a two years (4 semesters) program, in which focus is on developing sound conceptual understanding of management core courses as well as tools for managerial decision making during the first year (two semesters); application for data analysis and decision making in different functional areas of management through electives/specialization courses in third & fourth semester including a major project.

2. Program Mission and Objectives

Jagan Nath University, Jaipur has been established by an Act of the Rajasthan State Legislature (Act No. 19 of 2008), approved under section 2(f) by the UGC Act, 1956, accredited by **NAAC (2nd Cycle) with "A" grade** in 2022 and is member of the Association of Indian Universities (AIU).

The University is offering **UG and PG** programs in the areas of Engineering & Technology, Architecture, Management, Law, Agriculture, Pharmacy, Physiotherapy, Paramedical Sciences, Education, Arts and Vocational Studies. The **Ph.D.** programs are offered in selected disciplines. The University has approval from various Statutory Regulatory Authorities (CoA, BCI, NCTE and PCI) for programs in respective disciplines.

The University has evolved a **Comprehensive Academic System** which incorporates the latest guidelines of NEP-2020 including CBCS, outcome based assessments, skill

development, industry partnerships, historic eco-system, research, extension activities with focus on promoting quality higher education and employability among students.

The Master of Business Administration (MBA) program has also been structured accordingly supported by state-of-the-art infrastructure and extensive use of ICT resources for achieving objectives of quality education, employability and human values among learners to produce good citizenship and skilled manpower.

The objectives of the Master of Business Administration (MBA) program are:

- **Develop skills in various functional areas of management:** MBA programs aim to provide students with a comprehensive understanding of management principles and practices from a variety of disciplines, such as accounting, finance, marketing, operations, and human resources management.
- **Foster critical thinking and problem-solving abilities:** Through case studies, simulations, discussions, and other interactive learning methods, MBA programs encourage students to sharpen their analytical, creative, and reasoning skills and apply them to real-world business challenges.
- **Enhance leadership and communication skills:** MBA programs offer opportunities for students to develop their leadership abilities by practicing team-building, communication, conflict resolution, and decision-making skills in a virtual environment.
- **Provide networking and career development opportunities:** MBA programs often include opportunities for students to connect with other professionals in their field, participate in virtual career fairs, and receive mentorship and guidance from experienced executives and alumni.
- **Flexibility and convenience:** MBA programs are designed to offer flexibility in terms of scheduling, pace of study, and location, allowing students to balance their education with their professional and personal commitments.

3. Relevance of Program with Jagannath University, Jaipur Mission and Goals

The University Vision and Mission Statements read as under:

Vision

To develop the University as a Centre of Excellence for higher education and research committed towards quality education, skill development, industry integration and historic eco-system for global competencies among youth and sustainable development

of the Nation.

Mission

The University aspires to achieve its vision by:

- I. Innovative, job-oriented and professional academic programs for capacity building in view of the emerging trends of the economy.
- II. Enable students equipped with knowledge and competences to perform successfully in modern organizations in India and abroad.
- III. Training students in generic and life skills in addition to core discipline subjects to enhance employability in job market and for entrepreneurship.
- IV. Engaging students and faculty in research, extension services, consultancy, community development projects, curricular and extra-curricular activities for holistic education.
- V. Promoting use of digital technologies and self-learning resources like MOOCs, Coursera, Virtual Labs, Online Resources, Self-Learning, etc. for enriching information and knowledge.
- VI. Inculcating a culture of excellence among students and faculty.
- VII. Developing a sense of ownership and pride among employees to achieve organizational targets as well as their personal goals.
- VIII. Developing curriculum, training and internship programs to enhance global competencies of absent.
- IX. Blending skill, entrepreneurship and capacity building for sustainable development coherent with environmental and economic sustainability.

Jagan Nath University mission statements encourages student enrollment from the learners across the globe. MBA programs is designed to offer flexibility in terms of scheduling, pace of study, and location, allowing students to balance their education with their professional and personal commitments. Looking at the need for quality education to youth, Jagan Nath University plans to give a comprehensive education model to train them for employability in job market and entrepreneurship.

4. **Instructional Design**

The Curriculum & Program structure has been designed as per AICTE model Curriculum for MBA Program. Also the general guidelines for the program as per UGC and Choice Based Credit System (CBCS) have been followed in framing curriculum design and the program structure. Experts in the field of Management/Economics/Commerce/Industry have been consulted to design the curriculum, and care has been taken to include contemporary issues/topics to help students develop an understanding of the real business environment. The curriculum and syllabus are duly approved by the Board of Studies and the University Academic Council, consisting of professionals from academia and industry.

5. **Expected Program Outcomes**

The following are the expected program outcomes:

PO1: Team Management and Leadership Skills: As Management education is getting revamped and restructured in terms of dynamic environment and critical inputs, the focus of program is on building leadership traits among students.

PO2: Ethics: The students will be imbued with utmost professional ethics that are required for a practical and impartial behaviour of the MBA graduates. Demonstrate behaviour in consonance with the values and ethics nurtured at the University, which are significant as the student will function in the management sector, and an ethical behaviour of the highest level is expected from them.

PO3: Soft Skills, Personality Development and Communication: As the MBA postgraduate needs to have effective communication and interpersonal skills to interact with various stakeholders.

PO4: Entrepreneurial Thinking/ Employability: There is need to develop entrepreneurial mind set so that within the organization, managers can come out with new thoughts and initiatives.

PO5: Project Management and Finance: Demonstrate knowledge and understanding of the management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.

- PO6: Encourage “Out of Box thinking”:** the business environment is very dynamic nowadays so this programme focuses on approach of “Out of Box Thinking” by adopting various new techniques in pedagogy and inculcating recent trends in curriculum.
- PO7: Critical Thinking Skills:** Students are able to define, analyze, and devise solutions for structured and unstructured business problems and issues using cohesive and logical reasoning patterns for evaluating information, materials, and data.
- PO8: Cross-Cultural issues and Current practices and Challenges:** Study and assess the current issues and challenges, and inculcate cross cultural sensitivity among students..
- PO9: Decision Making skill:** Select and apply appropriate tos for decision making required for sving complex managerial problems
- PO10: Research and Reasoning Skills:** Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, cultural issues and the consequent responsibilities relevant management practices.
- PO11: Analytical Skill:** Analyze the results and apply them in various problems
- PO12: Technical Skill:** Application of technogy tos in business.

6. Curriculums Design: Programs Offered

The proposed framework for Master of Business Administration (MBA) is as under:

Program Structure for 2 Years Master of Business Administration Program

MAJOR-MINOR SCHEME

First Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBA 101	Management Concepts & Organization Behavior	Core	30	70	100	4
MBA 102	Marketing Management	Core	30	70	100	4
MBA 103	Quantitative Technique	Core	30	70	100	4
MBA 104	Managerial Economics	Core	30	70	100	4
MBA 105	Business Environment	Core	30	70	100	4
MBA 106	Financial Reporting, Statements and Analysis	SEC	30	70	100	4
	Total		180	420	600	24

Second Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBA 201	Corporate Finance	Core	30	70	100	4
MBA 202	Management Information System	Core	30	70	100	4
MBA 203	Operations Management	Core	30	70	100	4
MBA 204	Business Research	Core	30	70	100	4
MBA 205	Human Resource Management	Core	30	70	100	4
MBA 206	Banking & Insurance	SEC	30	70	100	4
	Total		180	420	600	24

Note: At the end of the Second Semester all the students shall have to undergo Minor Project for Two-Three Weeks.

Third Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
MBA301	Strategic Management & Governance	Core	30	70	100	4
MBA302	Minor Project	Core	50	50	100	4
Select any 3 specializations for major specialization & 2 specialization for minor (4 credit each)						
	Total		230	470	700	28

Note: At the end of the third Semester all the students shall have to undergo a Major Project for Eight-Ten Weeks

Fourth Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
MBA 401	Project Management	Core	30	70	100	4
MBA 402	Major Project	Core	75	75	150	6
MBA 403	Comprehensive Viva	Core	-	100	100	4
Select any 2 specializations for major specialization & 1 specialization for minor (4 credit each)						
	Total		195	455	650	26

List of Specializations Offered

SPECIALISATIONS HUMAN RESOURCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAHR303	Manpower Planning & Contr	Elective	30	70	100	4
MBAHR304	Organizational Change & Development	Elective	30	70	100	4
MBAHR305	International Human Resource Management	Elective	30	70	100	4
MBAHR404	Employee Relationship Management	Elective	30	70	100	4
MBAHR405	Compensation Management	Elective	30	70	100	4

FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAFM303	Investment Analysis and Portfolio Management	Elective	40	60	100	4
MBAFM304	Income Tax: Theory & Practice	Elective	40	60	100	4
MBAFM305	Management of Financial Services	Elective	40	60	100	4
MBAFM404	Merger, Acquisition and Corporate Restructuring	Elective	40	60	100	4
MBAFM405	Financial Strategic Decisions	Elective	40	60	100	4

MARKETING SPECILISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAMKT303	Retail & Distribution Management	Elective	30	70	100	4
MBAMKT304	Marketing of Services	Elective	30	70	100	4
MBAMKT305	Consumer Behavior	Elective	30	70	100	4
MBAMKT404	Integrated Marketing Communication	Elective	30	70	100	4
MBAMKT405	Digital and Social Media Marketing	Elective	30	70	100	4

IT SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAIT303	Data Mining for Business Decisions	Elective	30	70	100	4
MBAIT304	Managing Digital Innovation and Transformation	Elective	30	70	100	4
MBAIT305	E-Commerce and Digital Markets	Elective	30	70	100	4
MBAIT404	Strategic Management of IT	Elective	30	70	100	4
MBAIT405	Managing Digital Platforms	Elective	30	70	100	4

ENTREPRENEURSHIP SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAED303	Design Thinking And Innovation Management	Elective	30	70	100	4
MBAED304	Startup Ecosystem in India	Elective	30	70	100	4
MBAED305	Social Entrepreneurship	Elective	30	70	100	4
MBAED404	Enterprise Planning, Appraisal and Financing	Elective	30	70	100	4
MBAED405	New Venture Development	Elective	30	70	100	4

Total Credit of MBA Program: 102

6.1 Program structure and detailed syllabus

The course structure is as per the framework given above. The list of core courses in each major specialization is as under :

First Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBA 101	Management Concepts & Organization Behavior	Core	30	70	100	4
MBA 102	Marketing Management	Core	30	70	100	4
MBA 103	Quantitative Technique	Core	30	70	100	4
MBA 104	Managerial Economics	Core	30	70	100	4
MBA 105	Business Environment	Core	30	70	100	4
MBA 106	Financial Reporting, Statements and Analysis	SEC	30	70	100	4
	Total		180	420	600	24

MBA 101: Management Concepts & Organization Behavior

Course Objectives

This course enables the students:

1. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.
2. To acquaint the learner with meaning and concepts of management and organizational behavior.
3. To understand the concepts, processes, significance, and re of management and organizational behavior.

Course Content :

Unit I	Nature, Scope and Significance of Management, Evution of Management Thought, Approaches to Management, Managerial Skills, Functions of a Manager, characteristics of 21st century executives
Unit II	Planning - Types, Process, Strategies, Picies, MBO, Strategic Planning Process, SWOT analysis;
Unit III	Organizing – Elements of organizing, types of Structure & Process, Authority, delegation & responsibility.
Unit IV	Directing – Communication
Unit V	Leading , Leadership traits, Leadership styles, Likert’s four systems, managerial grid
Unit VI	Contrling-Significance, Process, Techniques, Standards & Benchmarks, Management Audit.
Unit VII	Nature, Scope and Significance of Organizational Behavior; Evution and Historical Background of Organizational Behavior; Models of Organizational Behavior
Unit VIII	Foundations of individual behavior, Diversity, Micro Organizational behavior – Personality - determinants, types, theories, attributes; self-concept, Self-Efficacy;
Unit IX	Attitude - dimensions - Job Satisfaction, Organizational commitment; Learning - Approaches to learning- Classical, Operant Conditioning, Cognitive and Social Learning, Reinforcement; Perception - Perceptual process, perceptual errors, Attribution Process
Unit X	Motivation- Meaning and importance, Theories of motivation, Applications of motivation. Transactional analysis-Johari window,
Unit XI	Interpersonal relations, understanding, determinants
Unit XII	Developing Group dynamics-, types of groups, group formation, Group decision making, Team Building.
Unit XIII	Organizational culture or climate-concept, dimensions, ethos, determinants
Unit XIV	Organizational conflicts- concepts, sources, implications, and management;
Unit XV	Organizational Change and Development - types, Lewin’s Force Field Analysis, resistances to change, re of change agents; Meaning, objectives and Process of OD

Practical Module:

- Case discussion covering Diversity and Inclusion, Implications of individual, group and organization behaviour.
- Small project on learning through individual Re 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/Group Discussions to ensure Class participation.

Text Books:

1. Robbins, Judge, Sanghi “Organizational Behavior” 12th ed. Prentice Hall New Delhi
2. Aswathappa, K. “OrganisationBehaviour – Text, Cases & Games” Himalaya Publishing House, Mumbai
3. Hard Koontz &KeingWeighrlich,“Essentials of Management” McGraw Hill.

Reference Books:

1. Luthans Fred - Organizational Behaviour, Tata McGraw Hill
2. UdaiPareek, “Understanding Organizational Behaviour” Oxford University Press.
3. SatyaRaju, Management-Text & cases, PHI, New Delhi.
4. Robbins & Coulter, “Management”, Prentice Hall of Hall of India. New Delhi

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Define application of management concepts to understand the major internal features of a business system and the environment in which it operates.
CO2	Know and explain the managerial actions of Directing and contrrlng with an ethical look.
CO3	Explain the principle concepts and theories of Organizational Behavior and analyze individual behavior
CO4	Analyze group behavior and understand the implications on organizational behavior in the process of management
CO5	Understand organizational climate, manage conflicts, change and development affecting the working of organizations

MBA 102 : Marketing Management

Course Objectives

This course enables the students:

1. To understand the nature and significance of the Marketing Function and the Marketing management process.
2. To gain knowledge about the key aspects of the Buying Behavior of consumers and develop an understanding of the STP Process.
3. To explain the factors affecting various product, pricing, channel management and Marketing communication decisions.

Course contents :

Unit I	Meaning, Nature and Scope of Marketing, Marketing in a Changing World, Production concept, Product concept, Selling concept, Marketing concept, Histic Marketing Concept
Unit II	Marketing Mix. Understanding Marketing Environment – External and Internal Environment,
Unit III	Marketing Strategy: Strategic Context, Strategic Market Analysis, Strategic marketing Goals, Strategic marketing Action
Unit IV	Characteristics Affecting Consumer Behavior, Buyer Decision Process – Stages of Buying Decisions
Unit V	Business Markets, Business Buyer Behaviour
Unit VI	Institutional and Government Markets– Participants, Influences on Buyer Behaviour
Unit VII	Market Segmentation Process, Identifying and Evaluation Segments,
Unit VIII	Market Targeting
Unit IX	Positioning for Competitive Advantage
Unit X	The Product Decisions, Product Levels, Product classification, Product Life Cycle, Different Stages and Strategies, Product Line Decision
Unit XI	New Product Development, Product Mix Strategies,
Unit XII	Product Differentiation Strategies, Branding and Packaging Strategies and Decisions
Unit XIII	Re of the Distribution Channels-Form & Organization, Importance and Framework of Channel Management,
Unit XIV	Levels of Channel-Segmentation for Channel Design, – Channel Structure, Channel Gaps – Channel Power and Channel Conflict.
Unit XV	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 & Contr**, 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

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	List the core concepts of marketing and the goals of the Marketing function
CO2	Determine the buying behavior of a given target market segment
CO3	Identify and evaluate target segments
CO4	Determine product and pricing policy
CO5	Summarize the nature and functions of distribution channels

MBA 103: Quantitative Techniques

Course objectives

This course enables the students:

1. To give understanding of Linear equations and Linear Programming.
2. To develop the understanding of specially structured Programming like transportation and Assignment.
3. To describe the basic concept of Decision making under uncertainty and in a competitive situation.

Course Contents

Unit I	Concept, Re and Scope, Models in Business and Industry.
Unit II	Algebra of Matrix: Addition, Subtraction, Multiplication, & Inversion.
Unit III	Sving linear equations by using matrices.
Unit IV	Problem formulation and Graphical methods of sution
Unit V	Simplex method & duality
Unit VI	Sensitivity Analysis.
Unit VII	Transportation: North West Corner, Least cost Method
Unit VIII	Vogel's Approximation Method.
Unit IX	Assignment Problems: Maximizing, Minimization & Unbalanced Problems
Unit X	Game Theory: Types of Games, Two person zero sum games,
Unit XI	Mixed strategy, Method of sution,
Unit XII	Dominance in Games.
Unit XIII	Decision making under uncertainty: Maximax, Maximin, Minmax, Minimin,
Unit XIV	Hurwitz & Laplace Criterion;
Unit XV	Decision making under risk, Decision Tress-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. Khandelwal Gupta & Gupta, Quantitative Techniques, JPH

Course Outcomes

CO	Statement
	After completion of this course, students will be able to:
CO1	Recognize the source of a quantifiable problem, sve the issues invved and produce an appropriate action plan.
CO2	Sve the equations related to Linear programming
CO3	Observe and compute the specially structured programming of transportation and assignment problems.
CO4	Recognise and analyse strategic situations and represent them as games
CO5	Analyze the decision making problems under uncertainty and competitive situations.

MBA 104: Managerial Economics

Course Objectives

This course enables the students:

1. To explain the basics of economics and describe its application in managerial problems.
2. To demonstrate the effect of demand and cost on business decisions and make a relation between cost and production.
3. To analyze different types of market and explain pricing decisions in the markets.

Course Contents

Unit I	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.
Unit II	Consumer Behavior: Utility Approach; Marshallian Utility Analysis: Law of Diminishing Marginal Utility and law of Equi- Marginal Utility; Indifference Curve Analysis: Consumer Equilibrium.
Unit III	Demand Analysis:- Law of Demand. Determinants of Demand, Measurement of Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity.
Unit IV	Production Analysis: Production Function. Production Function with One Variable Input- Short Run Analysis (Law of Variable Proportions),
Unit V	Production Function with Two Variable Input- Long Run Analysis (Law of Returns to Scale).
Unit VI	Cost Analysis: Various Cost Concepts, Short Run and Long Run Cost Function, Cost Output Relationship,
Unit VII	Price and Output Determination in Different Market: - Various Forms of Market Perfect Competition
Unit VIII	Price Determination in these Markets. Short Run and Long Run Equilibrium of Firms in Different Market : Monopy,
Unit IX	Price Determination in these Markets. Short Run and Long Run Equilibrium of Firms in Different Market : Monopistic Compilation
Unit X	Circular flow of income in a two sector, three sector and four sector economy
Unit XI	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
Unit XII	Theory of Trade Cycle: Concept and Phases of Trade Cycle; Method to Contr Trade Cycles.
Unit XIII	Classical Macroeconomics: Classical Theory of Output, Income and Full Employment.
Unit XIV	Keynesian Macroeconomics; Keynesian Theory of Output, Income and Employment.
Unit XV	Inflation: Meaning of Inflation, Types of Inflation, Cause and Contr of Inflation.

Practical Module:

- Analyze the companies and review their pricing and output decisions under perfect competition, monopy, monopist and igopy.
- 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

Course Outcomes

CO	Statement
CO1	Remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.
CO2	Understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry . Students would be able to apply various techniques to predict demand for better utilization of resources.
CO3	Understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world and plan accordingly.
CO4	Understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategies.
CO5	Analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.

MBA 105: Business Environment

Objectives

This course enables the students:

1. To understand the concept of contract, performance of contract and sales of goods act.
2. To understand the concept of partnership business, dissolution of firm and rights and duties of partners.
3. To make the students familiar about the different aspects of environment in the business climate.

Course Contents

Unit I	An Overview of Business Environment: Type of Environment-internal, external, micro and macro environment.
Unit II	Competitive structure of industries, environmental analysis and strategic management. Managing diversity.
Unit III	Scope of business, characteristics of business. Objectives and the uses of study. Process and limitations of environmental analysis.
Unit IV	Economic Environment: Nature of Economic Environment
Unit V	Economic factors-growth strategy, basic economic system, economic planning, nature and structure of the economy.
Unit VI	Economic policies-industrial policy (1991), FEMA, Monetary and fiscal policies.
Unit VII	Socio-Cultural Environment: Nature and impact of culture on business
Unit VIII	social responsibilities of business.
Unit IX	Business and society, business ethics and corporate governance. .
Unit X	Natural and Technological Environment : Innovation, technological leadership and followership
Unit XI	impact of technology on globalization, transfer of technology,
Unit XII	time lags in technology introduction, status of technology in India.
Unit XIII	Political Environment: Functions of state, economic role of government
Unit XIV	Economic Reform in coalition Policies.
Unit XV	Legal Environment: Classification of Law ,Sources of law , Legal System , Codes of Practice ,Contract Law- Essentials

Text Books:

1. Business Law for Managers, Prof. (Cmde) P K Goel, biztantra
2. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw 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.

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Analyze the essentials and validity of contract.
CO2	Develop the understanding of sales of goods act.
CO3	Understand the critical issues related to partnership business and able to identify the rights of consumers.
CO4	Describe the various factors affecting business environment.
CO5	Analyse the role of MNCs in balance of payment and foreign trade.

MBA 106: Financial Reporting, Statements and Analysis

Course Objectives

This course enables the students:

1. To develop an understanding about the scope of financial accounting with understanding the concept of profit maximization in changing and complex business world
2. To provide an understanding, importance of accounting; preparation of final accounts for profit making organization
3. To give knowledge about the analysis of changes in financial position of corporate entity and develop capabilities in solving complex managerial problems as a business manager

Course Contents

Unit I	Meaning and concept of Accounting, Users of Accounting Information
Unit II	Generally Accepted Accounting Principles,
Unit III	Branches of Accounting ,Meaning and Significance of accounting standards.
Unit IV	Types of Accounts, Rules of Debit and Credit
Unit V	Journalizing the Transaction
Unit VI	Subsidiary Books of Accounts and Posting Entries in Ledger Accounts
Unit VII	Preparation of trial balance
Unit VIII	Preparation of statement of profit and loss
Unit IX	Preparation of balance sheet with necessary adjustments.
Unit X	Ratio Analysis- Meaning, objectives and limitations
Unit XI	Calculation of Liquidity ratios, Leverage ratios, Activity ratios and profitability ratios
Unit XII	Cash Flow Analysis- Meaning, significance and preparation of cash flow statement in accordance with Accounting standard no.3.
Unit XIII	Financial Statements in accordance with Indian Companies Act
Unit XIV	Study of Annual Reports
Unit XV	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.

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Understand various branches of accounting and significance of accounting standards

CO2	Apply the rules of accounting and understand the keeping of subsidiary books
CO3	Apply accounting rules in determining financial results and preparation of financial statement.
CO4	Understand financial statements and can analyze the financial statement with ratio and cash flow analysis.
CO5	Evaluate changes in financial position of corporate entity and solve complex managerial problems.

Second Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBA 201	Corporate Finance	Core	30	70	100	4
MBA 202	Management Information System	Core	30	70	100	4
MBA 203	Operations Management	Core	30	70	100	4
MBA 204	Business Research	Core	30	70	100	4
MBA 205	Human Resource Management	Core	30	70	100	4
MBA 206	Banking & Insurance	SEC	30	70	100	4
	Total		180	420	600	24

Note: At the end of the Second Semester all the students shall have to undergo Minor Project for Two-Three Weeks.

MBA 201: Corporate Finance

Objectives

This course enables the students:

1. To give the knowledge about scope of financial management and makes the students familiar about the financial environment of business.
2. To imbibe the knowledge about capital budgeting decision to appraise business project.
3. To impart knowledge about capital structures theories, working capital management and cost of capital for decision making of any business organization.

Course Contents

Unit I	Meaning, Scope,
Unit II	Function & Objective of Financial Management
Unit III	Decision Making, Re of Financial Manager in a company.
Unit IV	Concept of Marginal Costing
Unit V	Cost Vume Profit Analysis, Advantages & Limitations of Cost Vume Profit Analysis
Unit VI	Break Even Charts
Unit VII	Cost of Capital: Specific and Weighted Average Cost of Capital
Unit VIII	EBIT-EPS Analysis
Unit IX	Capital Structure – Meaning, importance and factors affecting capital structure.
Unit X	Management and Financing of Current Assets
Unit XI	Working Capital Cycle, <i>Working Capital</i> : Estimation & Calculation
Unit XII	Management of Cash, Cash Budget and Inventory Management.
Unit XIII	Features of capital budgeting
Unit XIV	Estimation of Cash Flows
Unit XV	Capital Budgeting– Traditional methods and Discounted cash flow methods of appraisal

Text Books:

1. Finaancial 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

Course Outcomes

CO	Statements
	After completion of the course, students will be able to:
CO1	Analyze and evaluate the financial system and financial environment of the organization
CO2	Apply the techniques of capital budgeting for selecting best investment opportunities
CO3	Assess the capital structure of the organization and evaluate the profitability condition
CO4	Apply the concept of working capital management in the organization
CO5	Analyze the Cost Volume Profit Analysis of the organization

MBA 202 : Management Information System

Objectives:-

- To provide an understanding of the Information Systems (IS) management framework.
- To explore MIS subsystems and technologies including hardware, software and networking, however the coursework focuses on technology management not on engineering.
- To provide insights on how to develop and implement enterprise-wide IT strategies, initiatives and programs.

Course Contents:

Unit I	The concept of MIS — Definition, importance, Course Objective, prerequisites, advantages and challenges
Unit II	Information Needs of organization
Unit III	MIS and Decision — Making.
Unit IV	Types/Classification of Information System for organizations — Office Automation Systems,
Unit V	Transaction Processing Systems, Decision Support System, Executive Support System
Unit VI	Knowledge Based Expert System
Unit VII	Applications of MIS in the areas of Human Resource Management
Unit VIII	Applications of MIS in the areas of Financial Management, Production/Operations Management
Unit IX	Applications of MIS in the areas of Materials Management, Marketing Management.
Unit X	Development of MIS for an organization — The concept and stages of System Development Life Cycle
Unit XI	Determining The Information Requirement, Development And Implementation Of MIS
Unit XII	Management Of Information Quality In The MIS
Unit XIII	Information Technology— concept, applications, advantages and prerequisites
Unit XIV	Choice of Information Technology
Unit XV	Social and Legal Dimension of IT.

Text books:-

- Laudon Kenneth C, Jane P. Laudon, Management Information Systems-Managing The Digital Firm, Pearson Education, First Impression -2007
- Mahadeo Jaiswal, Mital Monika, Management Information Systems, Oxford University Press 2004

Reference books

- W. S. Jawadekar Management Information Systems Tata McGraw Hill Edition, 3/e, 2004
- Murdick, Ross & Claggett Information Systems for Modern Management 3rd Prentice Hall India

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to
CO1	To understand the Information Systems (IS) management framework.
CO2	Develop the understanding of MIS classification.
CO3	To explore the applications of MIS in different fields of management.
CO4	To Develop MIS for an organization.
CO5	To provides insights on how to develop and implement enterprise-wide IT strategies, initiatives and programs.

MBA 203: Operations Management

Course objectives

This course enables the students:

1. To take decisions in Planning, organizing and controlling of operations function.
2. To know the operations function in manufacturing and service industry.
3. To develop improvement skills in operations through maintaining high quality standards, value engineering and value analysis.

Course Contents

Unit I	Introduction to Production and Operations Management,
Unit II	Development of Operational Strategies for Competitive Advantage,
Unit III	Difference between manufacturing and service operations.
Unit IV	Demand Forecasting,
Unit V	Designing Product, Services and Processes,
Unit VI	Facility Location, Facility Layout
Unit VII	Job Design
Unit VIII	Work Measurement, Work Study, Method Study
Unit IX	Monte Carlo Simulation Techniques
Unit X	Production Planning and Contr,
Unit XI	Inventory Contr with Lead Time and EOQ Analysis,
Unit XII	Networking Techniques- CPM, PERT, Drawing a network, Calculating EST,LFT and Floats, Difference between PERT & CPM
Unit XIII	Just in Time, Managing for Quality
Unit XIV	Value Added Manufacturing
Unit XV	Quality Analysis and Contr

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. BuffaSarin Modern Production/ Operations Management, John Wiley & Sons
2. S.N. Chary Production and Operation Management, McGraw Hill
3. AswathappaBhat, Production and Operation Management, Himalaya Publishing House

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Apply operations management in manufacturing and service industry.
CO2	Apply and implement the knowledge of different layout and location decisions in real life situations.
CO3	Analyze and calculate work study and simulation techniques in practical situations of manufacturing industry.
CO4	Adapt and compute inventory control techniques in manufacturing industry.
CO5	Analyze skills in operations function to improve quality standards in value engineering and value analysis

MBA 204: Business Research

Course Objectives:

The course enables the students to:

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research & sampling techniques.
3. Understand the importance of scaling & measurement techniques
4. Understand the importance of data analysis & hypothesis testing.
5. Understanding the technique of report writing.

Course Contents

Unit I	Meaning, Objective and Types of Research
Unit II	Research Designs: Exploratory, Descriptive & Experimental, Research and Scientific Methods
Unit III	Defining of Research Problem; The Research Process: an overview.
Unit IV	Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.
Unit V	Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors
Unit VI	Probability and Non Probability Sampling.
Unit VII	Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio.
Unit VIII	Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.
Unit IX	Measures of Central Tendency, Measures of Variation, Skewness and Kurtosis, Simple, partial, and multiple correlation, rank correlation, simple and multiple regression, Discriminant and dummy variable analysis.
Unit X	Primary and Secondary data. Data Analysis: Editing, Coding, Tabular representation of data. Graphical Representation of Data
Unit XI	Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. One sample test: z test, t test and Chi square test. Two sample test: z test, t test and Chi square test.
Unit XII	Analysis of Variance (ANOVA), Factor Analysis
Unit XIII	Interpretation, Significance of report writing
Unit XIV	Types of research report, Different steps in writing report;
Unit XV	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

Course Outcomes

CO	Statement
CO1	Understanding & Knowledge of concept / fundamentals for different types of research.
CO2	Formulating Research Proposals & Applying relevant research designs & techniques.
CO3	Understanding & Assessing relevant scaling & measurement techniques for research and choosing appropriate sampling techniques for research
CO4	Evaluating different techniques of coding, editing, tabulation and analysis in doing research.
CO5	Evaluating statistical analysis which includes t test, z test, Chi Square test, ANOVA technique and prepare research report.

MBA 205: Human Resource Management

Course Objectives

The course enables the students:

1. To acquaint the students with various functions and processes related to human resource management.
2. To provide conceptual framework required for human resource planning and development.
3. To impart the students with the knowledge of social security legislations and employee safety at workplace.

Course Contents:

Unit I	Evution of HRM, Concept, Nature, Importance of HRM, Changing Environment and HRM , Functions of HRM
Unit II	Concept, Process and Importance of HRP, Job Analysis and Design
Unit III	Recruitment, Selection, Induction & Placement, Psychometric Test, Interview Techniques, Internal Mobility of HR
Unit IV	Meaning and Need of Training and Development, Training Process
Unit V	Methods of Training and Development – On-the-Job and Off-the-Job Training Methods
Unit VI	Designing Training Programs, Evaluation of Training Program.
Unit VII	Performance Management Concepts, Potential Assessment
Unit VIII	Performance Appraisal- concept, process and methods
Unit IX	Concept of Job Evaluation, Employee Compensation- purpose and important components, Performance Linked Pay
Unit X	Worker’s Participation in Management- importance, techniques of workers participation in management
Unit XI	Principles and procedure of Clective Bargaining, Concept of Employee Counseling
Unit XII	Empowering employees
Unit XIII	Concept of Employment Relations, components and importance
Unit XIV	Industrial Dispute Management- nature, types and settlement of disputes
Unit XV	Statutory and Non- Statutory Provision for Employee Health and Safety, discipline and grievance management

Text Books:

1. K. Aswathappa, Human Resource Management: Text and Cases, Tata McGraw Hill.
2. Dwivedi R S, Managing Human Resource: Personnel Management in Indian Enterprise, Galgotia Publication

Suggested Readings:

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

Course Outcomes

After completion of the course the students will be able to:

CO	Statement
CO1	Know and explain theoretical concepts and develop an overview on various functions and processes of human resource management.
CO2	Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.
CO3	Know and Relate the role of Training in the organization.
CO4	Discuss the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning.
CO5	Describe and examine statutory and non- statutory rules and regulations affecting employees and employers

MBA 206 : Banking & Insurance

Course Objectives

This course enables the students:

1. To gain knowledge about the major functions & types of banks in India
2. To understand the banker customer relationship .
3. To understand the underlying the principles of Insurance
4. To understand the Life insurance & types of Life insurance
5. To develop knowledge of General insurance.

Course Content :

Unit I	Bank-Definition and functions.Types of banks and their functions
Unit II	Current Regulatory Framework-Re of Reserve Bank of India & regulatory framework & Set up of Banks.
Unit III	Salient features of the Banking Regulation Act.Recent trends in Indian Banking (E-banking innovative banking).
Unit IV	Relationship between Banker and customer
Unit V	Cheque , Bills of exchange and Promissory notes. Endorsement and crossing,
Unit VI	Presentation, clection and payment of Negotiable instruments Dishonor of Cheque, and its legal provisions
Unit VII	Insurance - An Introduction:- Origin and development of insurance, Risks Hazards, Management of Risk
Unit VIII	Meaning Characteristics functions and Social and Economic significance of insurance.
Unit IX	Principles of insurance- Insurance Interest, utmost good faith, warranties, causa proxima, subrogation.
Unit X	Life Insurance - Meaning, Need, Functions and development of life insurance in India,
Unit XI	Types of Important Plans,
Unit XII	Life Insurance Agents-meaning of an agent. Procedure of becoming an agent.
Unit XIII	General insurance - meaning, Scope, Settlement of claims, working of General Insurance Companies.
Unit XIV	Fire Insurance-meaning, Scope. Issue of fire Insurance Picy, Types of Plans,
Unit XV	Conditions of fire Insurance picy and Settlement of Claims

Text Books:

1. Mishra M. N., Insurance Principles and Practices, S.Chand& Co.
2. Timothy and Scott, Bank Management, Thomson (South-Western), Bangalore

Suggested Readings:

1. Gupta O.S. Life Insurance, Frank Brothers: New Dehli
2. Vasudev, E-Banking, Common Wealth Publisher: New Dehli
3. Life Insurance Corporation Act 1956

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to
CO1	To gain knowledge about the major functions & types of banks in India
CO2	To understand the banker customer relationship .
CO3	To understand the underlying the principles of Insurance
CO4	To understand the Life insurance & types of Life insurance
CO5	To develop knowledge of General insurance.

Third Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
MBA 301	Strategic Management & Governance	Core	30	70	100	4
MBA 302	Minor Project	Core	50	50	100	4
Select any 3 specializations for major specialization & 2 specialization for minor (4 credit each)						
	Total		230	470	700	28

Note: At the end of the Second Semester, all the students shall have to undergo Major Project for Eight - Ten Weeks.

MBA 301: Strategic Management & Governance

Course Objectives

The course enables the students:

1. To understand the various perspective and concepts in the field of strategic management.
2. To analyze different kind of strategies for business planning in organizations.
3. To familiarize the concept of strategy formulation among students.

Course Contents

Unit I	Components of Strategic Management: Vision, Mission, Objectives, Policies & Plans, External Environment
Unit II	Levels of Strategy: Corporate Level, Business Level, Functional Level
Unit III	Strategic Management Process, Resource-Based Model & Industrial- Organizational Model
Unit IV	Analyzing the External Environment: Porter's 5-Forces Model, PESTEL
Unit V	Analyzing the Internal Environment: Resources, Capabilities & Core Competencies
Unit VI	Value-Chain Analysis, SWOT- Strength, Weakness, Opportunities and Threats
Unit VII	Definition, re and importance of corporate governance in modern business
Unit VIII	Ownership, Transparency, Accountability and Empowerment
Unit IX	Factors Responsible for obstructing effective Corporate Governance Practices, Future of Corporate Governance in India
Unit X	Business Level Strategy: Cost Leadership, Differentiation & Focus Strategy
Unit XI	Formulating Long-Term Objectives: Grand Strategies
Unit XII	Corporate Combinations: Joint-Ventures, Strategic Alliances, Consortia, Keiretsus & Chaebos
Unit XIII	Strategic Analysis at Corporate Level: BCG Matrix, GE Nine Cell Planning Grid
Unit XIV	Strategic Analysis at Business Unit Level: SWOT, Leader Vs Runner-Up, Offensive Vs Defensive
Unit XV	Stability, Low-Cost, Leadership, Product Differentiation, Niche Strategy, Seeking Sustained Competitive Advantage

Text Books:

1. Johnson Gerry and Sches 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:

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

Course Outcomes

CO	Statements
	After completion of the course, students will be able to:
CO1	Understand the basic concepts, need and principles of strategic management in overall business development
CO2	Analyze internal and external environment of the business
CO3	Recognise the re and importance of corporate governance
CO4	Understand the Business Level Strategies
CO5	Develop the ability to conduct strategic analysis at corporate level

MBA 302: Minor Project

Course Objectives:

Minor Project is expected provide students with an opportunity to apply their class room learning to a real life business situation. The students are required to submit a final report in the specific format detailing their learning during the project in addition to appraising their academic mentor of the weekly progress.

Course Description

As part of the curriculum during the last Semester, students are required to take up project work in their area of specialization for the successful completion of the MBA Program. Each student shall undergo major project of eight weeks during the vacations after third semester on a topic approved by the Faculty Guide. With an intensive study on a topic, students would explore the subject in detail, gather information and explain the same, seek challenges if any after investigation, the methods used to solve the problem, the results of the investigation and the conclusions inferred and a set of recommendations that can be implemented. The project can be descriptive with existing systems/ prevailing conditions of the topic under Research. In exploratory study we explore the area of study, by introducing new augments to the existing system and draw inferences and projections. The Project Report shall Carry 150 marks. This internal Board of Examiners shall comprise of a minimum of two Internal Faculty Members. The final evaluation would be based on project report, presentation and viva voice.

CO	Statement
	After completion of the Project the students will be able to
CO1	Understand, observe and practice on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
CO2	Demonstrate research aptitude
CO3	Examine the working of the real organizations
CO4	Know, observe and discover business organizations in their totality
CO5	Explore career opportunities in their areas of interest

HUMAN RESOURCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAHR303	Manpower Planning & Contr	Elective	30	70	100	4
MBAHR304	Organizational Change & Development	Elective	30	70	100	4
MBAHR305	International Human Resource Management	Elective	30	70	100	4

MBAHR303: Manpower Planning & Contr

Course Objectives

The course enables the students:

1. To understand the purpose, process and applications of human resource planning.
2. To analyze the re of forecasting in manpower planning.
3. To familiarize students with the concept of succession planning , career & career planning , MDPs and six sigma.

Course contents

Unit I	Employees as Resources, HR Planning Process
Unit II	Linking HR Process to Strategy, Invvement in Strategic Planning Process
Unit III	Strategic HR Planning Model, Staffing System
Unit IV	Job Design - Meaning and Definition, Purpose, Uses of Job Analysis
Unit V	Process of Job Analysis, Methods of Job Analysis
Unit VI	Quantitative Job Analysis Techniques
Unit VII	Forecasting Process, Forecasting Manpower Needs - Demand Forecasting Techniques - Delphi & Nominal Group Technique
Unit VIII	Projecting Future Talent Supply - Inventorying Available Talent - Staffing Tables
Unit IX	HRIS, Forecasting Staffing Requirements, Scenario Forecasting, and HR Budget
Unit X	Definitions, Concepts, Stages of Career Development and Organizational HR Picies
Unit XI	Career Anchors, Career Planning Process, Succession Management – Planning and Challenges
Unit XII	Replacement Analysis, Management Development Programs, Objectives of MDP's, Management Development Methods - Job Rotation, Auditing MDP's
Unit XIII	New HR Res and Competencies, HR as Strategic Partner
Unit XIV	HR and Six Sigma Practice, HR Research, HR and Innovation and Creativity
Unit XV	HR and BPO and HRO, Talent Management

Text Books:

1. Deepak Kumar Bhattachrya “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, TataMgrew Hill.

Suggested Readings:

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

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	Identify the human resource needs of an organization and plan accordingly
CO2	Practice and select forecasting techniques in manpower planning.
CO3	Understand the use of Career Development. Adapt various Career Planning, and succession planning techniques in the organization
CO4	Investigate and understand the need of MDP in Organization.
CO5	Analyze and choose activities and processes which lead to the development of innovation and creativity in organization.

MBAHR304: Organizational Change & Development

Course Objectives

The course enables the students:

1. To understand the concept of organizational change and development process.
2. To familiarize the students with the concepts of organizational change and its methods in a brief manner.
3. To familiarizes the concept of organizational development and its interventions.

Course Contents :

Unit I	Concept of change and its nature, Understanding the changing environment,
Unit II	Importance and Process of Organizational Change, Change Forces
Unit III	Change Models, Types of Organizational Change
Unit IV	Change Consideration, Resistance to Change
Unit V	Managing Resistance to Change
Unit VI	Managing Organizational Change
Unit VII	Concept of Leadership, Leadership Styles, Traits motives and characteristics of leadership
Unit VIII	Transformational Vs Transactional Leadership, Cross Cultural & Gender issues in Leadership
Unit IX	Selecting best leadership style for Organizational Change and Development
Unit X	Definition and Historical overview of Organization development
Unit XI	Principles of Organizational Development, Managing the Organizational Development process
Unit XII	Action research and OD, Human Resource and Organizational Development
Unit XIII	Intervention for Organizational Development, Techno Structural Interventions (Structures, Technologies, Positions, etc.)
Unit XIV	Human Process Interventions (Group and Individual Human Relations), Human Resource Management Interventions (Individual and Group Performance Management)
Unit XV	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

Course Outcomes

CO	Statements
	After completion of the course the students will be able to:
CO1	Describe the concept for the effective change in the organization
CO2	Understand the resistance to change and how to handle it for overall management process
CO3	Apply the knowledge of different leadership styles for Organizational Change and Development
CO4	Illustrate the importance of organizational development
CO5	Classify major types of organizational development interventions

MBAHR305: International Human Resource Management

Course Objectives

This course enables the students:

1. To develop an understanding about the concept of HRM from international perspective.
2. To understand the re of staffing, training, compensation and industrial relation in international context.
3. To analyze the re of workforce diversity in international organizations.

Course Contents

Unit I	Conceptual Framework of IHRM, Difference Between Domestic and IHRM
Unit II	Organizational Process in International HRM
Unit III	IHR Picies, Re of Global HR Manager, IHRM Model.
Unit IV	Recruitment, selection and staffing in International Context
Unit V	Training and Development of international staff
Unit VI	Compensation in International Context- objectives, approaches and practices across the countries
Unit VII	Performance Management- Expatriate performance management, performance appraisal in international context
Unit VIII	Industrial relation in international context- objectives, approaches
Unit IX	Industrial Relation practices in- India, U.S., Japan and U.K.
Unit X	Re of Culture in IHRM, Understanding Cultural Diversity in international organization
Unit XI	Effects of cultural differences on work behaviors
Unit XII	Implication on international management, inter-cultural communication.
Unit XIII	Women Expatriate
Unit XIV	Mergers and acquisition and HRM
Unit XV	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. NilanjanSengupta, Dr. Mousumi S. Bhattachrya, 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.

Course Outcomes:

CO	Statement
	After completion of the course the students will be able to

CO1	Understand and investigate the variables that moderate differences between domestic and International HRM.
CO2	Understand and describe issues, trends and practices in areas of international procurement, development and maintenance strategies.
CO3	To appreciate the re of workforce diversity in the international organizations.
CO4	Explore performance management issues globally.
CO5	Analyze the re of women expatriate in the organization and discuss the ethical issues in global organization.

FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAFM303	Investment Analysis and Portfolio Management	Elective	40	60	100	3
MBAFM304	Income Tax: Theory & Practice	Elective	40	60	100	3
MBAFM305	Management of Financial Services	Elective	40	60	100	3

MBAFM303: Investment Analysis and Portfolio Management

Course Objectives

This course enables the students:

1. To impart knowledge in Investment decision making with understanding of classification of investors and different investment channels.
2. To give knowledge of risk management understanding the concept of technical and fundamental analysis of risk for investment decision making.
3. To impart knowledge of portfolio management with understanding of different Models of modern portfolio management

Course Contents

Unit I	<i>Investment:</i> Concept of investment-investment objectives, Investment Process, Investment Policy.
Unit II	<i>Security analysis:</i> Bond Return & Valuation: Bond Basics, Bond Return, Yield to Maturity.
Unit III	<i>Listing of Securities:</i> Concept, Merits, & Demerits, Qualification for Listing, Listing of Right Shares, High Powered Committee Report, Recent Development.
Unit IV	Economic Analysis, Economic Vs Industry & Economic Vs Company Analysis:
Unit V	Earnings of Company,
Unit VI	Financial Analysis, Growth in Earnings.
Unit VII	Tenets of Technical Analysis,
Unit VIII	Theories of Technical Analysis: Dow Jones theory, Elliott Wave theory, Charts & Trend Lines.
Unit IX	<i>Efficient Market Hypothesis:</i> Random Walk theory, M.M. Hypothesis, Gordon Hypothesis
Unit X	<i>Portfolio:</i> Meaning of Portfolio, concept of Portfolio, Portfolio Management Process,
Unit XI	Construction of Portfolio, and Approaches of Portfolio Construction.
Unit XII	<i>Capital market theory:</i> Capital asset pricing model, Assumption of CAPM model, the capital Market Line, The security Market line & APT (Arbitrage Pricing Theory)
Unit XIII	Portfolio- MARCOWITZ Model: Simple Diversification, The Markowitz Model,
Unit XIV	The Sharpe Index Model: Single Index Model, Corner Portfolio Sharpe's Optimal Portfolio, Optimum portfolio with short sales.
Unit XV	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.

Suggested Readings:

1. Warren Buffett, 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.

Course Outcomes

CO	Statement
CO1	Initiate investment decision after visualizing influencing pillars for selection of different investment channels suitable for different class of investors
CO2	Apply conceptual and analytical framework of evaluating a security.
CO3	Apply technical framework of evaluating a security.
CO4	Understand portfolio construction and management techniques and strategies.
CO5	To provide students with working knowledge framework of Portfolio analysis, their risk and returns and their usefulness while evaluating portfolios.

MBAFM304: Income Tax: Theory & Practice

Course objectives

This course enables the students:

1. To acquaint the students with basic principles underlying the provisions of direct tax laws
2. To develop a broad understanding of tax practices.
3. To provide students with a working knowledge of the fundamental tax principles and rules that applies by individuals.

Course Contents

Unit I	Important definitions under Income Tax Act-1961,
Unit II	Residential Status of Assesses and tax liability, Income from Salary- Allowances,
Unit III	Provident fund, gratuity, leave encashment and perquisites.
Unit IV	Income from House Property, calculation of Annual value of house and deductions.
Unit V	Income from Business & Profession- various allowed and disallowed expenses.
Unit VI	Incomes taxable under the head business and profession.
Unit VII	Income from capital gains- calculation of short term
Unit VIII	Calculation of long term capital gains,
Unit IX	Various taxfree capital gains. Income from other sources
Unit X	Deemed Incomes, set-off and carry forward of losses,
Unit XI	Deductions of section 80, tax rates, computation of taxable income and tax,
Unit XII	Tax adjustment regarding agricultural income & Marginal relief.
Unit XIII	Types of return of income,
Unit XIV	Types of assessment, deduction of tax at source,.
Unit XV	Advance payment of tax

Text Books:

- 1) Singhanian, Vinod K. and Monica Singhanian -- 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:

- 4) Agarwal, Shah, Jain, Managal, Sharma – (Income Tax RBD, Jaipur)
- 5) Patel, Choudhary –Income Tax (ChoudharyPrakashan)

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Compute the income from salary
CO2	Analyze and compute income from house property and Business & Profession.
CO3	Understand exemptions of capital gains and incomes of other sources.
CO4	Calculate taxable income and tax liability of assessee.
CO5	understand the procedure of filing and assessment.

MBAFM305: Management of Financial Services

Course Objectives

This course enables the students:

1. To impart knowledge about Indian financial system and Indian financial market and its assets.
2. To develop knowledge about new and innovative financial services introduced in recent years.

Course Contents

Unit I	Meaning and functions of financial system,
Unit II	Financial concepts, financial assets, financial intermediaries, financial markets,
Unit III	Financial rates of return and financial instruments.
Unit IV	Definition and steps in leasing finance, Types of lease, Advantages and disadvantages of lease, contents of lease agreement,
Unit V	Meaning and features of Hire Purchase, Difference between- Hire purchase & Credit sale,
Unit VI	Hire purchase & installment sale, Hire purchase & lease, Bank Credit for hire purchase.
Unit VII	Meaning features and importance of venture Capital, Venture capital guidelines,
Unit VIII	Methods of venture financing, Suggestions for growth of venture capital.
Unit IX	Definition and origin of merchant banking in India, services of merchant banks, problems and progress of merchant banks in India.
Unit X	Types of Mutual Funds, Schemes of Funding,
Unit XI	National Housing Bank(NHB), Housing Financial System,
Unit XII	Insurance: Types, Services and Products
Unit XIII	Credit cards, credit rating,
Unit XIV	Bill Discounting. Forfaiting,
Unit XV	Factoring- recourse and non recourse factoring.

Text Books:

1. M Y Khan Financial Services, McGraw Hill
2. GordenNatrajan Financial Services

Suggested Readings:

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

Course Outcomes

CO	Statement
CO1	Gain an understanding of the functioning of the financial system in India, its constituents namely, the institutions, markets, instruments, services and intermediaries.
CO2	Apply critical, analytical and integrative thinking while understanding the functioning for the leasing and hire purchase
CO3	Apply critical, analytical and integrative thinking while understanding the functioning for the venture capital and merchant banking
CO4	Apply critical, analytical and integrative thinking while understanding the functioning for the Mutual funds, housing financial system & insurance
CO5	Apply critical, analytical and integrative thinking while understanding the functioning for the credit cards , factoring & forfeiting.

MARKETING SPECILISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAMKT303	Retail & Distribution Management	Elective	30	70	100	4
MBAMKT304	Marketing of Services	Elective	30	70	100	4
MBAMKT305	Consumer Behavior	Elective	30	70	100	4

MBAMKT303: Retail and Distribution Management

Course Objectives

This course enables the students:

1. To know about Distribution channel and different types of retail institutions.
2. To understand the re and importance of store location, layout and Information Technogy in retailing.
3. To understand the areas of decision making in merchandise management.

Course contents

Unit I	Marketing Channels: Definition & Importance, Functions of Marketing Channels, Channel Levels;
Unit II	Whesaling: Concept, Importance, Functions,
Unit III	Retailing: Nature and Scope, Formats & types.
Unit IV	Achieving competitive advantage and positioning through Retail store location and layout,
Unit V	Site evaluation and selection - Store design and layout,
Unit VI	Exterior store design elements and Interior store design elements, Atmospherics.
Unit VII	Merchandising : Concept, Importance, Functions,
Unit VIII	Steps in merchandising planning – Category management : Definition and process – Introduction to Private label brands,
Unit IX	Merchandise sourcing
Unit X	Shopping Process and shopping Behavior, Factors affecting Pricing Decisions, Price Setting,
Unit XI	Retail Promotion mix, Point of Purchase Communication,
Unit XII	Re of Packaging
Unit XIII	Introduction to Logistics and Supply Chain Management : Concept-significance, Focus Areas,
Unit XIV	Key Logistics Activities,
Unit XV	Technogy 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. SubhashBhave
3. Channel Management & Retail Management-MeenalDhotre

Course Outcomes

CO	Statement
	After the completion of this course, students will be:
CO1	Understand and define the concepts, philosophies and environment of the retail industry in Indian and global context.
CO2	Discuss the factors affecting store location and store layout and design store layout
CO3	Apply Merchandising and staffing strategy to achieve Retail targets
CO4	Discuss Buyer Behavior & Describe Pricing & Promotion Strategies used in Retailing
CO5	Understand and explain the concepts, philosophies of Logistics and Supply chain Mgmt.

MBAMKT304: Marketing of Services

Course Objectives

1. To understand the dominant role of Services Sector in Current Business Environment, Growth in employability and
2. To acquaint students with special knowledge and skills required for being in this sector.
3. To explore complexity in marketing of services due to its differentiating characteristics.

Course Contents:

Unit I	Nature of Marketing of Services, Services Versus Physical Goods, Different types of service Attributes –Search, Experience and Credence,
Unit II	Marketing Mix, Extended Marketing Mix for Services(Seven Ps of Services),
Unit III	Classification of services, Characteristics of services (4-I's of Services).
Unit IV	Phases in purchase Process and Res of Service Marketer therein, understanding & minimizing risks as perceived by customers ,
Unit V	Managing Service Encounters, Factors Influencing Service Consumer Behaviour, Service Expectation of service: Meaning & types of service Expectations,
Unit VI	Factors influencing customer Expectations of service, Managing Misbehaving Customers
Unit VII	<i>Physical Evidence and Servicescape</i> : Impact of Service environment on consumers, Designing the service environment, Flower of supplementary services,
Unit VIII	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,
Unit IX	Franchising & Electronic Channels, Managing demand and capacity, Yield-Management
Unit X	Measuring and Enhancing Service Product Quality,
Unit XI	Service Quality Model, Hard and soft Measures in Improving Service Quality,
Unit XII	Pricing Objectives, Foundations for setting Prices (Approaches of pricing)
Unit XIII	Importance of 'People' Element of Service Marketing Mix, Managing Employees and Customers for Profitability,
Unit XIV	Customers as Partial Employees, Service Recovery and Complaint Management, Customer Satisfaction,
Unit XV	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

Course Outcome

CO	Statement
	After completion the student will be able to:
CO1	List the types of services attributes
CO2	Classify the phases of purchase process
CO3	Design response to misbehaving customers
CO4	Assemble physical evidence and servicescape
CO5	Decide & measure service quality

MBAMKT305: Consumer Behavior

Course Objectives

This course enables the students:

1. To develop a conceptual base for understanding the theoretical and practical implications of consumer behavior in the modern society.
2. To develop an understanding of internal influences like personality, perception, motivation and learning on individual consumer decision making process.
3. To develop an understanding of external influences of social and cultural factors on individual consumer decision making process.
4. To develop a basic understanding of organizational buying.

Course Contents

Unit I	Definition of Consumer Behavior, Consumer Behavior & Marketing strategy,
Unit II	Nature of Consumer Behavior, Consumer Market Demographics,
Unit III	Consumer Research.
Unit IV	Consumer Motivation: Types of Consumer Needs, Maslow's Hierarchy of needs, Motivational Conflict & need priorities. Motivating consumers. Personality & Consumer Behavior: Personality Theories, Use of personality in marketing practice. Communicating Brand Personality.
Unit V	Consumer Perception: Nature of Perception, Perception and Marketing Strategy. Consumer Learning: Nature of Consumer Learning, Learning Theories.
Unit VI	Consumer Attitude: Attitude components, Attitude change Strategies, communication characteristics that influence attitude formation and change. Communication & Consumer Behavior
Unit VII	Reference Groups & Family Influences on Consumer Behavior,
Unit VIII	Consumer Socialization, Impact of Culture, Subculture & Cross
Unit IX	Cultural Factors on Consumer Behavior.
Unit X	Views of Consumer Decision Making, Buying Process & Decisions,
Unit XI	Purchase Process & Post Purchase Behavior,.
Unit XII	Models of Consumer Behavior
Unit XIII	Introduction to Organizational Buying Behavior,
Unit XIV	Organizational Purchase Process,
Unit XV	Organizational Culture, External and Internal factors influencing Organizational culture.

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.

Course Outcomes:

CO	Statement
	After completion the students will be able to:
CO1	Examine the nature of consumer behavior and its relation with market demographics
CO2	Develop strategies to influence change in consumer attitude
CO3	Assess impact of social cultural settings on consumer`s 63isualiz
CO4	Describe and understand the consumer decision making process
CO5	Describe and understand the organizational buying behavior and assess the impact of factors on organizational culture

IT SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAIT303	Data Mining for Business Decisions	Elective	30	70	100	4
MBAIT304	Managing Digital Innovation and Transformation	Elective	30	70	100	4
MBAIT305	E-Commerce and Digital Markets	Elective	30	70	100	4

MBAIT303: Data Mining For Business Decisions

Course Objective:

This course will enable help the student to:

1. Understand the fundamentals of the data mining process, classification and how data mining works.
2. Understand the tos, techniques and models for intelligence analysis and visualisation are examined with an emphasis on new and emerging technogies in data mining.

Course Content

Unit I	Data Mining-Introduction, Origins, Application, Growth.
Unit II	Supervised and unsupervised learning algorithms,
Unit III	Steps in Data Mining, Preliminary steps, using Excel for Data Mining
Unit IV	Data Visualization-uses, basic charts, Multidimensional Visualization, Specialized Visualization, other Visualizations.
Unit V	Dimension reduction-Introduction, Data Summaries,
Unit VI	Correlation analysis, Principal Component Analysis, Dimension Reduction using Classification.
Unit VII	Multiple Linear Regression, K_NN, Naïve Byes,
Unit VIII	Classification and Regression tress, Regression, Neural Nets,
Unit IX	Discriminate Analysis
Unit X	Mining Relationship among records, Association rules,
Unit XI	Cluster Analysis, Forecasting Time Series-handling time series,
Unit XII	Regression based forecasting, smoothing methods
Unit XIII	Evaluating Classification and Predictive Performance, Legal Issues, Privacy ,
Unit XIV	Ethics in Decision Making and Support , The Future of Data mining; Social Networks : Claborative Decision Making,
Unit XV	RFID, Reality Mining,

Text books:

1. Business Intelligence, 2/E; Efraim Turban, Ramesh Sharda, DursunDelen, David King; Pearson Education
2. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with Xlminer; 2nd edition, GalitShmueli, 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 AP", McGraw Hill Publication.

Course Outcomes:

COs	Statement
	After completion of this course, the student will be able to:
CO1	Understand the concept of origin of data mining, its process, classification and applications.
CO2	Identify appropriate data mining algorithms to solve real world problems
CO3	Compare and evaluate different data mining techniques like classification, prediction, clustering and association rule mining
CO4	Describe complex data types with respect to spatial and web mining.
CO5	Evaluate the performance and other trends in data mining

MBAIT304: Managing Digital Innovation and Transformation

Course Objectives:

This course will enable the student to:

1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

Course Contents

Unit I	Introduction to Digital Innovation,
Unit II	Digital/Virtual World, innovation and its relevance, Kinds of innovations,
Unit III	Re & Advantages for organizations
Unit IV	Transformation of Organization,
Unit V	Digital Transformation - classification of Digital Transformation;
Unit VI	Challenges of Digital Transformation, factors driving Innovation & Transformation.
Unit VII	Re of Innovation in digital world,
Unit VIII	Management process invvng innovation: Process model, approach for successful innovation;
Unit IX	Innovation in Teams for organizational Transformation.
Unit X	Digital transformation and social media; Impact of social media in virtual world;
Unit XI	Digital innovation with social media and re in transformation; Difficulties in innovation at organizational level. Various methods for Innovational transformation;
Unit XII	Building a culture through Digital innovation, Effective Transformation; Building digital capabilities using social media
Unit XIII	Cloud Computing: introduction, technology invved;
Unit XIV	Re of Cloud computing in digital transformation;
Unit XV	Driving forces for digital innovation & transformation.

Text Books:

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

References Books:

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

Course Outcomes:

	Statement
	After completion of the course the students will be able to
CO1	Develop fundamental level understanding of Digital Innovation, its re, types and process
CO2	Comprehend and relate to the social, ethical and legal issues relating to Digital transformation
CO3	Understand and tell how cloud computing useful in claboration of business and how it helps to cut costs
CO4	Examine emerging trends in digital innovation process
CO5	Understand and know about drivers and re of cloud computing in modern business

MBAIT305: E-Commerce and Digital Markets

Course Objectives:

This course will enable the student to:

1. To develop an understanding about E-Commerce practices
2. Understand the model of electronic commerce and web based commercial operations
3. Comprehend and understand the support systems of digital markets-marketing, payments, security, supply chain

Course Contents:

Unit I	Introduction to e-Commerce: Framework, Elements, Architecture, Benefits and Impact of e-Commerce
Unit II	e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce. E-commerce Models:
Unit III	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 IV	Network Infrastructure for e-commerce: Intranet, Extranet, Internet, ISP,
Unit V	Internet Technologies and Middleware, World Wide Web,
Unit VI	Building an E Commerce Web site: systematic approach, choosing server software, choosing hardware, other tos.
Unit VII	E- Marketing: Internet Audience and Consumer Behavior, basic marketing concepts.
Unit VIII	E commerce marketing and branding strategies, Online Market Research,
Unit IX	Online Marketing Communication-Online advertising, direct E-mail, Online catalogs, Public Relations, online and offline mix, website as communication to,
Unit X	Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System,
Unit XI	Requirements, Metrics of a Payment System. Electronic Data Exchange: Definition, Applications. E-Security: Securing the Business on Internet- Security Picy, Procedures and Practices,
Unit XII	Transaction Security, Cryptogy, Digital Signatures, Security Protocs for Web Commerce.
Unit XIII	Definition, Evution,
Unit XIV	Procurement Process and the Supply chain, Trends in SCM,
Unit XV	Net Marketplaces and Private Industrial Networks

Text Books:

1. Kenneth C Laudon, Car G Traver: E Commerce-Business, Technogy, 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.

Course Outcomes:

COs	Statement
	After completion of the course the students will be able to
CO1	Explain the benefits and types of E-Commerce business models
CO2	List and describe the infrastructural requirements for setting up an E-commerce site
CO3	Determine the various components of an e-marketing plan
CO4	Analyze the Electronic Payment Systems and Order Fulfillment and related security issues
CO5	Explain and relate to the challenges and opportunities in supply chain management system of E- Commerce

ENTREPRENEURSHIP SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAED303	Design Thinking And Innovation Management	Elective	30	70	100	4
MBAED304	Startup Ecosystem in India	Elective	30	70	100	4
MBAED305	Social Entrepreneurship	Elective	30	70	100	4

MBAED303 : Design Thinking And Innovation Management

Course Objectives

The course enables the students:

1. To develop an understanding of the design thinking
2. To understand how to identify opportunities (problems), develop creative solutions and build a viable business model around these.
3. To identify and understand the driving forces of new venture success and to develop skills in innovation and business planning for entrepreneurial ventures.

Course Contents

Unit I	Introduction : Meaning of Design Thinking, The rise of Design Thinking Market Research, Practical insights into conducting marketing research, ,
Unit II	Design thinking for competitive advantage. Power of Design Thinking in Entrepreneurship - The Need for Creative and Design, Thinking Mental Models of Creativity, Design Thinking in Entrepreneurship, Why design needs entrepreneurial mindset, combining entrepreneurial and design thinking, The seven steps of design thinking, Creative Thinking. Open Innovation, creative solutions to issues facing organizations, Company culture and architecture, from design thinking to funding.
Unit III	Opportunity Assessment, Three dimensions of Opportunity Assessment - Product-Market fit, Product-Company fit, and Product-Business fit. Opportunity Brief .
Unit IV	Strategies for creating value - Increment Value or True value creation ,Design Thinking as a paradigm for innovation strategy, Design Research for understanding the needs of our users and clients, Theories of Innovation, Technology Forecasting, Conducting analysis - Economic justification, First Mover and late mover Advantage, Organizations and Innovation Process, Diffusion of Innovation.
Unit V	Vijay Govindrajan's Three Box Model approach, Identify Technology transfer partners, Where and how do new product ideas originate Collaborative approaches – Industry, University, Transferring the project from R&D to operations,– Open innovation, crowd sourcing for Innovation, researching & monitoring markets, Five Cs of Opportunity Identification, Market Opportunity Identification in emerging technology companies, opportunity identification by fulfilling unmet customer needs. Risk Management in Innovation, Managing Future Technologies, and minimizing risk of failure. Intellectual Property Rights.
Unit VI	Case studies - How IndraNooyi Turned Design Thinking Into Strategy? P&G, Pfizer, IDEO – SHIMANO.
Unit VII	Lean start-up techniques for the design and refinement of business models. Customer Experience Strategy. From the Design of Services to Business Design.
Unit VIII	Customer Discovery & Validation. Business Model Canvas. How to create a winning Business Model Design & Lean Startup. Canvas Value Proposition. Lean Startup Machine. Hambrick and Fredrickson Strategy and Prototyping.
Unit IX	Design thinking process in new product development, Three Box Model solution: strategy for innovation, Case study discussion - Vijay Govindrajan's - Reverse Innovation.
Unit X	Conducting market research for new a product offering, Levels of Product / Service, Identifying stakeholder needs for Product/service innovation. obtaining Insights,

	personal techniques and Foresight of Future Scenarios.
Unit XI	Concept generation, Identifying new business opportunities based on market needs – from product to service design, Designing and testing breakthrough concepts.
Unit XII	Assign Teams and Introduce Small projects with Design Thinking framework – empathize, define, ideate, prototype and test.
Unit XIII	Market trend analysis, Business Design JAM, Digital/Internet Business Model, KPIs, Hypothesis and Experiments, Implementation,
Unit XIV	Design of Services and Customer Experience. Case study discussions – manufacturing and service sector.
Unit XV	Service sector – IDEO, Lego, e-commerce market players design thinking strategies. Toward Sustainable Design Thinking.

Major Design Project :

Concept Visualization & Prototyping Workshop, Practicum - Choose an existing product that you like to improve further. Designing User Scenarios that integrates concepts and skills in a practical application to an existing organization or to a potential new enterprise

Text Books:

1. Jeanne Liedtka, Andre King, and Kevin Bennett (2013), Sving Problems with Design Thinking, Cumbia Business Scho Publishing.
2. Shrutin N Shetty, (2018), Design the Future: Simplifying Design Thinking to Help You, Notion Press

Suggested Reading :

1. MadhavanRamanujam, Georg Tacke
2. The Three-Box Sution: A Strategy for Leading Innovation By Vijay Govindarajan
3. Design Thinking: New Product Development Essentials from the PDMA, By AbbieGriffin, Michael G. Luchs, and Scott Swan

Course Outcomes

CO	Statement
At The end of the Course, the student should be able to :	
CO1	Develop an understanding of the design thinking
CO2	Understand the Design Thinking Paradigm for Strategic Innovaion
CO3	Understand the Design Thinking Process for Product Development
CO4	Understand how to identify opportunities (problems), develop creative sutions and build a viable business model around these.
CO5	Identify and understand the driving forces of new venture success and to develop skills in innovation and business planning for entrepreneurial ventures.

MBAED304 : Start-Up Eco System In India

Course Objectives

The course enables the students:

1. To offer an overview of the environment for launch and management of new ventures and startups in India.
2. To develop an understanding of the key factors and forces in the socioeconomic and demographic environment
3. To government policies and schemes, sources of funds, training and other facilities and infrastructure for startup enterprises

Course Contents:

Unit I	Introduction - Rise and growth of Startup Ecosystem in India
Unit II	Timeline of India's Startup Ecosystem from 1980s to the Present
Unit III	Key milestones and drivers over time – Scenario at present.
Unit IV	Demographic profile of Indian population and market,
Unit V	Literacy and Education, Urbanization and rise of middle class,
Unit VI	Economic Reforms (LPG), WTO and Globalization, Economic growth dynamics post 1991.
Unit VII	Government Policy for Micro, small and medium enterprises, Early measures including industrial estates, Reservation of items, market support schemes.
Unit VIII	Recent initiatives including Start up India, Stand up India, Make in India, Digital India, Mudra Bank scheme,
Unit IX	Policy measures for Technology startups & E commerce startups
Unit X	Sources of Entrepreneurial finance in India – Traditional sources Informal and formal sources - Banks and financial institutions,
Unit XI	Priority sector lending schemes, Seed fund initiatives,
Unit XII	New and emerging sources –Angel investors, Venture Capital Funds, Private equity investment & Equity market.
Unit XIII	EDPs, Skill development training programmes, Tech support and Proto type development centers,
Unit XIV	Incubators and Accelerators, Recent policy initiatives.
Unit XV	Startup Infrastructure : Co-working spaces, Market development initiatives, Intellectual property training and support initiatives

Text Books:

1. Rama Iyer (2019), Innovation Ecosystem in India: How India is building a mature start-up ecosystem that will shape its economy and its future, Notion Press, Chennai.
2. Pankaj Goel (2017), Before You Start Up: How to Prepare to Make Your Start-up Dream a Reality, Fingerprint Publishing, New Delhi.

Suggested Reading

1. Poornima C (2018), Entrepreneurship Development and Small Business Enterprises, Pearson Education, Noida.
2. Nanda Kumar K (2018), Startup Fundamentals: An Introductory Guide to Registering a Startup in India, Fundraising, Taxation, Marketing and Sales, Vasudha Publishers, Chennai.

Course Outcomes

CO	Statement
CO1	Offer an overview of the environment for launch and management of new ventures and startups in India.
CO2	Develop an understanding of the key factors and forces in the socioeconomic and demographic environment
CO3	Develop an awareness about government policies and schemes, sources of funds, training and other facilities and infrastructure for startup enterprises
CO4	Develop an awareness about Entrepreneurial Finance Ecosystem
CO5	Develop an awareness about Entrepreneurship Training, Consultancy and Incubation Network

MBAED305 : Social Entrepreneurship

Course Objectives :

The course enables the students:

1. To create an understanding of the concept of Women Entrepreneurship & Social Entrepreneurship as endowed with a different flair of Entrepreneurship.
- 2 To prepare the minds with skills, structures and process associated with Social Entrepreneurship and management of Social Enterprises and Women Entrepreneurship in Indian Context.

Course Contents

Unit I	Understanding Social Entrepreneurship and Organizational form: Defining Social Entrepreneurship.
Unit II	Difference between Social and Business Entrepreneurship, Evolution of Social Entrepreneurship in India,
Unit III	Process and Types of Social Entrepreneurship, Challenges, Strategies and future of social entrepreneurship.
Unit IV	Building blocks of social enterprise: Social enterprise as a business model, types of Business Model, Understanding the Pricing Models,
Unit V	Creating the Delivery Channels, Financing the social enterprise, Making social enterprise competitive, Communication strategies for social enterprises.
Unit VI	Social Entrepreneurships and its Linkage with NGO's, Microfinance, etc., Role of ICT, SHGs, Case Studies
Unit VII	New Directions for Social Entrepreneurship: Managing startup social enterprises,
Unit VIII	Measuring performance of social enterprises, Governance of Social Enterprises, Corporate Social Entrepreneurship,
Unit IX	Contemporary Issues in Social Entrepreneurship, Case Studies.
Unit X	Understanding Women Entrepreneurship: Concept, Evaluation, Importance and functions of women entrepreneurship, Topologies and categories of women entrepreneur,
Unit XI	Entrepreneurial Process among Women Entrepreneurs, Financial Structure of Enterprises Owned by Women Entrepreneurs,
Unit XII	Challenges of Women entrepreneur.
Unit XIII	Growth & Strategies: Women entrepreneur in India and abroad, Government policy on Women Entrepreneurship, Organization
Unit XIV	Promoting Women Entrepreneurs in India, Profile of Enterprise, Socio –Economic Origins,
Unit XV	Motivating & Facilitating Factors of Women Entrepreneur; Work-Home Role Conflict- Entrepreneurial Performance, Problem & prospects.

Text Books:

1. Rama Iyer (2019), Innovation Ecosystem in India: How India is building a mature start-up ecosystem that will shape its economy and its future, Notion Press, Chennai.
2. Pankaj Goel (2017), Before You Start Up: How to Prepare to Make Your Start-up Dream a Reality, Fingerprint Publishing, New Delhi.

Suggested Reading

1. Poornima C (2018), Entrepreneurship Development and Small Business Enterprises, Pearson Education, Noida.
2. Nanda Kumar K (2018), Startup Fundamentals: An Introductory Guide to Registering a Startup in India, Fundraising, Taxation, Marketing and Sales, Vasudha Publishers, Chennai.

Course Outcomes

CO	Statement
CO1	Offer an overview of the environment for launch and management of new ventures and startups in India.
CO2	Develop an understanding of the key factors and forces in the socioeconomic and demographic environment
CO3	Develop an awareness about government policies and schemes, sources of funds, training and other facilities and infrastructure for startup enterprises
CO4	Develop an awareness about Entrepreneurial Finance Ecosystem
CO5	Develop an awareness about Entrepreneurship Training, Consultancy and Incubation Network

Fourth Semester Examination

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credits
MBA401	Project Management	Core	30	70	100	4
MBA402	Major Project	Core	75	75	150	6
MBA403	Comprehensive Viva	Core	-	100	100	4
Select any 2 specializations for major specialization & 1 specialization for minor (4 credit each)						
	Total		195	455	650	26

MBA401: Project Management

Course Objectives

The course enables the students:

1. Define the res of the project manager, functional manager, and executives in a project management environment.
2. To provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and projects.
3. To understand the financial appraisal of project and become aware of the scheduling and execution of projects

Course Contents

Unit I	Definition, Functions, Evution of Project Management
Unit II	Classification of Projects, Project Life Cycle
Unit III	Phase of System Development Life Cycle Project Contracting
Unit IV	Market, Demand and Technical Analysis
Unit V	Financial Analysis Evaluation of Project Proposals
Unit VI	Risk Analysis, Sensitivity Analysis and Social Cost Benefit Analysis
Unit VII	Planning Fundamentals, Project Master Plan
Unit VIII	Work Breakdown Structure and Other Tos of Planning
Unit IX	Work Packages Project Organization Structure & Responsibilities, Responsibility Matrix
Unit X	Tos and Techniques for Scheduling Development
Unit XI	Crashing of Networks, Time-Cost Relationship
Unit XII	Cost Estimating Budgeting: Cost Estimating Process Elements of Budgeting
Unit XIII	Risk Concept & Identification
Unit XIV	Project Management Information System
Unit XV	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

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Understand basics of project life cycle and differentiate between various projects.

CO2	Define the goals and objective of a project and analyse a projects feasibility from technical, market and financial perspective.
CO3	Understand complex projects using appropriate planning tos.
CO4	Review and evalute a project and decide whether to carry the project or not.
CO5	Define potential threats and opportunities for the project

MBA402: Major Project

A major project can take many various forms, but its purpose remains the same. The major project is a unique opportunity to carry out independent research in order to devise an innovative solution for a real-world problem. The project is usually the final assignment and plays a vital role in preparing students for the world of work. Thanks to its practical applications and ability to help hone students' professional knowledge and skills.

There are multiple ways in which the evaluation can be carried out however we would require the students to submit a final project assessment report of about 20-30 pages with the following table of contents:

1. Executive Summary
2. Client and Industry Analysis
3. Problem Statement
4. Data Collection and Analysis
5. Test and Control Plan
6. Final Remarks/Conclusion

The internal team of faculty members will evaluate each of the reports. This Project shall Carry 150 marks

Course Outcomes

After completion of the course the students will be able to:

CO	Statement
	After completion of this project , students will be able to:
CO1	Recognise and Relate the domain`s foundation concepts
CO2	Sketch the execution of the domain`s foundation concepts in the industry
CO3	Correlate and Contrast the advantages and disadvantages accruing to the industry
CO4	Plan path breaking and innovative models in the domain
CO5	Design execution plan for innovative models in the domain

HUMAN RESOURCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAHR404	Employee Relationship Management	Elective	30	70	100	4
MBAHR405	Compensation Management	Elective	30	70	100	4

MBAHR404: Employee Relationship Management

Course Objectives

This course enables the students:

1. To develop the understanding about the concept, significance and importance of industrial relations and describe its application in managerial decision.
2. To understand and analyze the role of trade union and collective bargaining.
3. To analyze different industrial dispute preventive and settlement machineries.
4. To introduce the various Labor Laws and the recent changes made in it to have a deep knowledge of laws related to labour welfare

Course Contents

Unit I	Meaning, factors of Industrial Relations, Importance of harmonious Industrial Relations
Unit II	Objectives of Industrial Relation, Emerging trends in Industrial Relations in new economic scenario
Unit III	ILO- Role and Functions
Unit IV	An overview of Industrial Dispute Act-1948, Causes of Industrial Disputes, Machinery for settlement of Industrial Dispute.
Unit V	Workers participation in Management, concept, objectives, importance, forms of workers participation in Management
Unit VI	Quality of Work Life: concept, principles techniques for improving QWL
Unit VII	Meaning, History of Trade, Functions and Importance of Trade Union
Unit VIII	Negotiation and collective settlements, problems of Trade Union in India
Unit IX	Employer Associations
Unit X	Labour Laws- Definition, Emergence and Objectives, Labour and Indian Constitution
Unit XI	The Factories Act -1948- definition, measures to be taken in factories for health
Unit XII	Safety and Welfare of labour, duties of occupier.
Unit XIII	Minimum Wage Act- definition, object, scope; Workmen's Compensation Act- definition, object
Unit XIV	Payment of Wages Act, Employees Provident Fund Act
Unit XV	Payment of Gratuity Act, Maternity Benefit Act, Bonus Act, ESI Act

Text Books:

1. MonappaArun, 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

Course Outcomes

After completion of the course the students will be able to:

CO	Statement
	After completion of the course the students will be able to
CO1	stand, analyze and anticipate areas of labor-management problems.
CO2	nize the need for cooperative attitude at the place of work.
CO3	fy legal and illegal actions and can take appropriate measures.
CO4	stand and practice various laws that protect worker's rights to improve worker safety, prevent child labor and increase workers' bargaining power relative to their employers.
CO5	nstrate effective functioning through labour legislation.

MBAHR405: Compensation Management

Course Objectives

This course enables the students:

1. To understand the basic concept and nature of wage and salary administration.
2. To appreciate the implication of legal framework associated with the system and device fair strategy to make it employees friendly.
3. To explain the structure of compensation strategies and wage concepts and also to make relation between wages and skill levels.

Course Contents

Unit I	Conceptual View of Compensation Management, Theories of Compensation Management
Unit II	Compensation Management Strategies, Factors Influencing Compensation Management
Unit III	Process of Compensation Management, Job Evaluation and Compensation
Unit IV	Stakeholders of Compensation Management, Wage Determination Model, Determinants of Compensation, Elements of Compensation
Unit V	Compensation Planning: Level, Structure and System Design. Compensation Survey, Effectiveness of Compensation System
Unit VI	Behavioral Dimension of Compensation: Factors Influencing Effective Compensation, Motivation and Compensation, Employee Behavior and Compensation, Organizational Justice and Consequence of Dissatisfaction
Unit VII	Concept of Performance Evaluation and Management, Performance Based Compensation Schemes
Unit VIII	Competency Based Compensation, Types of Employee Benefits, Non-Monetary Benefits
Unit IX	Rewarding Team, Special Pay Plans
Unit X	Concept, Principles, Factors Affecting and Agency Theory of Executive Compensation
Unit XI	Models of Executive Compensation, Executive Compensation System and Policy
Unit XII	Special Features: ESOPs; Taxation of Salary Income, Allowances, Perquisites and Retirement Benefits
Unit XIII	Union Role in Wages and Salary Administration
Unit XIV	Compensation Legislation, Budget and Administration
Unit XV	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”

Course Outcomes

CO	Statement
	After completion of the course the students will be able to
CO1	ize and describe the basics concept and nature of wage and salary administration.
CO2	ss the importance of legal framework in overall compensation system of the organization.
CO3	n and examine performance based compensation and benefits.
CO4	s and compute the Executive Compensation in detail
CO5	and investigate the re of union in Wages and Salary Administration

FINANCE SPECIALISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAFM404	Merger, Acquisition and Corporate Restructuring	Elective	30	70	100	4
MBAFM405	International Financial Management	Elective	30	70	100	4

MBAFM404: Merger, Acquisition & Corporate Restructuring

Course Objectives

This course enables the students:

1. To examine the reasons for mergers, acquisitions and corporate restructuring.
2. To understand and recognize situations in which restructuring can add significant value or create opportunity and identify the best restructuring options for a specific problem or challenge.
3. To understand the complex accounting, tax, legal, and regulatory issues in mergers and acquisitions.

Course Contents

Unit I	Meaning , Definition, Reasons & Motives Types & Style of Merger & Acquisition
Unit II	Demerger, Spin Off, Divesture, Reverse Merger & Slump Sale
Unit III	Choice of strategic Business Alliance Need & Current Relevance of Strategic Business Alliance.
Unit IV	Different Methods of Valuation
Unit V	Valuation on the Basis of Assets, Earnings etc.
Unit VI	DCF Techniques, EVA, MVA , etc Dividend Decision.
Unit VII	Negotiation Approaches Determination of Swap Ratio & EPS analysis
Unit VIII	Funding of Merger
Unit IX	Post Merger Performance Measurement & Analysis
Unit X	Accounting Standards (AS-14)
Unit XI	Taxation Issues Invved in merger
Unit XII	Taxation Issues Invved in Acquisition
Unit XIII	Legal Aspects of Mergers & acquisition
Unit XIV	Takeover Code Takeover Defense Mechanism
Unit XV	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 Contr

Course Outcomes

CO	Statement
CO1	Understand the importance of Mergers, Acquisitions and Corporate restructuring to the business world. Understand the glossary of terms (language) used in M&A, the issues, and processes invved in an M&A.
CO2	Sve different practical problems in mergers and acquisition appraisal techniques.

CO3	Understand practically the various options available for funding of mergers and analyze them.
CO4	Understand practically the accounting & tax aspects of mergers & acquisitions
CO5	Understand the Legal & Strategic issues in an integrative manner and the interplay of global and cross-cultural factors in the context of mergers, acquisitions and restructuring.

MBAFM405: International Financial Management

Course objectives

This course enables the students:

1. To introduce determinants of foreign exchange exposure and interest rate parity in international market.
2. To develop sound knowledge in managing the balance of payment and foreign direct investments.
3. To give understanding of International Monetary fund, World Bank and Asian development bank.

Course Contents

Unit I	Growth of International Trade, Foreign Exchange, Factors influencing foreign exchange rates
Unit II	Foreign exchange markets- features, trading characteristics, electronic trading and market participants
Unit III	Financial instruments- Forward, futures options and swap.
Unit IV	The current account, the capital account, other items in BOP statement, concept of deficit and surplus, significance of BOP statement.
Unit V	FDI- Meaning, theories and strategies of FDI
Unit VI	Modes of FDI, Benefits and costs of FDI for home and host country.
Unit VII	The International monetary fund- Lending, technical assistance, Governance systems and financial resources.
Unit VIII	The world bank- Fund generation, loans, grants, analytical and advisory services.
Unit IX	The Asian development bank- history, operations, resources, organization and management.
Unit X	Types of foreign exchange exposure risk, transaction exposure, operating exposure, translation exposure,
Unit XI	evution of exchange rate regime in India- Regulatory provisions
Unit XII	Indian foreign exchange market.
Unit XIII	International Accounting
Unit XIV	GAAP Taxation
Unit XV	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., JosettePreyard and YadavSurendra S., International Financial Management
3. Varshney R.L., and Bhashyam S., An Indian Perspective: International Financial Management

Course Outcomes

CO	Statement
	After the completion of this course, students will be able to:
CO1	Analyze and apply the concepts of foreign exchange market.
CO2	Describe the structure and relationship between the economy and balance of payment.
CO3	Understand the working of international monetary fund, World Bank and Asian development bank.
CO4	Understand various types of foreign exchange exposure risk.
CO5	Analyze international accounting and international taxation.

MARKETING SPECILISATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAMKT404	International Marketing Management	Elective	30	70	100	4
MBAMKT405	Digital and Social Media Marketing	Elective	30	70	100	4

MBAMKT404: Integrated Marketing Communication

Course Objectives

This course enables the students:

1. To understand the basic concept and nature of integrated marketing communication.
2. To know how the marketing communication process influences consumer decision making.

Course Content

Unit I	Concept and Process of Integrated Marketing Communications (IMC)
Unit II	Elements of IMC- Advertising – Classification of advertising- types- advertising appropriation- advertising campaigns
Unit III	Sales Promotion-Different types of Sales Promotion- relationship between Sales promotion and advertising
Unit IV	Publicity – Types of Publicity- relationship between advertising and publicity
Unit V	Personal Selling, Direct marketing and direct response methods, Event Management
Unit VI	Corporate Communication, Public Relations – Types of PR, Media relations
Unit VII	Community relations , Industrial relations, Government relations
Unit VIII	Employee relations (House Journals/Newsletter) , Crisis Management,
Unit IX	Trade Fairs and Exhibitions , E-commerce-Digital advertising-web and mobile
Unit X	IMC Message Design : AIDA model – Considerations for creative idea visualization
Unit XI	Media Management – Media Process – Media Jargons – Media Buying- Strategies and execution, Suppliers in IMC: Hoarding Contractors/Printers etc,
Unit XII	Ad Agency- Departments of Ad Agency, Client Servicing-client Agency relationship-Account Planning
Unit XIII	Ethics and social responsibility in IMC campaigns
Unit XIV	Evaluating Marketing Communication Programmes, Word-of-Mouth Influence and Sponsorships-Packaging,
Unit XV	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

Course Outcomes

CO	Statement
	After completion the student will be able to:
CO1	Classify advertising and sales promotion types
CO2	Relate a relationship between advertising and publicity
CO3	Examine the use of IMC tos in community relations , Government relations, Employee relations & Crisis Management
CO4	Design Integrated Marketing Communication for a brand
CO5	Evaluating Marketing Communication Programmes

MBAMKT405 : Digital and Social Media Marketing

Course Objectives

This course enables students:

1. To provide the skills and knowledge necessary in planning digital marketing campaigns within organizations.
2. To focus on integrating social media into the communications strategy and integrated communications mix.
3. To provide the basics of content creation and management for social media including blogs, podcasts, and posts.

Course Contents

Unit I	Overview of Digital Marketing, Digital Marketing Plan and Planning Process,
Unit II	Digital Marketing Environment,
Unit III	Ethical and legal issues in Digital Marketing – Trust, Ethics, Privacy, Patents, Copyrights, Data ownership, etc
Unit IV	Digital Market Research
Unit V	Marketing database and Data Warehouses
Unit VI	Consumer online Behavior
Unit VII	Segmentation, Targeting, Differentiation and Positioning Strategies for digital marketing, Product, Pricing, Payment and Distribution strategies for online selling,
Unit VIII	Communication tos, Internet advertising, Public Relations, web sites, online events,
Unit IX	Direct marketing – e-mail, viral marketing, text messaging, Search Ads, Interpreting the Results of Search Ads, Search Engine Optimization
Unit X	Introduction to Social Media, Elements of Social Media, Types of social media (Facebook, Twitter, LinkedIn, Microblogging), Social media strategies, Social media Performance Metrics
Unit XI	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
Unit XII	Multi-media - Video (Video Streaming, YouTube, etc.), Multi-media - Audio & Podcasting (iTunes, etc.), Multi-media - Photos/Images (Flickr, etc.),On-site web analytics technogies
Unit XIII	Customer Life Cycle, Customer Satisfaction and Loyalty
Unit XIV	Customer Complaint and Defection, CRM Initiative to Retention of Customer,
Unit XV	Choosing the Right Vehicle, Developing & deploying CRM strategies,

Text Books:

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

- Paul Greenberg “CRM at Speed of light”

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. Somon, Tracy Tuten - Pearson

Course Outcome:

CO	Statement
	After completion the student will be able to:
CO1	Examine the ethical and legal issues in digital marketing and digital marketing research
CO2	Develop digital marketing strategies by interpreting the results of SEO
CO3	Identify the elements of social media marketing and social media analytics
CO4	Identify trends in social media marketing
CO5	Assess the efficiency of on-site web analytics

IT SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAIT404	Strategic Management of IT	Elective	30	70	100	4
MBAIT405	Managing Digital Platform	Elective	30	70	100	4

MBAIT404: Strategic Management of IT

Course Objectives:

This course will enable the student to:

1. To understand the strategic use of Information Technology for Competitive Advantage
2. To understand Emerging trends of information technology to devise organization /business strategy

Course Content:

Unit I	Re of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry and Technology Investment
Unit II	Information Technology vs. Information systems • Two different approaches for gaining Competitive Advantages-Market Based Approach and Resource Based Approach
Unit III	Strategic Re of IT in gaining Competitive Advantages
Unit IV	ERP systems, Business Processes and IT
Unit V	Meaning and definition, introduction of Business Process, Organizational processes and Information systems
Unit VI	Use of ERP in Business Process • Business Process Reengineering
Unit VII	Using Information for Decision Making • How organization leverage data/information for competitive advantage
Unit VIII	Importance of database, data warehouse, Data mining , and Business Intelligence,
Unit IX	How they can be used as part of an organization strategy for Competitive Advantage
Unit X	Creating a Technology Strategy
Unit XI	Developing an IT Strategy
Unit XII	Writing your own strategy- Develop your web, web media and mobile strategy
Unit XIII	Technology Trends Emerging trends of information technology to device business strategy
Unit XIV	Web related technologies, web media, how to use world wide web for business and marketing purpose
Unit XV	Mobile technology impact of mobile technologies on business and mobile strategy for a business

Text Books:

1. Strategic Management of Information Systems by Keri Pearlson and Car 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

Course Outcomes:

COs	Statement
	After completion of this course, the student will be able to:

CO1	Develop a fundamental understanding of the ways IT can provide a competitive edge to organizations
CO2	Understand the use of Information Technology in business processes
CO3	Examine use of IT tools for in business decision making
CO4	Develop the ability to use IT as a real life problem solver in business organizations
CO5	Assess the strategic applicability of IT tools in contemporary business situations.

MBAIT405: Managing Digital Platforms

Course Objectives:

This course will enable the student to:

1. To understand the Need and Significance of IT resource in management of digitally enabled platforms for commercial activities
2. Understand the process of determining IT and Information System's Resource Needs in web based business
3. IT & Information Systems resources applications and issues faced during the process

Course Contents:

Unit I	Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries, growth, forecasts, trends, key players,
Unit II	Reasons for their success etc. IT & Information Systems
Unit III	Resource its relevance to Human resource management & Business, Outsourcing challenges of Internal Functions – the what, Why and How
Unit IV	Challenges for these businesses in the domestic and international markets such as Business Development,
Unit V	Technogy Obscence, Pricing, Set up & Infrastructure Costs, Talent management , Licensing costs & Intellectual property rights,
Unit VI	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 VII	Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play 'e' and 'm' models,
Unit VIII	Effective use of IT & Information Systems resources
Unit IX	Implementation and Acceptance, maintenance for productivity
Unit X	Introduction to IT and Information System Resource Management, Evution of IT and Information System Resource Management (Software, Hardware,
Unit XI	Database, Networking, and communications technogy, human resource etc)
Unit XII	Planning & Implementation of information technogy and technogy base system across the functions and sectors of the industries.
Unit XIII	Determining IT and Information System's Resource Needs:
Unit XIV	Needs Analysis, planning , System Cost Justifying and Investments,
Unit XV	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

2.

Course Outcomes:

COs	Statement
	After completion of this course, the student will be able to:
CO1	Identify and describe the core and allied functions of IT/ITeS and Telecom based services in India
CO2	Analyze and plan the requirements of setting up web based platform for innovations
CO3	Comprehend and work on the factors involving innovation management on web-based platform
CO4	Assess IT and Information System's Resource Needs and their usage in managing web-based Business
CO5	Determine, Plan and Arrange for IT base system's resource needs

ENTREPRENEURSHIP SPECIALIZATION

Code No.	Paper	Type	Internal Marks	External Marks	Total Marks	Credit
MBAED404	Enterprise Planning, Appraisal and Financing	Elective	30	70	100	4
MBAED405	New Venture Development	Elective	30	70	100	4

MBAED404: Enterprise Planning, Appraisal And Financing

Course Objective:

The course enables the students:

1. To introduce and familiarize the students with various aspects of preparation, financing and appraisal of projects in today's liberalized environment.
2. To enable students to understand mechanism of project appraisal in various stages.
3. To understand new and innovative sources of financing projects in the present day world

Course Contents

Unit I	Investment Environment : Banks and financial institutions
Unit II	Principles of lending
Unit III	Types of securities and methods of charge creation.
Unit IV	Generation of business Idea
Unit V	Converting business idea into business plan and then to a project
Unit VI	Preparation of a blue print of the project that will need equity/debt financing.
Unit VII	Understanding the evaluation criteria of detailed Project report/business plan by FI's/Banks : Components of TEFR, Market and demand analysis, technical & financial analysis
Unit VIII	Estimation of project flows, Analysis of risk, assessment and risk mitigation techniques
Unit IX	Sensitivity/DSCR/ISCR analysis. Forward and options for risk mitigation
Unit X	Approaches of fund raising from angel financiers, equity funds and business incubators.VC Funding, Stages of VC funding, types of VC's,
Unit XI	Difference in approaches of financial institutions and seed financing institutions. FC Loan/FCCB/GDR/ADR.
Unit XII	Various Schemes of Govt./Semi Govt./State Govt./Banks/FI's : Institutional/Financial Assistance, Schemes pertaining to: Term lending, Working capital finance, Bills finance, Export & Import finance
Unit XIII	Board of Directors, Advisors and consultants, Managerial change
Unit XIV	Key-man life insurance, Buy-sell agreements, Legal documentation, Investment agreement, Description of transaction,
Unit XV	Representation and warranties by company, Company's covenants and undertakings, Various agreements and documents: Stockholders agreements, Employee stock purchase agreements

Text Book

1. P. Chandra, Latest Edition, Projects: Planning, Analysis, Selection, implementation and review. Tata McGraw Hill
2. Baporikar, Neeta, Entrepreneurship Development and Project Management: Text & Cases, Himalaya Publishing, Mumbai.
3. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi

Suggested Readings:

1. P. Gopalakrishnan & V.E. Ramamoorthy (2008), *Project Management*, Macmillan.
2. P.N. Varshney Banking law and practice
3. Thummuluri Siddaiah, Financial Services, Pearson

Course Outcome:

CO	Statement
	After completion of this course, students will be able to:
CO1	Recognise the types of securities
CO2	Develop of a blue print of the project finance
CO3	Understand the evaluation criteria of detailed Project report/business plan by FI's/Banks
CO4	Recognise the various schemes of Govt./Semi Govt./State Govt./Banks/FI's
CO5	Understand the components of company portfio

MBAED405: New Venture Development

Course Objectives:

Entrepreneurship is about creating and building something of value from practically nothing. The challenges of forming an organization and marshalling the resources necessary to capitalize on a high potential opportunity indeed are daunting. But beyond this startup phase, the issues related to managing a growing organization while considering a multitude of new stakeholders. This course examines the problems and issues confronting entrepreneurs beyond the start-up of a new venture. After taking this class, students should be able to :

- Identify key problems and issues encountered by entrepreneurs and investors in managing a growing organization;
- Anticipate factors which influence investor evaluations of growing organizations; Describe the various sources of capital associated with the progression of a company through its fundable milestones;
- Evaluate the changing managerial skill requirements associated with the progression of a company through the growth lifecycle

Course Contents:

Unit I	Introduction to Entrepreneurship & the Business Model Canvas : The Entrepreneurial Process
Unit II	Organization life cycles and value drivers
Unit III	Using the Business Model Canvas as a growth diagnostic to
Unit IV	Challenges in Scaling a New venture : Overview of challenges in managing a growing firm
Unit V	Scaling a business
Unit VI	Review of potential project ideas
Unit VII	Multiple Paths to Growth
Unit VIII	Using the Ansoff Matrix as a tool to assess strategic growth option,
Unit IX	The Founder's Dilemma: The Choices Entrepreneurs must make
Unit X	Selling and marketing in an entrepreneurial business,
Unit XI	Financing a venture, Overview of Domain Associates
Unit XII	The Art vs. Science of Venture Capital Investing
Unit XIII	Developing Systems for Management and Growth
Unit XIV	Managing Risk and Reward
Unit XV	Dividing up equity in an entrepreneurial venture

Text Books:

1. Lisa Gundry , Jill Kickul ; Entrepreneurship Strategy : Changing Patterns in New Venture Creation, Growth, and Reinvention, Sage Publications, 2006
2. Barringer B.R. and Ireland R.D., 2006. Entrepreneurship: Successfully Launching New Ventures. Pearson: New Jersey.

Suggested Readings :

1. Dynamics of Entrepreneurial Development and Management; by V Desai,
2. Stephen Spinelli, Robert J. Adams New Venture Creation: Entrepreneurship for the 21st Century McGraw Hill
3. Arya Kumar , Entrepreneurship: Creating and Leading an Entrepreneurial Organization Pearson

Course Outcomes

CO	Statement
CO1	Understand an overview of the environment for launch and management of new ventures and startups in India.
CO2	Develop an understanding of challenges in scaling a new venture
CO3	Develop an understanding of entry wedges for startup enterprises
CO4	Develop an awareness about market to understand growth of new ventures.
CO5	Develop an awareness about leading a new venture.