DIRECTORATE OF DISTANCE EDUCATION
MASTER OF BUSINESS ADMINISTRATION
CURRICULUM 2021

SEMESTER I

Course Code	Course Title	L	T	P	C
MBAD2111	Managerial (Micro) Economics	4	2	0	5
MBAD2112	Legal and Business Environment (Micro and Macro)	4	2	0	5
MBAD2113	Financial Reporting, Statement and Analysis	4	2	0	5
MBAD2114	Marketing Management	4	2	0	5
MBAD2115	Operations Management	4	2	0	5
	Total Credits	**20**	**10**	**0**	**25**

SEMESTER II

Course Code	Course Title	L	T	P	C
MBAD2121	Marketing Research	4	2	0	5
MBAD2122	Corporate Finance	4	2	0	5
MBAD2123	Quantitative Techniques	4	2	0	5
MBAD2124	Corporate Strategy	4	2	0	5
MBAD2125	Human Resources Management	4	2	0	5
	Total Credits	**20**	**10**	**0**	**25**

SEMESTER III
[Student Must Choose Any One of the FOUR Streams]

Semester III
STREAM I
FINANCE (FUNCTIONAL ELECTIVE)

Course Code	Course Title	L	T	P	C
MBFD2131	Investment Analysis and Portfolio Management	4	2	0	5
MBFD2132	International Finance	4	2	0	5
MBFD2133	Financial Markets and Services	4	2	0	5
MBFD2134	Managing Banks and Financial Institutions	4	2	0	5
MBFD2135	Taxation	4	2	0	5
	Total Credits	20	10	0	25

Semester III
STREAM II
MARKETING (FUNCTIONAL ELECTIVE)

Course Code	Course Title	L	T	P	C
MBMD2131	Product and Brand Management	4	2	0	5
MBMD2132	Consumer Behaviour	4	2	0	5
MBMD2133	Services Marketing	4	2	0	5
MBMD2134	International Marketing	4	2	0	5
MBMD2135	Digital and Social Media Marketing	4	2	0	5
	Total Credits	20	10	0	25

Semester III
STREAM III
HUMAN RESOURCE MANAGEMENT (FUNCTIONAL ELECTIVE)

Course Code	Course Title	L	T	P	C
MBHD2131	Leadership	4	2	0	5
MBHD2132	Employee Relations	4	2	0	5
MBHD2133	Manpower planning, Recruitment, and Selection	4	2	0	5
MBHD2134	Performance Management Systems	4	2	0	5
MBHD2135	International HRM	4	2	0	5
	Total Credits	**20**	**10**	**0**	**25**

Semester III
STREAM IV
BUSINESS ANALYTICS (FUNCTIONAL ELECTIVE)

Course Code	Course Title	L	T	P	C
MBBD2131	Introduction to Business Analytics	4	2	0	5
MBBD2132	Data Visualization for Managers	3	2	2	5
MBBD2133	Business Forecasting	3	2	2	5
MBBD2134	Managing Digital Innovation and Transformation	4	2	0	5
MBBD2135	E-Commerce and Digital Markets	4	2	0	5

		18	**10**	**4**	**25**

Note: the above cells belong to a table whose header reads "Total Credits". Reproduced:

	Total Credits	18	10	4	25

SEMESTER IV
**[Student Must Choose Any One of the FOUR Streams
Corresponding to Stream chosen in Semester III]**

SEMESTER IV FINANCE(STREAM – I) (NON FUNCTIONAL ELECTIVE)					
Course Code	**Course Title**	**L**	**T**	**P**	**C**
MBAD2141	Research Methods in Business	4	2	0	5
MBPD2141	Main Project	0	6	18	12
MBFD2141	Venture Valuation and Accounting	4	2	0	5
Student Must choose any one of the following Subjects					
MBFD2142	Project Budgeting and Cost Management	4	2	0	5
MBFD2143	Behavioural Finance				
	Total Credits	**12**	**12**	**18**	**27**

SEMESTER IV MARKETING (STREAM – II)(NON FUNCTIONAL ELECTIVE)					
Course Code	**Course Title**	**L**	**T**	**P**	**C**
MBAD2141	Research Methods in Business	4	2	0	5
MBPD214	Main Project	0	6	18	12

1					
MBMD2141	E- Retailing	4	2	0	5
Student Must choose any one of the following Subjects					
MBMD2142	Social Entrepreneurship	4	2	0	5
MBMD2143	Integrated Marketing Communication				
	Total Credits	**12**	**12**	**18**	**27**

SEMESTER IV Human Resources Management (STREAM – III) (NON FUNCTIONAL ELECTIVE)					
Course Code	**Course Title**	**L**	**T**	**P**	**C**
MBAD2141	Research Methods in Business	4	2	0	5
MBPD2141	Main Project	0	6	18	12
MBHD2141	Innovation Technology and Management	4	2	0	5
Student Must choose any one of the following Subjects					
MBHD2142	Project Closure , Ethics and Digital Management	4	2	0	5
MBHD2143	Industrial Psychology				
	Total Credits	**12**	**12**	**18**	**27**

SEMESTER IV BUSINESS ANALYTICS (Stream- IV) (NON FUNCTIONAL

ELECTIVE)					
Course Code	**Course Title**	**L**	**T**	**P**	**C**
MBAD2141	Research Methods in Business	4	2	0	5
MBPD2141	Main Project	0	6	18	12
MBBD2141	Business Data Mining	4	2	0	5
Student Must choose any one of the following Subjects					
MBBD2142	Data Sciences Using R	3	2	2	5
MBBD2143	Marketing Analytics				
	Total Credits	**11**	**12**	**20**	**27**

Note: Credit : L: 1 = 1, T:2 = 1, P:2 = 1

TOTAL OVERALL CREDIT
102

DIRECTORATE OF DISTANCE EDUCATION
MASTER OF BUSINESS ADMINISTRATION
SYLLABUS

SEMESTER I

MBAD 2111	MANAGERIAL(MICRO) ECONOMICS	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
- To empower students to acquire decision making ability in various business situations with Indian Economic Policies.
- To apply economic reasoning in taking investment decisions.
- To implement business policies relevant to sustainable development of Indian Economic Policies.
- To evaluate market analysis and forecast future business commensurate with Indian Economic Planning Goals.

UNIT I–The Economic Way of Thinking
Meaning and Importance of Managerial Economics: Introduction, Meaning, Nature, Scope of Managerial Economics, Importance of the study of Managerial Economics, Two Major Functions of Managerial Economics

UNIT II–Demand and Supply Analysis
Meaning of Demand: Type–I Demand Short term demand: Theory of demand, Law of Demand, Elasticity of Demand, Shifting and expansion of demand– Exceptions to law of demand. Type–II Demand Long term demand: Demand Forecasting, Level of Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods–Criteria for Good Demand Forecasting, – Meaning of Supply: Type–I short term supply: Theory of supply, Law of supply and Elasticity of Supply. Type–II Long term supply: Theory of long run supply– Exceptions to the Law of Supply, Changes or Shifts in Supply.

UNIT III –Production and Cost Analysis
Introduction, Meaning of Production and Production Function, Type–1 production–short run production. Type II production–long run production, Cost of Production: Various types of cost of production (internal cost and external cost) Type I Cost of production: Short run

cost of production analysis. Type II cost of production: Long run cost of production analysis. Cost–output Relationship–production capacity determination (excess capacity and reserve capacity of production determination)

UNIT IV– Objectives of Firm and Price Determination

Profit Maximization Model Vs. Sales Maximization Model–Types of market structure – Perfect Competition and Imperfect Competition–Price Determination under Perfect Competition, price and output determination (short run and long run). Imperfect Competition: (i) Monopoly: (private monopoly and public monopoly–dead weight loss) (ii) Monopolistic competition (excess capacity determination problem) (iii) Oligopoly competition: Price and output determination, collusive oligopoly and price leadership–(i) various pricing strategies (Marginal cost pricing, full cost pricing and average cost pricing) and (ii) non pricing strategies: cartels, mergers and acquisitions, take over, advertisement sales promotion and after sales service, various advanced theories of pricing.

UNIT V– Game Theory and Asymmetric Information
Components of a Game, Mutual knowledge vs Common Knowledge–Non–cooperative vs. Cooperative Games– Prisoners' Dilemma and Equilibrium in Dominant Strategy– Maximin Strategy– Nash Equilibrium and Refinements Applications–Why Market Fails–Adverse

Selection Problem (Hidden Information), Lemon Markets/Insurance–Other Applications–Moral Hazard Problem (Hidden Actions)– Principal agent Problem– Applications– Signaling and Screening–Incentive Scheme/Mechanism Design–Managerial Implications.

LEARNING RESOURCES
1. Craig H. Petersen, W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, 9th Ed., 2017.
2. Michael R. Baye. Managerial Economics and Business Strategy. McGraw–Hill/Irwin, New York, USA, International edition, 5th edition, 2006.
3. W. Bruce Allen, Neil A. Doherty, Keith Weigelt and Edwin Masfield. Managerial Economics: Theory, Applications, and Cases. W.W. Norton & Company, Ltd., London, 7th edition, 2012.
4. M.S. Bhat and A.V. Rau. Managerial Economics and Financial Analysis.BS Publications, Hyderabad.
5. David Kreps, Game Theory and Economic Modeling, Oxford University Press. 1990.

6. Mark Hirschey and Bentzen, Managerial Economics. Cengage Learning, 2017.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

			L	T	P	C
MBAD 2112	**LEGAL AND BUSINESS ENVIRONMENT (MICRO AND MACRO)**		4	2	0	5

COURSE OBJECTIVES
On completion of this course the participants expected to
● Describe the salient provisions relating to Indian contract act, Sale of Goods Act, IPR, Companies Act, and other acts relating to public interest.
● The familiarity with the precaution to be taken by them as managers when they enter into business relationships with their suppliers, customers or other third parties

UNIT I
Introduction to Business laws – Business Management and Jurisprudence; Structure of the Indian Legal Systems: Sources of Law, Manager Legal System –Right to Information Act.

UNIT II
Fundamentals of Contract Laws – Formation of Contracts, Principles of Contract Laws, Legality of object Consideration; Performance of Contract; Discharge of Contract, Quasi contracts, Contract Management.

UNIT III
Special Contracts: Bailment & Pledge, Indemnity and Guarantee–Contract of Agency–Sale of Goods Act: Principles of Sales of Goods, Transfer of ownership & Property, Consumer Protection Laws, Laws relating Business organizations.

UNIT IV

Partnership Trusts – Company form of organization, Formation of Company; Rights, Duties and Liabilities of Directors; Winding up of the Company

UNIT V
Protecting the property of Business – Copyright, Trademark, Secret, Geographical Indications – Alternate Dispute resolutions.

LEARNING RESOURCES
1. Ravindra Kumar– Legal Aspects of Business–Cengage–2016
2. Akhileshwar Pathak, Legal aspects of business– Tata McGraw–Hill,2016
3. N.D.Kapoor, Mercantile Law , Sultan & Sons, 2012

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBAD 2113	FINANCIAL REPORTING, STATEMENT AND ANALYSIS	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
*   To equip the students with practices and procedures of financial reporting including accounting concepts, conventions, policies and generally accepted accounting principles (GAAP)
*   To enable the student to attain practical knowledge of various aspects of an annual report including note on accounts and management discussion and analysis.
*   To equip the students with a detailed understanding of the tools and techniques of financial statement analysis including the ramifications of CAGR.
*   To introduce to the students the practical aspects of financial statement analysis through contemporary case studies for credit analysis and equity research

UNIT I
Financial reporting – meaning – methods – principles – reporting practices– financial statements– income statements– balance sheets and cash flow statements – accounting concepts and conventions – accounting standards and GAAP

UNIT II

Additional information in annual report–segment reporting, notes to financial statement –full disclosure –comparative statement –management discussion and analysis.

UNIT III

Tools for analysis and interpretation of financial statements – vertical and horizontal analysis – trend analysis – common sized statements and ratio analysis – uses and limitations

UNIT IV

Liquidity and solvency analysis using cash flow statement–the dilemma of cause and effect–Prerequisites of an effective financial statements–case studies

UNIT V

Introduction to credit analysis, equity research and business analytics – use of financial information for decision making – contemporary case studies

LEARNING RESOURCES

1. The analysis and use of financial statements–third edition–Gerald I. white, Ashwinpaul C. Sondhi, Dov Fried–3rd Edition 2003
2. Financial accounting for managers by Dr. Narayana Swamy, Indian institute of Management, Bangalore, Tata–McGrawHill,2018 edition

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Seme ster	Assess ment Tool	Assign ment I	Assignment II	Total
	Marks	15	15	30
End Seme ster				70
Total				100

MBAD 2114	MARKETING MANAGEMENT	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

- To understand the Market, Marketing and Marketing Management
- To know how marketing strategies drive businesses.
- To focus marketing attention to deliver value to target customers.
- To differentiate between products and services & able to build brands
- To design & develop new products to deliver value & price, distribute & communicate through offers and build up customer value.

UNIT I

Introduction to Marketing Management–concepts–scope–Marketing Management Philosophies –Analyzing Marketing Environment –Ethical behavior– corporate social responsibility–Market Competition–case studies.

UNIT II

Consumer Behavior– concepts–Evolution of consumer oriented markets– factor influencing consumer behavior –individual factors–Market Segmentation– bases for segmenting consumer markets and business markets–Target Marketing– selection of strategies–one to one –one to many marketing – Positioning for Competitive Advantage– marketing information–innovation–cases.

UNIT III

Product and Services– Product Classification– Branding– Product Life Cycle– New Product Development – Product Extension Strategies–cases.

UNIT IV

Pricing–concepts–importance–objectives–determinants–types–strategy–actics–Place–channel distribution–intermediaries and their functions –channel structure –channel alliances–cases.

UNIT V

Promotion Decisions –objectives–promotional mix– Factors affecting–sales promotion–trade sales–personal selling –advertising and public relations–creative decisions in advertising–cases.

LEARNING RESOURCES
1.   Philip Kotler , Kevin Lane Keller " Marketing Management" 15th Edition, Person Publications Limited, 2017.
2.   Noel Capon and Siddharth Shekar Singh," managing Marketing–An Applied Approach", Wiley India Pvt Limited 2017.
3.   Kenneth E.Clow. Donald Baack, "cases in marketing management," 5th edition, Person India Ltd, 2014.
4.   Arunkumar and Meenakshi, "Marketing Management," Vikas Publishing House, 2015.
5.   Ramasamy and Namakumari, Marketing management–Global perspective –Indian context, 5th edition, Macmillan Publishers India Ltd, 2014.
6.   Rajan Saxena, Marketing Management ", 5th Edition, Tata McGrew Hill Publishing Co Ltd., 2017.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBAD 2115	OPERATIONS MANAGEMENT	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
- To enable the students to understand the fundamental concepts of operations management
- To provide awareness on the roles and responsibilities of operations managers in different organizational contexts
- To build the confident among the students to handle production and operations related activities in the manufacturing and service organizations
- To describe the boundaries of an operations system, and recognize its interfaces with other functional areas within the organization and with its external environment.

UNIT I

Operations Management – Introduction, Operations as a Source of Competitive Advantage – Tradeoffs and Combinations – Difference between Manufacturing and Service Operations – Services as Part of Operations Management –Operations Management: System Perspective, Functions, Challenges and Current Priorities – Operations Strategy – Strategy Formulation Process – Strategic Decisions in Operations – Make or Buy Decisions – Simple Cost Analysis (Numerical) , Break Even Analysis (Numerical) and Economic Analysis (Numerical) – World Class Manufacturing

UNIT II

Process Analysis – Process flow Charting – Planning premises and process implication–Performance analysis measures – Determinants of process Characteristics – Types of Processes and Operations Systems – Process–Product Matrix – Process Selection – Facility Location Factors – Decision Methods (Numerical) – Layout Planning – Types of Layouts – Designing Product and Process Layouts – Line Balancing (Numerical) – Capacity Planning – Measures in Capacity (Numerical) – Framework –Alternatives for Capacity Augmentation

UNIT III

Forecasting and its Types –Design and Developing Forecasting Systems – Sources of Data and Methods of Forecasting (Numerical) – Accuracy of Forecasts – Inventory Management: Deterministic Demand Model – Economic Order Quantity (EOQ) – Economic Batch Quantity (EBQ), – Selective Inventory Control Techniques – Continuous and Periodic Review Inventory Models (Numerical)

UNIT IV

Supply Chain Management – Need, Components, Structure and Measures– Lean Vs Agile Supply Chains – Aggregate Production Planning (Numerical) – Need, Managing Demand and Supply – Basic Strategies and Methods – Materials Requirement Planning (MRP I) (Numerical) – Basic Building Blocks, Logic and Using MRP System – Manufacturing Resource Planning (MRP II) – Master Production Schedule

UNIT V

Project management –Phases, Framework, Tools and Techniques– Addressing Time and Resource Constraints – Gantt Chart – Quality Management – Meaning, Dimensions of Quality for Products and

Services – Cost of Quality – Old and New Quality Improvement Tools – Statistical Quality Control – Control Charts for Variables and Attributes (Numerical) – Sustainable Operations Management – Notion of Sustainability, Framework, Reverse Logistics, Remanufacturing and Challenges

LEARNING RESOURCES

1. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015
2. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)
3. Richard B. Chase, Nicholas J. Aquilano, F. Robert Jacobs, Production and Operations Management: Manufacturing and Services, McGraw Hill publications, 1998
4. R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
5. Aswathappa, K.,ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House, 2014
6. Shailendra Kale ., Production and Operations Management , McGraw Hill Educations(India) Private limited, 2013
7. Chary, S.N., Production and Operation Management, 5e, 5th Edition, Tata McGraw Hill education private limited, 2016

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBAD 2121	MARKETING RESEARCH	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

- To develop a research plan for execution.
- To comprehend and apply effective marketing research techniques to solve day today marketing problems.
- To set up a professional methodology and analytical procedure to scientifically arrive at solutions for business queries.
- Learn the value of scientific research for problem solving and decision making .
- Present the findings and results for managerial action to gain competitive advantage and stay ahead of competition.

UNIT I

Background to Research– Developing research proposals–Research paradigms Contributions of research to theory and practice–Research Ethics–Literature Review–Identifying, accessing and managing sources of information and scholarly literature–Academic writing and referencing–Steps in literature review development–Augmentation–case studies.

UNIT II

Qualitative Methods– The nature and types of qualitative research–Data collection methods–primary and secondary sources–Types of data analysis methods–Writing up qualitative research–case studies.

UNIT III

Quantitative Methods–Data and Variables–The Nature of Quantitative Research–Descriptive and Inferential Statistics–Sampling–Designing and Coding Questionnaires–Data Entry and Screening–case studies.

UNIT IV

Hypothesis Testing–Association–Correlation Coefficients Bivariate, Regression–Association–Chi–square Tests–Difference–t–tests–Difference– ANOVA–Reliability, Validity and Rigour–Reporting a Quantitative Study–case studies

UNIT V

Research Proposal–Purpose, nature and evaluation–Content and format–Practical considerations–timelines, budgets, supervision management– Presentation and defense of proposals–case studies.

LEARNING RESOURCES

1. Malhotra, Dash "Marketing Research: An applied orientation" 7th Ed. Pearson Ltd, 2015.
2. Brown Suter Churchill, Marketing Research , 8th edition, Cengage Learning India Pvt ltd,2015
3. G.C. Beri, 'Marketing Research', 4th edition,Tata McGraw–Hill Education.2007
4. Churchill, Lacobucci&Israel, Marketing Research–A South Asian Perspective'CengageLearning, India edition, 2010.
5. Harper, W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc.,'Marketing Research – text and cases', All India Traveler Book Seller 12th edition ,2014
6. Raymond Kent, Marketing Research – Measurement, Method and application', International Thomson Business Press edition 2, 2011
7. William G. Zikmund, Barry J. Babin, 'Essentials of Marketing Research, International Edition, 5e, Cengage Learning ,2015
8. William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, 'Business ResearchMethods, International Edition, 9e, Cengage Learning, 2014

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBAD 2122	CORPORATE FINANCE	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
- To learn the financial tools needed to make good business decisions
- To enable the basic insights of corporate finance theory
- To emphasize the application of theory to real business decisions

UNIT I –Introduction
Introduction to Financial Management–Corporate Finance – Nature and Scope – Role of Financial Institution –Time Value of Money

UNIT II–Investment Decision
Investment Analysis – Risk Analysis Probability Approach– Business Failures, Mergers, Consolidations and liquidation.

UNIT III–Financing Decision
Cost of capital–Valuation of common stock, preference shares and fixed income securities–Bond valuation theorems– WACC Capital Markets – Valuation of the Firm– Inflation and Financial Decisions. Derivatives – Futures and Options– Dividend Valuation Model – Dividend Policies – Walter Model – Gordon Model – Payment Ration divided as a residual payment – M.M. Irrelevance Doctrine

UNIT IV –Working Capital Management
Working Capital Management–Cash conversion cycle–Cash management–Inventory Management–Receivables management–Estimation of working capital requirements

UNIT V –Foreign Collaboration and Introduction to Capital Market
Foreign Collaboration – Business Ventures Abroad. International Financial Institutions & Multinational Corporations– Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI – Stock Markets

LEARNING RESOURCES
1. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 11th Edition, Tata McGraw–Hill Publishers, 2017.

2.   Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012.
3.   Damodaran, A., Corporate Finance: Theory and Practice, 2nd Edition, Wiley India Pvt Ltd., 2007.
4.   Ehrhardt, M.C. and Brigham, E., Corporate Finance: A Focused Approach, South Western, 2008.
5.   Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.
6.   Madura, J., International Corporate Finance, 10thEdition, Cengage Learning, 2012.
7.   Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K., Corporate Finance, 8th Edition, Tata McGraw–Hill Education, 2008.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBAD 2123	QUANTITATIVE TECHNIQUES	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

- To develop and investigate the OR models by facilitating the various problem solving techniques.
- To Analyze and examine the results with the proposed recommendations for decision making in order to incorporate in the organization.
- To explore the mathematical software to solve the proposed models
- To apply the mathematical tools to solve the optimization problems
- To Identify and develop the operational research models.

UNIT I

Introduction to Linear Programming (LP) – LP Formulations – Graphical Solution – Simplex Method – Using Excel solver to solve LP Problems – Duality Concepts – Mathematical Formulation of Integer programming (IP) and Basic Problem in Gomory's Cutting Plane Method – Dynamic Programing: Algorithm, Shortest Route Problem

UNIT II
Transportation problem, Assignment problem – Trans–shipment problem –Travelling salesman Problem

UNIT III
Network Models: Shortest Path Problem, Maximum Flow Problem, Minimum Spanning Tree – Sequencing: M Job 2 Machine and 3 Machine Problems – Decision Theory: Decision Making Under Certainty and Uncertainty

UNIT IV
Queuing Theory: M/M/I: FCFS/N and FCFS/ ∞ Models – Replacement Models: Replacement of Equipment Fails Suddenly, Replacement Policy when the Value of Money Changes with Time and Group Replacement Models

UNIT V
Game theory: Saddle Point Determination, Dominance Property, Two Person Zero–sum Game, Graphical Method with 3 x 3 Game – Simulation: Monte Carlo Simulation, Application in Inventory Management and Queuing

LEARNING RESOURCES
1. Hamdey A.Taha, Introduction to operations research, Prentice Hall India, Tenth edition, 2017
2. Fredericks, Hiller, Gerald J.Lieberman Bodhibrata Nag Prectam basu, Operations research 9e, Mcgraw hill education, 9th edition, 2017.
3. Pannerselvam . R, Operations research, Prentice Hall of india, 2009
4. J.K.Sharma, Operations research Theory and applications, 2012

5. Pradeep prabakarpai, Operations research – Principles and practice, oxford higher education, 2012
6. Gupta P.K.Hira D.S Problem in operations Research, S.Chand and co., 2003
7. Prof.V.Sundaresan, Prof. Ganapthisubramanian, Prof.Ganesan, Resource Management Techiques, A.R. Publications, 2016

MBAD 2124	CORPORATE STRATEGY	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
- To design and formulate a strategy and implement the same effectively in an organizational environment
- To assess the business environment and gain the ability to create sustainable competitive advantage to the organization
- To enable to implement a strategy and control deviations if any.

UNIT I
Overview of strategic Management
Introduction to strategic management–phases of strategic management–impact of globalization and its challenges to strategic management–environmental scanning–process of strategic formulation–Mintzberg's modes of strategic decision making–Responsibilities of the Board–Carroll's four Social responsibilities of business.

UNIT II
Environmental scanning and Industry analysis

External Environmental analysis–Environmental scanning–Identifying external strategic factors–Industry Analysis: Porter's approach to industry analysis–stake holder analysis & Non–market strategy–categorizing international industries–strategic types–competitive intelligence–strategic audit–EFAS.

UNIT III
Organizational Analysis and strategy formulation
Core and distinctive competencies– competitive advantage and firm resources–generic strategies and competitive advantage–determining the sustainability of an advantage–dynamics of competitive advantage and value chain–competing through business models–value chain analysis–industry value chain analysis–scanning functional resources and capabilities–corporate culture–strategic audit–SWOT–TOWS matrix–business level strategies–corporate strategies–portfolio analysis–corporate parenting–functional strategies–strategic choice–grand strategy.

UNIT IV
Strategy implementation, evaluation and control
Strategy implementation–Process of implementation–types of organizational structures–process of evaluation and control–types of controls–techniques of control–strategic information systems–competitive advantage to corporate advantage–corporate governance and corporate ethics

UNIT V

Strategic change and innovation

Strategic change–disruptive innovation–corporate social responsibility–competitive advantage to corporate advantage–integrative analysis–strategic issues of public sectors, small business organizations and non–profit organizations

LEARNING RESOURCES

1. Thomas L.Wheelen and J.David Hunger Concepts in strategic management and business policy, Pearson Education Limited, 2015.
2. Charles W.L.Hill, Gareth R. Jones, Strategic Management–An integrated approach, Cengage Learning, 9th edition, 2016.
3. David, Fred and Forest R.David, Strategic Management: A competitive advantage approach, concepts and cases, 2016.
4. Angelo Dringoli, New perspectives on the Modern Corporation: Corporate strategy and Firm growth, Edward Elgar Publishing Limited, 2011

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBAD 2125	HUMAN RESOURCES MANAGEMENT	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT I –Perspectives in Human Resource Management

Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action –Role of human resource manager – Human resource policies –

Computer applications in human resource management – Human resource accounting and audit.

UNIT II – The Concept of Best Fit Employee
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand – Internal and External sources. Recruitment – Selection – induction – Socialization benefits

UNIT III –Training and Executive Development
Career Planning & Development Training needs analysis – Types of training methods –purpose – benefits– resistance. Training Models – Executive development programmes – Common practices – Benefits – Self development – Knowledge management – Delivery Methodology, Evaluation, Capacity Building.

UNIT IV –Sustaining Employee Interest
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships. Employee Engagement

UNIT V –Performance Evaluation and Control Process
Performance Appraisal –Types, methods, limitations and problems, ethics, Potential Appraisals Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

LEARNING RESOURCES
1. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
3. Luis R.Gomez–Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
5. Ivancevich, Human Resource Management, McGraw Hill 2012.
6. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012.

Course Nature: Theory
Assessment Method (Maximum marks)

In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBFD 2131	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

- To equip students, entrepreneurs and practitioners to understand the investments field and to practice for sound investment decisions making.
- To emphasize both theoretical and analytical aspects of investment decisions and deal with modern investment theoretical concepts and instruments.

UNIT I

Investment objectives – Investment Process – Avenues of Investment – Fixed Income and Variable Income Securities – Financial Markets – Investment and Speculation –Common mistakes made in Investment management –Investment environment – Time value of Money

UNIT II

Capital market – Primary market and Secondary market – process of IPO –FPO– Listing of Securities – Secondary market trading and operations – Regulating bodies – SEBI – Stock exchanges – Stock exchanges in India – BSE – NSE –SEBI act – SCRA– Index Calculation – Global Index – Global exchanges.

UNIT III

Risk and Return – Risk Return Trade off –Risk Exposure– Expected Return – Systematic Risk – Unsystematic Risk – Types of Risk –Risk and Return analysis of individual securities – Standard Deviation –Investors classified based on Risk –Fundamental analysis and Technical Analysis – Economic analysis – Industry analysis – company analysis – ROC –MACC – Oscillators –Trends – RSI

UNIT IV

Valuation of Securities – Valuation of Equity – dividend discount model – zero growth model – constant growth model – multi stage growth model –Valuation of Bonds – YTM – YTC –Valuation of Preference shares – Arbitrage pricing Theory – CAPM – EMH – Random walk theory.

UNIT V

Portfolio Management – Steps in portfolio construction – Portfolio Revision – Diversification – types of Diversification – Portfolio Risk and Return analysis – Portfolio Evaluation – Jenson Index – Sharpe Index – Treynor's Index – Marcowitz portfolio selection model –Optimal portfolio –Mutual Funds – merits and demerits of mutual funds – types of mutual funds.

LEARNING RESOURCES

1. Security Analysis and Portfolio Management, VA Avadhani Pearson Publications.
2. Fundamentals of Investment Management, Hirt and Block, Tata McGraw Hill. Ed 2009.
3. Portfolio Management Handbook, Robert A. Strong, Jaico Publishing House, Mumbai.
4. Security Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBFD 2132	INTERNATIONAL FINANCE	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

- To introduce the environment of international finance and its implications on international business.
- To Apply the principles behind measuring and managing the firm's exchange risk exposure from an accounting, economic and operational standpoint.
- To integrate the global developments with the changing business environment in India.
- To Recognize the strategies for accessing international capital markets and evaluate the decisions on cost–benefit basis .

UNIT I
Overview of Global Business Environment – History of Monetary systems – Evolution and practices in Foreign Exchange Markets – International financial markets.

UNIT II
Parity theory and conditions – determination of Exchange rate – types of exchange rates – Steps and Procedures that have to be followed for calculating Bill rate and Exchange rates.

UNIT III
Exposure and Risk Management – hedging – speculation – arbitrage – internal and external techniques of hedging – derivatives – meaning – significance – types

UNIT IV
Regulatory Framework for International Finance – Short term and long term financial management in a global set–up – treasury functions.

UNIT V
International Project Appraisal – relevance of accounting and taxation in international business

LEARNING RESOURCES
1. Jeff Madhura, "International Financial Management", 10th edition, Cengage Learning, 2010.
2. Michael Moffett, Arthur Stonehill, David Eiteman,"Fundamentals of Multinational Finance", International Edition, 4th Edition, Pearson Publications, August 2011,
3. Cheol S. Eun And Bruce G. Resnick, "International Financial Management", Tata McGraw Hill, 2010.
4. Apte P.G, "International Financial Management", 6th edition, Tata McGraw Hill, 2011.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBFD 2133	FINANCIAL MARKETS AND SERVICES	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

- To develop an appreciation about the utility of financial services and market information as a vital input for management information and decision making process.
- Familiarizing the students with the new financial services and processes.
- To enrich the learning process through exposure to real life cases / business situations and live projects.

UNIT I

Overview of Financial Markets – Financial market regulation – financial market globalization –role of financial institution in financial market – securities market – Primary market and secondary market – securities market regulation – secondary market trading – clearing and settlement–Functions of stock exchange –Derivatives – Futures – forwards – Options – swaps.

UNIT II

Money market and Bond market – money market securities – Institutional use of money markets – valuation of money market securities – risk of money market securities – interaction among money market yields – globalization of money markets – background of money market – debt market – bonds – corporate bonds – municipal bonds –treasury and federal agency bonds – Introduction to forex.

UNIT III

Objectives of financial services – types of financial services – capital market services & money market services – intermediaries – banking financial corporations , non –banking financial corporation's & insurance corporations – financial services sector problems and reforms – Financial services past, present and future in India.

UNIT IV

Leasing and Hire purchase – Differences – types of Lease – benefits of lease – merits of hire purchase – Leasing and hire purchase industry in India –limitations of leasing and hire purchase –tax aspect of leasing and hire purchase –lease financing – valuing a lease –

purchase or lease decisions – hire purchase financing – institutions – credit rating –process – institutions –merits.

UNIT V

Venture capital: growth of venture capital in India– financing pattern – legal aspects and guidelines for venture capital – leasing– types of leases – leasing vs borrowing – credit rating: CRISIL, ICRA & care – factoring, forfeiting– bill discounting – types of factoring arrangements – factoring in Indian context – Angel Investors – Private equity.

LEARNING RESOURCES
1.   G.S.Batra – Financial Services & Market.
2.   Financial Services M.Y.Khan–MC Graw Hill.
3.   Meir Khan – Financial Institutions and Markets, Oxford Press.
4.   Vasant Desai, Indian Financial Systems, Himalaya Publishers.
5.   Meir Khan – Financial Institutions and Markets, Oxford Press.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBFD 2134	MANAGING BANKS AND FINANCIAL INSTITUTIONS	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
At the end of the course the learner should be able to:
▪   Describe the Indian Banking Structure and Operations
▪   Understand the lending products and portfolio
▪   Know the loan appraisal process followed by the banks and financial institutions

UNIT I - Indian Banking Structure
Structure of Financial system –Indian Banking Structure– Electronic Banking–– Functions of Reserve Bank of India – Role of RBI – Monetary policy of RBI – features of monetary control along with its Recent policy development

UNIT II - Overview of Lending Products

Lending Products– Loans and Advances–Priority Sector Lending–Banking Sector Reforms and NPA's–Principles of Sound Lending–Methods of Granting Advances–Loan Appraisal Process–Corporate Loan Cycle

UNIT III - Investment Banking and Wealth Management

Introduction to Investment Banking–Concept of Wealth Management–Measuring Investment returns in Wealth Management–Investment Vehicles for Wealth Management–Managing Investment risk in Wealth Management

UNIT IV - Risk Management

Introduction to Risk Management–Meaning of Risk–How risk is Managed–Limitations of Risk Management–Corporate Risk Management–Risk Management in Banks–Managing Risks in International Transactions

UNIT V - Innovations and recent trends in Banking

Information Technology and its Usage in Banking Industry –Electronic Payment Services–eCheques–RTGS–EFT–ECS–Point of sale Terminal–Electronic Data Interchange(EDI)

LEARNING RESOURCES

1. L.M.Bhole "Financial Institution and Markets" Structure, Growth, and Innovation, TATA McGraw Hill 4th Edition–2008.
2. Meir Kohn "Financial Institutions and Markets", Oxford, 2nd Edition–2007
3. Guruswamy , Merchant Banking and Financial Services –TMH Edition 3 –2009
4. Jeff Madura, Financial Institutions and markets –Eighth Edition–Cenage Learning

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBFD 2135	TAXATION	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
- To impart a basic understanding of the essential elements of direct and indirect taxes.
- To provide a strong conceptual framework for management students to appreciate the significance and impact of taxation on managerial decision making.
- To help the management graduate to practice tax laws in their day–to–day functions and keep abreast of all current developments.

UNIT I –Income Tax
Introduction to Direct Taxes –Income Tax Act,1961– basic concepts and definitions– income which does not form part of total income (Sec 10, 10 A, 10 B and 11–13 A) – Heads of income and computation of total income under various heads– Taxation of Individuals including NRIs, HUF, Firms, LLP's– Trust and charitable Institutions.

UNIT II –Corporate Taxation
Classification, Tax incident, Computation of Taxable income and assessment of tax liability, dividend distribution tax, Minimum alternate tax and other special provisions to relating to companies– Tax deduction at source, tax collection at source, recovery and refund of tax– Advance tax.

UNIT III –Indirect Tax
Introduction to Indirect Taxes–Basic concepts of GST– valuation of goods– Meaning and Scope of Supply Under GST– Taxability –Taxes to be Subsumed and Taxes not to be Subsumed under GST

UNIT IV – Customs Duty
Basic concepts of customs duty– Classification of customs duty– valuation under customs law– Conveyance, Clearance and warehousing– procedures– Baggage– post– stores and postal goods–Indirect Taxes on financial and operational decisions.

UNIT V – Tax Planning And Management

Double taxation avoidance agreement and tax heavens–Tax planning and Management–Tax Planning with reference to Business Restructuring

LEARNING RESOURCES
1. "Direct taxation" by Dr. Vinod Sighania, Latest Edition Taxmann publication.
2. "Student reference on indirect taxes" by CA G. Sekar, first edition by Wolters Kluwer India Pvt Ltd.
3. "Revision guide for taxation" by CA G. Sekar, first edition by Wolters Kluwer India Pvt Ltd.'Tax Planning and Management" by Girish Ahuja, latest edition by Word–Press

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Seme ster	Assess ment Tool	Assign ment I	Assignment II	Total
	Marks	15	15	30
End Seme ster				70
Total				100

SEMESTER – III
STREAM –II
FUNCTIONAL ELECTIVE –MARKETING

MBMD2131	PRODUCT AND BRAND MANAGEMENT	L	T	P	C
		4	2	0	5

COURSE OBJECTIVE
- To understand the importance of Product management decision and policy decision
- To study and analyze the brand and consumer brand knowledge
- To understand the Branding decisions
- To understand the packaging and test marketing methodologies
- To study the Launch management and Brand equity

UNIT I– Product management decision – making & product policy decisions – New Product idea generation and screening
Why Product Management: Relationship between Competition, Marketing and Product Management – Marketing and Competitive Success – Strategic Options – What is a product? New Product – Market strategies – Product Classification – The Product Management process –Factors affecting product decisions – Product Decisions and other management function – Characteristics of successful Product development – Challenges of Product development – New product development process – Commercialization or launch – Models used in various phases of New product development

UNIT II– Brand awareness and consumer brand knowledge – Brand Identity, personality and Associations
Customer Based Brand Equity – Making a Brand strong: Brand Knowledge – Sources of Brand equity – Brand Awareness – Brand Image – Building a strong brand: The Four steps of Brand building – brand building blocks – Brand salience – Brand performance – Brand Imagery – Brand Judgments – Brand Feelings – Brand Resonance – Criteria for choosing brand elements – Options and Tactics for Brand elements – Brand identity – Brand Identity perspectives – Brand as Product – Brand as Organization – Brand as a Person – Brand Personality – Brand identity prism

UNIT III– Brand Architecture – Differentiation and Positioning Decisions – Concept testing – Tactical Branding Decisions

Strategic brand management process – Brand Architecture – Brand Hierarchy – Brand differentiation and positioning decisions – Concept testing of new product development – Branding Decisions – Brand sponsor decision – Brand Name decision – Brand strategy decision – Co–branding – Brand Repositioning decisions

UNIT IV– Product Use testing – Packaging Decisions – Test marketing and alternative methodologies

Product Use testing in new product development – Packaging – Benefits – Packaging at the point of purchase – Package Design – Packaging Changes – Objectives of test market – Test market limitations – Design consideration in Test Market – Alternative to test market: Other market testing methods – In home use tests – Laboratory simulation tests – Minitest market – Regional Rollout – Adaptive Experiments – Selection of a testing procedure

UNIT V– Pre–Launch and Launch management – Product Recalls – Brand Equity (build, leverage and measure)

Launching the product – The Launch cycle – Changes in the stages – Launch Mix – The Launch Techniques – Launch Timing – Coordination of marketing and production – Management of Launch, tracking and control – Tracking the Launch – Control system and tracking – Recall – Unaided recall – Aided recall – Future Brand Priorities – Building brand equity – Measuring brand equity – Managing Brand equity – Achieving Marketing Balance

LEARNING RESOURCES

1. A.K.Chitale, Ravi Gupta, "Product Policy and Brand Management, Text and Cases", Second edition, PHI Learning Private Limited, 2013
2. Kevin Lane Keller, M.G.Parameswaran, Isaac Jacob, "Strategic Brand Management", Third edition, 2011, Pearson
3. Marc. A. Annacchino, P.E. "New Product Development, From Initial idea to product management", 2003, Elsevier
4. U.C.Mathur, Product and Brand Management, First Edition, 2007, Excel Books

Course Nature: Theory
Assessment Method (Maximum marks)

In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBMD 2132	CONSUMER BEHAVIOUR	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
- To develop the skills to map the consumer's mind set
- To expose to emerging issues in buying behavior

UNIT I
Market Opportunity Identification–Analysis & Evaluation–Introduction and Overview– factors influencing consumer behaviour– market segmentation

UNIT II
Perception–Learning–Motivation and values–Personality–Attitudes and Persuasion– self concept and life style.

UNIT III
Decision Making –Buying and Disposing–Groups and Consumer Behaviour–Organizational and Institutional Consumer Behaviour–Implications of modern marketing decisions.

UNIT IV
Culture and Consumer Behaviour–Consumer Behaviour in the networked era– global culture– cross cultural marketing strategy–changes in cultural values

UNIT V
Alternative views on Consumer Behaviour–Marketing Ethics and Consumer Behaviour– consumer protection and regulations of markets in India.

LEARNING RESOURCES

1. Hawkins 'Consumer Behaviour– Building Marketing Strategy', 11th Edition, Tata McGraw Hill Pvt. Ltd. 2011.
2. Michael Solomon 'Consumer Behaviour', 9th Edition, PHI Learning Private Ltd.
3. LeonG.Schiffmanand LeslieLasarKanuk,ConsumerBehaviour, 10 Edition, PearsonEducation, India,2012.
4. DavidL.LoudonandAlbertJDellaBitta, 'Consumer Behavior', McGraw Hill,NewDelhi 2010.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBMD 2133	SERVICES MARKETING	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

- To introduce and apply skills for the 7 Ps of services marketing and design the market plan
- To analyze the factors contributing to customer satisfaction in a service Organization
- To create a service process that would minimize time loss and provide quick service, thereby reducing the waiting time and enhance customer satisfaction

UNIT I

New perspectives on Marketing in the service economy, the traditional marketing MIX, The extended services marketing Mix for managing customer interface, consumer behaviour in the service context.

UNIT II

Market segmentation in services, planning and developing service product – core and supplementary elements, new service development.

UNIT III

Designing and managing service process, pricing and revenue management.

UNIT IV

Promoting services and educating customers, balancing demand and productive capacity.

UNIT V

Improving service quality and productivity – SERVQUAL and GAP analysis, managing people for service advantage.

Case Analysis

LEARNING RESOURCES
1. Christopher Lovelock, JochenWirtz and JayantaChaterjee, "Services Marketing", Pearson, New Delhi, 2014
2. Valaries A. Zeithl& Mary Jo Bitner, "Services Marketing", Tata McGraw Hill, New Delhi, 2014
3. Christopher Lovelock, "Services Marketing", Pearson, New Delhi, 2014
4. Christian Gronroos, "Services Management and Marketing", McMillan, New Delhi, 2014

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBMD 2134	INTERNATIONAL MARKETING	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
To understand the principles & concepts in international Marketing to provide the knowledge of marketing management in the international

UNIT I – **Introduction**
International markets –Definition –Basic modes of entry – Nature of International Marketing – Benefits of International Marketing – International Marketing Task – World Trade – India's Foreign Trade – Characteristics of MNCs – Global and Domestic marketing –International Product Life cycle –EPRG Framework –Institutional set up – Advisory bodies – Commodity organizations – Service Institutions – Government participation in Foreign Trade

UNIT II – **International Marketing Environment**
Business culture around the world – language, customs, attitudes – marketing strategy adjustments – product adaptations. Geographic Description of Market – Political risk – Political Environment – Import

quotas – tariffs – customs restrictions – required licenses – registrations – permits. Development and scope of International law –INCOTERMS –WTO – GATT – Current economic conditions of the country or countries involved – credit worthiness of the international buyer/seller – Regional economic groupings its influences in market.

UNIT III – **Policy Framework And Procedural Aspects**
India's Export –Import policy – Exim Policy – promotional measures – Export oriented Units –Deemed Exports –Export–Import Documentation – Kinds of Documents – Principal Export Documents – Auxiliary documents – Documents in Import Trade – Export Documentation and procedures – Demand Estimation –GDP – Producer consumer target – Market segmentation.

UNIT IV – **International Marketing Planning**
International Market Selection – Factors influencing – Process – Strategies and approaches – Competition – International Marketing research – Global scene – International marketing research procedure –Techniques – survey – interview techniques – Analysis of field data –Research report –International Marketing Planning and Control – Framework – marketing control – Control sequence –

UNIT V – **International Marketing Mix**
Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services. International Pricing Strategy –International Promotion Strategies– Promotion Mix – International Sales Negotiations – Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, International Channels of Distribution–Retailing in International Scenario, International Physical Distribution –Technological Influences in international Marketing – Current trends in international Marketing.

LEARNING RESOURCES
1. Global Marketing, Third Edition, by Warren J. Keegan and Mark C. Green, Prentice Hall,
2. Philip .R. Cateora, John.L.Graham. Prasanth Salwan. International Marketing, Tata Mcgraw Hill, 13 th edition, (2008)
3. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997.
4. Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997

5. The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBMD 2135	DIGITAL AND SOCIAL MEDIA MARKETING	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
- To explicate the technology catalysis in delivering value
- To understand online consumer behavior and concept of cyber branding
- To understand the technological importance of SEO

UNIT I
Evolution of digital marketing–The digital consumer & communities' online–Digital marketing landscape– generation Y expectation and influence

UNITII
Search Engine Marketing–PPC and Online Advertising–Social Media Marketing–Social Media Strategy– Site optimization– Key word advertising– internet marketing metrics

UNIT III
Customer engagement–Affiliate marketing & strategic partnerships–Email marketing–Content strategies– Consumer segmentation, targeting and positioning by online tools.

UNIT IV
CRM & CX in digital marketing–Digital marketing, data, and analytics–Social listening–Web analytics–Social media analytics– Electronic customer relationship– Key CRM applications– Next generation CRM.

UNIT V

Mobile Marketing–Integrating Digital and Social.–Media Strategies–Social media analytics– viral marketing – Inbound marketing.

LEARNING RESOURCES

1.   Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Paperback – Import, Kogan Page 2014
2.   Vandana Ahuja ,Digital Marketing Paperback Oxford University Press
3.   Hanlon Annmarie , Akins Joanna , Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions Paperback PHI 2012.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

FUNCTIONAL ELECTIVE –HUMAN RESOURCE MANAGEMENT

MBHD 2131	**LEADERSHIP**	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
- To articulate an understanding of setting vision and mission as a leader.
- To identify and describe various theories of leadership
- To appreciate that effective leadership is a multi–faceted process.
- To develop strategies for exhibiting global leadership skills.

UNIT I
Roles of a leader, Leadership theory paradigms, analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership, Leadership attitudes, ethical leadership–Contextual Factors in Leadership and Management Development Historical Development of Leadership and Management Development The Nature of Leadership and Management

UNIT II
Leadership behavior and motivation, contingency leadership, Team Leadership, Organizational Leadership, Strategic leadership, Leadership for Creating high performance culture, Factors influencing Leadership Behavior: Personality, Perception, Learning Styles, Emotional Intelligence, Cultural, Organizational and Situational Factors

UNIT III
Leadership Skills: Managing Power, Conflict, Problem Solving, Negotiation, Creativity,–Strategy, Planning and Goal Setting Leadership and Systems Thinking, Values, Culture Building, Liaison with Boss and Top Management, and External Customer Relations and Client Management.

UNIT IV

Leadership development through self–awareness and self–discipline, Development through education, experience and mentoring, Succession, Coaching – Mentoring – Ginnett's Team Leadership Model –Design and Delivery of Leadership and Management Development Interventions – Evaluation of Leadership and Management Development

UNIT V

Developing Leadership: Global leadership and global career, Contemporary Issues in Leadership and Management Development –Developing Ethical Leaders and Managers,– Developing Leaders and Managers with a Global Competence –Evaluation of leadership development efforts, Indian cases on leadership.

LEARNING RESOURCES

1. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication, 6th Edition, 2011.
2. Jan Carmichael, et.al. Leadership and Management Development, Oxford Publications, 2011.
3. Uday Kumar Haldar, Leadership And Team Building, Oxford Publications, 2011

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBHD 2132	EMPLOYEE RELATIONS	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

- To develop and maintain harmonious relations between management and labour so essential for higher productivity of labour and industrial progress in the country.
- To establish and maintain industrial democracy based on the participation of labour in the management and gains of industry, so that the personality of every individual is fully recognized and developed.

UNIT I

Developing Employee Relations – The roles of the Manager and the Employee Relations Specialist – Developing Effective Communication – Encourage Effective Communications – Employee Recognition Programs

UNIT II

Discipline and Disciplinary Action – Characteristics of Employee Discipline – Objectives of Discipline – Types of Discipline and Disciplinary Action – Establishing a Disciplinary Action Procedure – Elements of a Good Disciplinary System – Code of Discipline

UNIT III

Employee Grievances –Characteristics – Techniques of Grievance Identification – Grievance Procedure – Statutory Provisions Concerning Redressal Procedure in India

UNIT IV

Industrial Disputes and Trade Union

Characteristics of Industrial Disputes – Industrial Disputes Act 1947, Causes, types and outcomes of disputes – Investigation and Settlement of Disputes – Collective Bargaining, Conciliation, Arbitration, Adjudication – Trade Unions – History of Trade Unions – Objectives, Types, Trade Union Act 1926,

UNIT V

Payment of Gratuity Act 192, ESI Act 1948 – International Labour Organization – Objectives , Procedure for admission as a member , Structure of the ILO

LEARNING RESOURCES

1. P.N.Singh, Neeraj kumar, Employee Relations Management, Pearson Education India, 2011
2. Michael Salamon, Industrial Relations, Prentice Hall, 2000
3. Sharon Pande, Swapnalekha Basak, Human Resource Management : Text and Cases , Vikas Publishing House

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End				70

Seme ster		
Total		100

MBHD 2133	MANPOWER PLANNING, RECRUITMENT AND SELECTION	L	T	P	C
		4	2	0	5

COURSE OBJECTIVE

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements

UNIT I

Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting –Manpower Planning, Recruitment, and Selection: Strategic staffing–HR planning process,–Job analysis and description.

UNIT II

Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan Competency mapping –procedures and steps, methods of data collection for mapping, developing competency models from raw data.

UNIT III

Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E–Recruitment, Person specifications Online recruitment; employee referrals; recruitment process outsourcing, head hunting.

UNIT IV

Selection Tests: Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interviews, Final stages – Induction: Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On–the–Job Training

UNIT V

Talent Engagement: Introduction, Definition – Talent Engagement & Fully Engaged Talent, Importance of Talent Engagement, Driving Factors of Talent Engagement, Engagement Levels, Talent Engagement Model, Process for Improving Talent Engagement. , Talent Engagement vs. Performance and Retention, Talent Engagement, Entrepreneurship, Intrapreneurship Employer branding related to Indian and international perspectives. Career Management: Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning

LEARNING RESOURCES
1. Manpower planning and the development of human resources by Thomas Henry Patten published by Wiley–Interscience, 1971
2. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015**.**

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBHD 2134	PERFORMANCE MANAGEMENT SYSTEMS	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

- Design an organizations performance management process that is compliant with law and supports organizational mission and strategy.
- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
- Employ job–related performance standards and performance indicators that reflect the employee's range of responsibilities.

UNIT I

Overview of Performance Management Process– Performance management planning process and strategic planning– need for structure and documentation, manager's & employee's responsibility in performance planning mechanics and documentation and creation of PM document.

UNIT II

Performance Measurement– Alternative models for Assessing Performance– Balanced scorecard; Strategy maps– Creating performance measures– EFQM Model.

UNIT III

Outcome metrics – Economic Value Added (EVA); other economic measures. Building a High Performance culture –360–Degree Appraisal:Introduction, the Impact of 360–Degree Feedback on Organizations, Concept of 360–Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360–Degree Feedback, Operating 360–Degree Appraisal

UNIT IV

Performance Management & Employee Development, Performance Management and Rewards Team Performance, Performance of Learning Organizations and Virtual Teams: Team Performance Management, Performance Management and Learning Organizations, Performance Management and Virtual Teams

UNIT V

Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Organizations, Ethics in Performance Management, Realities of Ethics

in Performance Management, Ensuring Ethics in Performance Management.

LEARNING RESOURCES
1.   Performance Management: Toward Organizational Excellence Paperback – 29 Dec 2015 by T V Rao (Author)
2.   Performance Management: Integrating Strategy Execution, Methodologies, Book by Gary Cokins Performance Management 2/E Book by Robert Bacal

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Seme ster	Assess ment Tool	Assign ment I	Assignment II	Total
	Marks	15	15	30
End Seme ster				70
Total				100

MBHD 2135	**INTERNATIONAL HRM**	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross–cultural issues and understanding of international approaches to dealing with people in organizations.
The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

UNIT I – **International HRM**

Approaches, Challenges in global labour market–Linking HR to International expansion strategies, Socio–cultural context– Human Resources in a Comparative Perspective

UNIT II

Culture and employee management issues , responding to diversity, challenges of localization, global integration, differentiation, Mastering expatriation, Cultural Factors/Issues in Performance Management

UNIT III

Institutional & Structural Context–Managing alliances and joint ventures, HR challenges in cross border
Integrations–Legal issues in global workforce management, International Recruitment and Selection Staffing in International context, Developing International Staff and Multinational Teams –appraisal of expatriate, third and host country employees,

UNIT IV

Issues in international performance management, international training, international compensation–approaches, composition, Approaches to International Compensation– Repatriation – Managing Global, Diverse Workforce– International Labour Standards

UNIT V

Social security systems across countries, emerging issues, International Labour Relations, HRM practices in different countries– Industrial Relations in a Comparative Perspective– Global Unions, Regional Integration and Framework Agreements– Emerging Trends in Employee Relations and Employee Involvement– HR/IR issues in MNCs and Corporate Social Responsibility

LEARNING RESOURCES

1. International Human Resource Management by K. Aswathappa
2. International Human Resource Management–Peter J. Dowling–Cengage Learning India Private Limited
3. International Human Resource Management–Anne–Wil Harzing, Ashly Pinnington

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

SEMESTER – III
STREAM IV
FUNCTIONAL ELECTIVE – BUSINESS ANALYTICS

		L	T	P	C
MBBD 2131	INTRODUCTION TO BUSINESS ANALYTICS	4	2	0	5

Course Objectives

- To learn the Analytical Models and Data Dashboards using Excel
- To understand the design of various models for summarizing and visualizing data
- To understand how to build good spreadsheet models, What-If analysis & linear optimization models
- To learn how to apply various statistical techniques using SPSS package

UNIT I Decision Making and Data Visualization

Decision Making – Business Analytics Defined – Categorization of Analytical Methods and Models – Big Data – Business Analytics in Practice – Descriptive Statistics – Types of Data – Modifying Data in Excel – Creating Distributions from Data – Measures of Location – Measures of Variability – Analyzing Distributions – Measures of Association between Two Variables – Data Visualization – Table – Charts – Advanced Data Visualization – Data Dashboards

UNITII Linear Regression & Forecasting

Linear Regression & Forecasting – Simple Linear Regression Model – Least Square Method – Multiple Regression Model – Inference and Regression – Time Series Patterns – Forecast Accuracy – Moving Averages and Exponential Smoothening – Regression Analysis for Forecasting

UNIT III Optimization Models

Spreadsheet Models & Linear Optimization Models – Building Good Spreadsheet Models – What-If Analysis – Useful Excel Functions for Modeling – Linear Optimization Models – Simple Maximization Problem – Simple Minimization Problem – Sensitivity Analysis

UNIT IV Analysis using SPSS

SPSS - Getting Started - Designing a Study - Preparing a Codebook - Getting to know IBM SPSS - Preparing the Data File - Creating a Data File and Entering Data - Descriptive Statistics - Using Graphs to

Describe and Explore the Data - Manipulating the Data - Checking the Reliability of a Scale - Choosing the Right Statistic - Statistical Techniques to Explore Relationships among Variables – Correlation - Partial Correlation - Multiple Regression - Factor Analysis - Non-Parametric Statistics - t-Tests - One-Way Analysis of Variance - Two-Way Between-Groups ANOVA

UNIT V Introduction to Latest Data Visualization Tools

Data Visualization – Recent Developments in Visualization Software - Introduction to Tableau, Rapid Miner, Power BI, Machine Learning R & Python Programming – Simple Exercises

Learning Resources

1. Jeffrey D. Camm,James J. Cochran,Michael J. Fry,Jeffrey W. Ohlmann,David R. Anderson,Dennis J. Sweeney,Thomas A. Williams – "Business Analytics" – Cengage – 3rd Edition – 2019
2. Anil Maheswari - "Data Analytics"- McGraw Hill Education (India) Private Ltd, Sixth reprint 2019
3. Andy Field - "Discovering Statistics Using IBM SPSS Statistics" - Sage Publications Ltd - 5th Edition - 2018
4. JuliantPallant – "SPSS Survival: A step by step guide to data analysis using IBM SPSS" – McGraw Hill Education – 6th Edition - 2016.
5. Tim Costello, Lori Blackshear – "Prepare Your Data For Tableau: A Practical Guide To The Tableau Data Prep Tool" – Apress – 1stEdition – 2020
6. Daniel G. Murray - "Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software" - 2ndEdition - January 2016
7. Markus Hofmann, Ralf Klinkenberg - "RapidMiner: Data Mining Use Cases and Business Analytics Applications" - Chapman and Hall/CRC –1st Edition –2016
8. Vijay Kotu and Bala Deshpande - "Predictive Analytics and Data Mining Concepts and Practice with Rapidminer" - 1st Edition - 2015
9. James (JD) Long – "R Cookbook" - O'Reilly Media Inc. - 2nd Edition– 2019
10. SandipRakshit - "R Programming for Beginners" - McGraw Hill Education - First edition (21 July 2017)

11. Brian Larson - "Data Analysis with Microsoft Power BI" - McGraw-Hill Education - 1ˢᵗ Edition – 2020
12. Dan Clark - "Beginning Power BI with Excel 2013" – Apress - 1st Edition (10 October 2014)
13. Gowrishankar S, Veena A - "Introduction to Python Programming" - Chapman and Hall/CRC – 1ˢᵗ Edition – 2018

In Semester	Assessment Tool	Assignment I	Assignment II	Total
Course Nature: Theory with Practical				
Assessment Method (Maximum marks)				
	Marks	15	15	30
End Semester				70
Total				100

Course Code	Course Name	L	T	P	C
MBBD2132	**DATA VISUALIZATION FOR MANAGERS**	3	2	2	5

Course Objectives
- Understand concepts required for visualization
- Integrating complex data analytics with decision making
- Use Design principles to Visualize complex data types
- Carry out Real time data visualization
- Appraise the Challenges in Visualization and manage them

UNIT I Introduction

The Visualization scope – Definitions – Grammar of Graphics – Golden rule of information design.

UNIT II Process

Visualizing Process– Colors – General Principles of Design of Visualization- Visualizing multi-variant data

UNIT III Designing

Information Design Genres – Illustration – maps- Statistical-concept-network- Scientific visualizations

UNIT IV Workflow

Text and type- Design Workflow- Project Phases- Ethics of Information Design-Visualization Literacy

UNIT V Designing Solution

Hidden thinking – Developing Design Solution- interactivity-Annotation.

Learning Resources

J. Hilden J. Koponen, Data Visualization Handbook, 1st Edition, 2019, Aalto University

Andy Kirk, Data Visualisation: A Handbook for Data Driven Design, , 1st Edition, 2019, Sage Publication

1. Kieran Healy, Data Visualization – A Practical Introduction, Ed.1, 2019, Princeton University Press.
2. Claus O. Wilke, Fundamentals of Data Visualization: A Primer on Making Informative and Compelling Figures, First edition, 2019, O'Reilly
3. Brett Powell, Microsoft Power BI Cookbook: Creating Business Intelligence Solutions, 1st Edition,2017, Packt Publishing
4. Abdulkader Aljandali, Multivariate Methods and Forecasting with IBM SPSS Statistics, 1st ed. 2017 Springer

Course Nature: Theory-Cum-Practical					
Assessment Method(Maximum marks)					
In Semester	Assessment Tool	Assignment –I [Practical exercises]		Assignment –II [Practical exercises]		Total
		Theory	Practical	Theory	Practical	
		5	10	5	10	
	Total	15		15		30
End Semester	Marks	Theory			Practical	70
		40			30	
					Total	100

Course Code	Course Name	L	T	P	C
MBBD2133	BUSINSS FORECASTING	3	2	2	5

Course Objectives
- Become acquainted with the theoretical and practical elements of forecasting techniques and their applications.
- Acquire experience in analyzing a business problem using appropriate model for forecasting.
- Develop the skills to use the model for a problem solution and interpret for decision making.

UNIT I Overview

Overview of forecasting process – Forecasting, planning and goals – Forecasting data and methods

UNIT II Exploration

Exploratory Data Analytics - Time series graphics using R- Time series patterns- Scatterplots- Lag plots

UNIT III Models

Time Series Modeling using Regression– Forecasting using models– Evaluating the regression model

UNIT IV Methods

Time Series Decomposition – Components – Moving Averages – Classical method

UNIT V Advanced Techniques

Exponential smoothing- Trend methods- ARIMA models – Dynamic models- hierarchical or grouped time series.

Learning Resources

1. Rob J Hyndman , George Athanasopoulos, Forecasting: Principles and Practice, Ed.2,2018, Otexts
2. Devon Powers, On Trend: The Business of Forecasting the Future, Ed.1, 2019, University of Illinois Press
3. Render, Quantitative Analysis For Management, Ed.13,2018, Pearson Education
4. David Hendry , Jennifer Castle , Michael Clements, Forecasting: An Essential Introduction, Ed.1, 2019, Yale University
5. Gerardus Blokdyk, Management And Forecasting A Complete Guide, Ed.1, 2019, 5STARCooks Press

Course Nature: Theory-Cum-Practical					
Assessment Method(Maximum marks)					
In Semester	Assessment Tool	Assignment –I [Practical exercises]		Assignment –II [Practical exercises]		Total
		Theory	Practical	Theory	Practical	
		5	10	10	5	
	Total	15		15		30
End Semester	Marks	Theory			Practical	70
		40			30	

Course Code	Course Name	L	T	P	C
MBBD2134	**MANAGING DIGITAL INNOVATION AND TRANSFORMATION**	4	2	0	5

Course Objectives

- To understand digital transformations in the globalized world
- To explore model of transformation in the business world
- To develop digital capabilities in the transformation Scenario.
- To understand the challenges on using digital platform for business
- To face the challenges in transformation

UNIT I   Introduction

Introduction to Digital Transformations: Essentials of digital transformations – 5 stages of transformation

UNIT II   Planning

Gap identification – External, internal – Bridging the gaps – How external gaps form – Engaging customers for digital transformation- Source of Internal Gaps-Shared vision for transformation

UNIT III   Pre-Transformation

Uncovering internal barriers- assets and resources for transformation – Routes to transformation-Case studies

UNIT IV   Transformation

Problems in Transformation – Iterating for implementation – Stages of evaluation- Mistakes in Iteration – Managing iterative projects

UNIT V   Managing Transformation

Design Thinking – leveraging transformation – internal external leveraging – Disseminating transformation- scaling for innovation- Team models-case studies.

Learning Resources

1. Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Ed.1,2017, Bloomsbury Publication,
2. Thomas M. Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, Ed.1, 2019, Rosetta Books
3. Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age, Ed.1,2016, Columbia Business School Publishing
4. Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Ed.1,2014, Harvard Business Review Press
5. Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Ed.1,2014, Pearson Publication

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

Course Code	Course Name	L	T	P	C
MBBD 2135	E-COMMERCE AND DIGITAL MARKETS	4	2	0	5

Course Objectives

• To learn about foundations of E–Commerce.

- Will able to make E–Business plan and address E–Commerce related issues.
- To gain insights on Business incubators.
- To learn the E–marketing strategies and digital payment systems.
- To learn E–marketing tools and E–Business entrepreneurship.

Unit I Introduction to E-Commerce

E-commerce - Difference Between E-commerce and E-business-Technological Building Blocks -Trends in E-commerce - Features of E-commerce Technology-Types of E-commerce–Assessing E-Commerce -Academic Disciplines Concerned with E-commerce - Careers in E-commerce - E-Commerce Business Models - How E-commerce Changes Business.

Unit II Technology Infrastructure for E-commerce

Internet and its Infrastructure - Web - Features and Services - Mobile Apps - Imagine Your E-commerce Presence - Building an E-commerce Presence: A Systematic Approach - Choosing Software - Choosing Hardware - Other E-commerce Site Tools - Developing a Mobile Website and Building Mobile Applications.

Unit III E-Commerce Security and Payment Systems

The E-commerce Security Environment - Security Threats in the E-commerce Environment-Technology Solutions - Management Policies, Business Procedures, and Public Laws - E-commerce Payment Systems - Electronic Billing Presentment and Payment.

Unit IV Digital Marketing

Foundation of Digital Marketing- Understanding the Customer Journey - Choosing the Right Marketing Campaign - Crafting Winning Offers - Pursuing Content Marketing Perfection - Blogging for Business - Generating Website Traffic: Building High-Converting Landing Pages – Capturing Traffic with Search Marketing - Tapping into Paid Traffic.

Unit V Ethical, Social and Political Issues in E-commerce

Ethical, Social and Political Issues in E-commerce - Privacy and Information Rights- Key Issues in Online Privacy of Consumers- Consumer Privacy Regulations and Enforcement - Intellectual Property Rights- Governance- Public Safety and Welfare.

Learning Resources

1. Kenneth C.Laudon Carol Guercio Traver (2019), "E–Commerce", 15th Edition, Pearson Publication.
2. S.J.P.T.JOSEPH (2019), "E–Commerce: An Indian Perspective", 6th Edition, PHI Publication.
3. Ryan Deiss, Russ Henneberry (2017), "Digital Marketing for Dummies", 1st Edition, John Willey& Sons, Inc.
4. Gary P.Schneider (2017), "Electronic Commerce" Course Technology Inc. 12th Edition, Cengage Learning.
5. Vandana Ahuja (2017), "Digital Marketing", 3rd Edition, Oxford University Press.
6. Shivani Arora (2017), "E–Commerce", 1st Edition, Taxmann Publication.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

Course Code	Course Name	T	L	P	C
MBAD2141	RESEARCH METHODS IN BUSINESS	4	2	0	5

Course Objectives

- To develop a research plan for execution.
- To comprehend and apply effective research techniques to solve organization problems.
- To set up a professional methodology and analytical procedure to scientifically arrive at solutions for business queries.
- Learn the value of scientific research for problem solving and decision making.
- Present the findings and results for managerial action to gain competitive advantage and stay ahead of competition.

UNIT I

Background to Research–Research paradigms Contributions of research to theory and practice–Research Ethics–Literature Review–Identifying, accessing and managing sources of information and scholarly literature–Academic writing and referencing–Steps in literature review development.

UNIT II

Qualitative Methods– The nature and types of qualitative research–Data collection methods–primary and secondary sources–Types of data analysis methods–Writing up qualitative research.

UNIT III

Quantitative Methods–Data and Variables–The Nature of Quantitative Research–Descriptive and Inferential Statistics–Sampling–Designing and Coding Questionnaires–Data Entry and Screening.

UNIT IV

Hypothesis Testing–Association–Correlation Coefficients Bivariate, Regression–Association–Chi–square   Tests–Difference–t–tests–Difference– ANOVA–Reliability, Validity and Rigour–Reporting a Quantitative Study.

UNIT V

Research Proposal–Purpose, nature and evaluation–Content and format–Practical considerations–timelines, budgets, supervision management– Presentation and defense of proposals–Research Reports.

Learning Resources
1. Malhotra, Dash "Marketing Research: An applied orientation" 7th Ed. Pearson Ltd, 2015.
2. Brown Suter Churchill, Marketing Research , 8th edition, Cengage Learning India Pvt ltd,2015
3. G.C. Beri, 'Marketing Research', 4th edition,Tata McGraw–Hill Education.2007
4. Churchill, Lacobucci&Israel, Marketing Research–A South Asian Perspective'CengageLearning, India edition, 2010.
5. Harper, W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc.,'Marketing Research – text and cases', All India Traveler Book Seller 12th edition ,2014
6. Raymond Kent, Marketing Research – Measurement, Method and application', International Thomson Business Press edition 2, 2011
7. William G. Zikmund, Barry J. Babin, 'Essentials of Marketing Research, International Edition, 5e, Cengage Learning ,2015

William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, 'Business Research Methods, International Edition, 9e, Cengage Learning, 2014.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBPD2141	MAIN PROJECT	L	T	P	C
		0	6	18	12

The Main project for Ten credit hour enables students to gain a multi-functional experiences in Industry atmosphere aligning their interest and potential with the expectation of the corporate.

During the project students are expected to:
- Enhance their marketing, operations, administrative, Finance, HR, System knowledge and administrative, communications, research exposure etc.
- Keep in contact with the program counselors regarding tasks for the project MBA coursework which is an outbound experiential learning.
- Completion of a project provides learning and gives a practical exposure to industry demands. Students are expected to gain hands on experience for a better understanding and demonstrate their ability to apply learned skills.
- The students are expected to record their learning in a systematic manner and submit a project report (in consultation with Academic counselor and institutional guide) for evaluation. Efforts to be taken to check plagiarism .
- The duration of the project is for six weeks**.**

Course Nature: Project

Review of Report		Dissertation & Viva voce	
Component	Marks	Component	Marks
First Review	15	Presentation	10
Second Review	15	Analysis	20
		Finding and Conclusion	20
		Viva voce	20
Total	30		70

MBFD 2141	VENTURE VALUATION AND ACCOUNTING	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
- To understand the fundamentals of Venture valuation.
- To analyze the choice of approaches for Valuation
- To assess the impact of stakeholders in the Valuation process

UNIT I
Venture capital – definition – history – evolution of contemporary venture capital – venture capital institutions in India – angel investors–macroeconomic impact of venture capital

UNIT II
Traditional approaches to valuation – market approach – cost approach – income approach –option pricing model – pros and cons of option pricing model – probability weighted expected returns method – assumptions

UNIT III
Structuring – risk management strategies – staging of investments –choice of financial instruments – monitoring mechanism – replacement of CEOs in investee companies

UNIT IV
Valuing companies in emerging markets – importance and challenges – fundamental discounted cash flow valuation in emerging markets – cost of equity capital – unsystematic risk and synthetic company value

UNIT V

Implications for policy makers – implications of entrepreneurs – implications for finance practitioners

LEARNING RESOURCES

1. AICPA, Accounting and Valuation Guide: Valuation of Privately–Held–Company Equity Securities Issued as Compensation, John Wiley & Sons, 2016
2. Luis E. Pereiro, Valuation of Companies in Emerging Markets: A Practical Approach, John Wiley & Sons, 2002
3. M. Durrani, G. Boocock, Venture Capital, Islamic Finance and SMEs: Valuation, Structuring and Monitoring Practices in India, Springer, 2006
4. Neil J. Beaton, Valuing Early Stage and Venture–Backed Companies, John Wiley & Sons, 2010.
5. Lorenzo Carver, Venture Capital Valuation, + Website: Case Studies and Methodology, John Wiley & Sons, 2011

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

		L	T	P	C
MBFD 2142	**PROJECT BUDGETING AND COST MANAGEMENT**	4	2	0	5

COURSE OBJECTIVES

By undergoing this course, the learner will be able to
- Assess the market conditions for the profitable launch of the project
- Effectively plan, schedule and process projects under changing economic conditions
- Evaluate the financing options and select the optimum investment–mix

- Identify, quantify and structure project risks
- Perform the functions of a project manager effectively by following the ethical and social code of conduct

UNIT I–Projects Cost Management
Estimating Project time and cost, Factors influencing quality of estimates, estimating guidelines for time, cost, resources; Top down Vs Bottom up Estimating, Methods of estimating Project time, and cost; Level of details, types of costs, Refining estimates, Creating database for estimating, Budget uncertainty and Risk management, Developing human resource plan.?

UNIT II–Financing and Investment Decisions
Sources of finance – long term sources – debt – equity – term loans– consortium – Development banks – Venture capital – Angel investors– Private equity – ADRs –GDRs– Regulations in India – What makes a project unique – How to approach VCs – Working Capital financing – Current scenario assessments

UNIT III–Project Planning and Scheduling
Process planning– lining technical requirements – decision on product mix– environmental aspects – structures and civil works– cost computation – sources of finance– weighted average cost of capital– Required rate of return – projected cash flow statements – Net present value – pay back – accounting / average rate of return– benefit–cost ratio

UNIT IV–Risk–Return Analysis
Meaning of risk– classification – techniques of risk management – sensitivity analysis – certainty coefficient – scenario analysis – Hillier Model – Decision tree – Project selection under risk – Capital rationing – Mutually exclusive and Inclusive projects

UNIT V–Project Performance Evaluation
Control of in–progress projects – imposing control mechanisms – checks – Post –audit – Abandonment analysis – administrative aspects of capital budgeting – agency problem – evaluating the capital budgeting system of an organization – human aspects of project management
LEARNING RESOURCES

1. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012
2. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
3. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
4. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
5. John Nicholas, Herman Steyn, Project Management for Business, Engineering & Technology, 4th edition, Routledge or CRC India, 2010
6. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBFD 2143	BEHAVIOURAL FINANCE	L	T	P	C
		4	2	0	5

Course Objectives

- To introduce the new field of behavioural finance and underline its importance as a driving force in the global markets.
- To provide the conceptual framework of behavioural finance based on traditional and modern theories

- To impart the psychological aspects and challenges underlying the issue of rational and irrational behaviour
- To demonstrate the impact of news and timing from the corporate angle and highlight the ramifications of effective news communication.

UNIT I Basics of Behavioural Finance

Behavioural Finance: Nature, Scope, Objectives, Significance and Application. The Psychology of Financial Markets and Investor Behaviour, Behavioural Finance Market Strategies, Prospect Theory and Mental Accounting - Investors Disposition Effect.

UNIT II Building block of Behavioural Finance

Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs; Risk - Noise–trader risk; Professional arbitrage; Destabilizing informed trading - Expected Utility as a basis for decision–making - Theories

UNIT III Rationality

Ellsberg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors; Belief biases; Limited attention and categorization; Non–traditional preferences; Bubbles and systematic investor sentiment.

UNIT IV Investor Behaviour

External factors and investor behaviour: Fear & Greed in Financial Market, Emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

UNIT V Behavioural corporate finance

Empirical data on dividend presence or absence, ex–dividend day behaviour. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate

decision–making. Neurophysiology of risk–taking. Personality traits and risk attitudes in different domains.

Learning Resources

1. Chandra, Behavioral Finance Paperback – 1 Jul 2017, McGraw–Hill Education.
2. Sulphey M.M., Behavioral Finance Paperback – 2014, PHI Learning Private Limited

Michael Mauboussin, More Than You Know–Finding Financial Wisdom in Unconventional Places, Columbia Business School Publishing, 2013

Williams Forbes, Behavioral finance, Wiley 2011

3. James Montier, The Little Book of Behavioural Investing: How not to be your own worst enemy, Little Books, Big Profits (UK), 2010.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

SEMESTER – IV
STREAM –II
NON FUNCTIONAL ELECTIVE –MARKETING

MBMD2141	E–RETAILING	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

The aim of the course is to introduce students to:
- The fundamental principles of e-retailing, e-Commerce and the role of Management
- The underlying used technologies with emphasis on Internet Technologies
- The application of tools and services to the development of small scale e-Commerce applications

UNIT I
The world of e-retailing – e-retailing in practice – integration of e-retailing in to organization – understanding and communicating with the e-consumer

UNIT II
E-retailing as a format-Assortment Planning, merchandising and category management for e-retailing

UNIT III
Inventory management for e-retailing-Retail Strategies in the context of e-retailing running an e-retail organization

UNIT IV
Loyalty and e-retailing - e-store design: navigability, interactivity and web atmospherics – e-service

UNIT V
Consumer behavior and e-retailing. Branding on the web – e-malls – e-retailing models – multi-channel success and the future of e-retailing

LEARNING RESOURCES
1. Charles Dennis, Tino Fenech and Bill Merrilees, "E-Retailing" E-Book.
2. Dunne Lusch carver, Retailing, 8th edition, Cengage publishers, 2017.
3. Nayak Dash, Retail management, 1st edition, Cengage publishers, 2017.
4. Cullen, Retailing: environment and operations, cengage publishers, 1st edtion, 2017.

Course Nature: Theory
Assessment Method (Maximum marks)

In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBMD2142	SOCIAL ENTREPRENEURSHIP	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

- To make the students understand the working and impact of social entrepreneurship.
- To evaluate the role of financial and banking institutions in social entrepreneurship and corporate entrepreneurship.

UNIT I
Social entrepreneurship – dimensions of social entrepreneurship – social change theories – equilibrium and complexity – theory of social emergence

UNIT II
Social entrepreneurs – mindset, characteristics and competencies – developing a social venture sustainability model – feasibility study – planning – marketing challenges for social ventures

UNIT III
Microfinance– MFI (Micro Finance Institutions) in India – regulatory framework of MFI – Banks and MFIs – sustainability of MFI – Self Help Groups– successful MFI models

UNIT IV
Angel Investors & Venture Capitalists – difference – valuation of firm – negotiating the funding agreement – pitching idea to the investor

UNIT V
Corporate entrepreneurship – behavioral aspects – identifying, evaluating and selecting the opportunity – venture– location –

organization – control – developing business plan – funding the venture – implementing corporate venturing in organization.

LEARNING RESOURCES
1. Constant Beugré, Social Entrepreneurship: Managing the Creation of Social Value, Routledge, 2016.
2. Björn Bjerke, Mathias Karlsson, Social Entrepreneurship: To Act as If and Make a Difference, Edward Elgar Publishing, 2013.
3. Jason Calacanis, Angel: How to Invest in Technology Startups—Timeless Advice from an Angel Investor Who Turned $100,000 into $100,000,000, HarperCollins, 2017.
4. Ryszard Praszkier, Andrzej Nowak, Social Entrepreneurship: Theory and Practice, Cambridge University Press, 2011.
5. Johanna Mair, Social Entrepreneurship, Springer, 2006.
6. Alex Nicholls, Social Entrepreneurship: New Models of Sustainable Social Change, OUP Oxford, 2008.
7. David Bornstein, Susan Davis, Social Entrepreneurship: What Everyone Needs to Know, Oxford University Press, 2010.
8. K G Karmakar, Microfinance in India, SAGE Publications India, 2008.
9. Robert Hisrich, Claudine Kearney, Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company, McGraw Hill Professional, 2011.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBMD2143	Integrated Marketing Communication	L	T	P	C
		4	2	0	5

Course Objectives
- To understand the concepts of marketing communication
- To develop an effective marketing campaign
- To effectively use the tools and techniques of the marketing communication
- To manage and monitor the marketing campaign

UNIT I
Enhancing Brand Equity through IMC– Importance of IMC, Managing IMC, Barrier, Role of IMC in building brands.

UNIT II
Role of Advertisement, Types of Advertising, IMC Message Design: AIDA model – Considerations for creative idea visualization, IMC Planning Process, Promotions in Segmentation, Targeting and Positioning, The Communication Process and Consumer Behaviour– Endorsers and Message Appeals in Advertising.

UNIT III
Traditional Vs Modern Media: Online and Mobile Advertising–Social Media for Advertising and Promotion, Social Media communication.

UNIT IV
Direct Marketing and Other Media–Advertising Media: Planning and Analysis–Measuring Ad Message Effectiveness.

UNIT V
Consumer Sales Promotion: Sampling and Couponing–Consumer Sales Promotions: Premiums and Other Promotions–Public Relations, Word–of–Mouth Influence and Sponsorships–Packaging, Point of Purchase Communications and Signage.

Learning Resources

1. Clow & Baack, "Integrated Advertising, Promotion and Marketing Communication", 4th Edition, Pearson Education India. 2012.
2. Terence A. Shimp, "Integrated Marketing Communication in Advertising and Promotion", 8th Edition, ,Cengage Learning, 2010.
3. George E. Belch, Michael A Belch, & Keyoor Purani, "Advertising and Promotion– An Integrated Marketing Communications" Perspective', 7th Edition, Tata McGraw Hill Education Pvt. Ltd. 2010.
4. Dr. Niraj Kumar, "Integrated Marketing Communication", Himalaya Publishing House, 2009.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBHD2141	Innovation Technology and Management	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES

- To introduce students to the framework on impact of technology on society and business.
- To make the students aware of impact of technology and innovation on business management.
- To familiarize students with the creativity and innovation process in the usage of technology and its influence on business models.
- To make the students understand the human issues and ethics involved the technology usage and implementation.

UNIT I– Technology and innovation conceptual foundation

Concepts–meaning–brief history of technology development–characteristics of technology–evolution and growth of technology–impact of technology on business and societies–technology typology–role of technology in formulating and implementing strategy–innovation in business using technology–conceptual framework for management of technology

UNIT II– Technology management

What is technology management–need–gap between product and product requirements–technology as value creator–role of technology in innovation–innovation and technology–role of government in technology–components of technology management–lifecycle of technology and its impact of technology– three perspectives of technology management

UNIT III– Innovation Management

Theories of technological change–difference between creativity and innovation–innovation and creativity in business context–design thinking–types of innovation–process of innovation–life cycle of innovation–disruptive and continuous innovation– emerging technologies—iot– neuro–marketing–gamification–apple pay

UNIT IV– Technology and business model

Business model–competition–sustainable business model–role of technology in business model–successful business model–crafting and documenting business model–value chain business model–emerging technology adoption–business model appraisal–TIM implementation process–role of CTO

UNIT V– Human aspects and social issues in technology

Technology and humanity–understanding values–concept of stake holders–theory of technological determinism–socio technical systems and models–technology risk management–technology and ethics–technology impact in sales –retail–telecom–travel–transport and media industry

LEARNING RESOURCES

1. Sanjiva Shankar, Technology and innovation management, Dubey publisher: PHI learning, 2017.
2. Margaret A. White , Garry D. Bruton, The Management of Technology and Innovation: A Strategic Approach, 2nd Edition, 2014.
3. Joe Tidd, John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change, 2014.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total

	Marks	15	15	30
End Semester				70
Total				100

MBHD2142	PROJECT CLOSURE, ETHICS AND DIGITAL MANAGEMENT	L	T	P	C
		4	2	0	5

COURSE OBJECTIVES
The learners will be able to:
- Assess projects and audit them for achievement of objectives
- Create assessment reports as per standards
- Use different audit approaches for different types of projects
- Manage audit teams
- Implement project closures as per standards
- Assess when to close a project

UNIT I–Project Life Cycle Management
Project life cycle – Overview and Characteristics; Project life cycle Phases – Defining, Planning, Executing and Delivering; Product life cycle Vs Project life cycle; Applications of Project life cycle; Significance and Benefits of Project life cycle

UNIT II–Audit Plan and Assessment Methodologies
Audit and assessments – managing troubled projects– benefits of audits and assessments–When to audit – Difference of audits and

assessments – Project audits– methodology– kinds of preparations needed–strategy choices for audits– When to assess or audit– developing audit plan– stakeholders– best practices

UNIT III–Project Review and Closure

Project review– control of projects– review activities– involving 3rd parties – Project closure– processes for closure– deliverables– best practices – Project retrospective– methodologies– post mortems– archiving– need

UNITIV–Ethics and Conflict Management

Ethics and Project Management– Building trust: the key to exercising influence – Qualities of an effective project manager – Managing Inter organizational relations – case study – Conflict management process – Frequent review and status updates – Fair and Incentive Laden contracts – Long term outsourcing relationships – The Art of negotiating – Managing Customer relationship – case study

UNIT V–Digital Project Management

Digital project management – Skills required for digital project manager – Digital transformation in project management – IT, Cloud computing and artificial intelligence applications in project management – Project management software and its applications

LEARNING RESOURCES

1. Clifford Gray ,Project Management, The Managerial Process, – 4th edition, Erik Larson and Gautam Desai, Tata McGraw Hill 2011
2. The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition by Project management Institute 2012
3. Harold Kerzner,Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India 20009
4. John Nicholas, Herman Steyn,Project Management for Business, Engineering & Technology, 4th edition ,Routledge or CRC India 2009
5. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan,Project Management, Core Textbook, 1st Indian edition, by Wiley India 2009

6. Prasanna Chandra ,Projects, Planning, Analysis, Selection, Financing, Implementation and Review 7th edition, Tata McGraw Hill 2008

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBHD2143	INDUSTRIAL PSYCHOLOGY	L	T	P	C
		4	2	0	5

Course Objectives
- Introduce fundamental theory of industrial psychology.
- Develop ability for solving problems involving employee - industry relationship

UNIT I
Introduction: Definition, Goals, Forces and Fundamental Concepts – Nature of People and Nature and Organizations - Historical Development of Industrial Organizational Psychology - Two Classic Studies – Time and Motion Study – Nature and Characteristics, Psychological implications and shortcomings – Objections to change, Intrusion as an outsider, increased feelings of insecurity- Hawthorne Studies – Five Experiments, Implications, Criticisms

UNIT II
Attitude and Job Satisfaction: Attitude – need and Importance of studying Attitude in Industry- Consequences of unfavourable attitude- Techniques to improve Attitude in Industry – Good Behaviour of Supervisor- Persuasion. Job Satisfaction-Definition, Determinants of Job Satisfaction – Personal factors - Factors related to the job - Factors controlled by the Management

UNIT III

Employee Stress and Counseling: Employees Stress – Definition, Symptoms of stress, Extreme products of stress – Burnout, Trauma, Work place trauma, Causes of stress – Job related causes of stress. Frustration – sources of frustration, Stress and Job Performance, Stress Vulnerability – Stress threshold. Perceived Control, Type A and B Type people. Employee Counseling – Need for Counseling, Counseling Types – Directed, Non-Directed, Participative Counseling.

UNIT IV
Performance Appraisal: Definition, Appraisal Process, And Appraisal Methods – Absolute Standards – Essay Method- Critical Incident Method - Check List Method- Graphic Rating Scale- Forced Choice Method- Behaviour Anchored Rating Scale (BARS)- Relative Standards – Group Order Ranking- Individual Ranking- Paired Comparison- Management by Objectives (MBO) 360* appraisal- Errors in appraising.

UNIT V
Conditions of Work and Accidents: Conditions of work: Physical Conditions of Work illumination, Noise, Color, Music, Temperature and Humidity. Temporal Conditions of Work – Hours of Work, Length of work Week. Flexible Working Hours, Rest Pauses, Shift Work, Psychological conditions of work – Boredom, Monotony and Fatigue. Industrial accidents – Definition. Causes and Prevention.

Learning Resources
1. Blum M. L. , and Naylor J. C. Industrial Psychology, CBS Publishers and Distributors, New Delhi, 1984
2. Mohanty G. Industrial Psychology and Organizational Psychology, Kalyani Publishers, Ludhiana.
3. Schultz D. P. and Schultz E. S. Psychology and work today 6th edition, Mac Milan Publishing Company New York.
4. Aswathappa K. Human Resource and Personal Management, Tat McGraw Hill Pub. Co. Ltd., New Delhi, 1997
5. Miner J. B. Industrial Organizational Psychology, McGraw Hill Inc., New York, 1992 Harrell.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End				70

Semester		
Total		100

SEMESTER – IV
STREAM –III
NON FUNCTIONAL ELECTIVE – BUSINESS ANALYTICS

Course Code	Course Name	L	T	P	C
MBBD2141	BUSINESS DATA MINING	4	2	0	5

Course Objectives
- Recognize the iterative character of a Data Mining Process and also to implement some Data Preprocessing Techniques
- To learn the advantages of Data Reduction in the Preprocessing Phase and also to understand the Machine Learning Algorithm
- To understand the methods of Statistical Inference used in Data Mining Applications
- To know the C4.5 Algorithm for generating Decision Trees & to describe the components of Artificial Neural Networks
- To illustrate Web Mining using Hyperlink-Inducted Topic Search (HITS), LOGSOM and Path Traversal Algorithm

UNIT I Data Mining Concepts and Outlier Analysis
Data Mining Concepts – Roots – Process – Data Collection to Data Preprocessing – Business aspects of Data Mining – Preparing the Data – Representation – Characteristics – Transformation of Raw Data – Missing Data – Outlier Analysis

UNIT II Feature Reduction and Learning from Machine
Data Reduction – Dimension of Large Data Sets – Features Reduction – Relief Algorithm – Principal Component Analysis – Value Reduction – Learning from Data – Learning Machine – Types of Learning Methods – Support Vector Machines – Semi Supervised Support Vector Machines – Model Selection

UNIT III Predictive Statistical Methods
Statistical Methods – Bayesian Inference – Predictive Regression – Analysis of Variance – Logistic Regression – Log-Linear Models – Linear Discriminant Analysis

UNIT IV Decision Trees and Artificial Neural Networks

Decision Trees – Trees – C4.5 Algorithm – Decision Rules – Cart Algorithm – Artificial Neural Networks – Model of an Artificial Neuron – Learning Process – Self-Organizing Maps – Deep Learning – Convolution Neural Networks

UNIT V Web Mining & Text Mining

Web Mining & Text Mining – Web Content, Structure and Usage Mining – HITS and LOGSOM Algorithms – Mining Path – Traversal Patterns – Page Rank Algorithm – Recommender Systems – Text Mining – Latent Semantic Analysis

Learning Resources

1. Mehmed Kantardzic (2019), "Data Mining: Concepts, Models, Methods, and Algorithms", 3rd Edition, Wiley.
2. Milan Kumar (2019) , CIO Series Immersive and Augmented Analytics , First Reprint. , Indra Publishing House .
3. Pang-Ning Tan (2018) , "Michael Steinbach, Anuj Karpatne, Vipin Kumar - Introduction to Data Mining", 2nd Edition, Pearson.
4. Anil Maheshwari (2017) , "Data Analytics",1st Edition, McGraw Hill.
5. U Dinesh Kumar (2017), "Business Analytics The Science of Data Driven Decision Making" 1st Edition , Wiley.
6. Anasse Bari , Mohamed Chaouchi and Tommy Jung (2015) ," Predictive Analytics" , Willey.

Course Nature: Theory				
Assessment Method (Maximum marks)				
In Semester	Assessment Tool	Assignment I	Assignment II	Total
	Marks	15	15	30
End Semester				70
Total				100

MBBD 2142	DATA SCIENCES USING R	L	T	P	C
		3	2	2	5

Course Objectives

- Become acquainted with the use of R tool for Data Science applications.
- Acquire experience in analyzing data using R.
- Develop the skills to use the software for pre–analytic phase data handling operations.
- Learn various methods of using Hadoop and R together
- Understand how to write Interpretation and do decision making

UNIT I Introduction to Data Science

Introduction to Data Science – Basic concepts – Data – Nature – Process for Data Science – Handling Data

UNIT II R and its applications

R software – core and optional packages – Data science packages – Exploratory Analytics using R –Visualizing Data– Applications

UNIT III Pre- Processing

Pre–processing Data with R – Scrapping– sampling – munging – cleaning – data from multiple sources – extraction from data bases

UNIT IV Big Data in R

Handling Big Data in R – Hadoop and R – New frameworks – Mapreduce with R – Organizing Data Sources

UNIT V Automation

Automation of Data Analytics – considerations – organizing for Data Science –Interpreting and Decision making

Learning Resources
1. James (JD) Long (2019),"R Cook book"-2nd Edition-O'Reilly Media Inc.
2. Wiktorski, Tomasz (2019),"Data-intensive Systems-Principles and Fundamentals using Hadoop and Spark"-Springer.
3. Andrew Olesky (2018), "Data Science with R: A Step By Step Guide with Visual Illustrations & Examples", Kindle Edition.
4. Hadley Wickham, Garrett Grolemund (2017), "R for Data Science: Import, Tidy, Transform, Visualize, and Model Data", Oreilly.

Thomas Mailund (2017), "Beginning Data Science in R: Data Analysis, Visualization, and Modeling for the Data.

Course Nature: Theory-Cum-Practical						
Assessment Method(Maximum marks)						
In Semester	Assessment Tool	Assignment –I [Practical exercises]		Assignment –II [Practical exercises]		Total
		Theory	Practical	Theory	Practical	
		5	**10**	**5**	**10**	
	Total	**15**		**15**		**30**
End Semester	Marks	Theory			Practical	**70**
		40			**30**	
					Total	**100**

Course Code	Course Name	T	L	P	C
MBBD2143	**MARKETING ANALYTICS**	**3**	**2**	**2**	**5**

Course Objectives

- To understand the fundamentals of marketing analytics
- To differentiate different marketing metrics

- To compute customer lifetime value
- To perform marketing experiments
- To use regression analysis to perform marketing analytics **ting**

UNIT I The Marketing Process

Transformational role of analytics-Data-Why Marketing Analytics? - Introduction to the Marketing Process-Strategic Challenge- Marketing Strategy with Data-Using Text Analytics-Utilizing Data to Improve Marketing Strategy- Improving the Marketing Process with Analytics.

UNIT II Metrics for Measuring Brand Assets

Introduction to Metrics for Measuring Brand Assets-Snapple and Brand Value-Developing Brand Personality-Brand Personality-Developing Brand Architecture-Brand Architecture-Measuring Brand Value-Measuring Brand Value: Key Points-Revenue Premium as a Measure of Brand Equity-Calculating Brand Value- Measuring Brand Value

UNIT III Customer Lifetime Value

Customer Lifetime Value (CLV)-Customer Lifetime Value-Calculating CLV-Understanding the CLV Formula-Applying the CLV Formula-Extending the CLV Formula-Extending the CLV Formula-Using CLV to Make Decisions-CLV: A Forward-Looking Measure.

UNIT IV Marketing Experiments
Determining Cause and Effect through Experiments-Designing Basic Experiments-Designing Before - After Experiments-Designing Full Factorial Web Experiments-Designing an Experiment-Analyzing an Experiment-Analyzing an Experiment-Calculating Projected Lift-Pitfalls of Marketing Experiments-Maximizing Effectiveness: Nanoblocks.

UNIT V Regression Basics
Using Regression Analysis-What Regressions Reveal-Interpreting Regression Outputs-Multivariable Regressions-Omitted Variable Bias-Using Price Elasticity to Evaluate Marketing-Understanding Log-Log Models-Marketing Mix Models

Learning References
1. Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python (FT Press Analytics) 1st Edition, Thomas W.Miller.
2. Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders (FT Press Analytics) 1st Edition, Kindle Edition by Cesar Brea.
3. Marketing Analytics: Optimize Your Business with Data Science in R, Python, and SQL Kindle Edition by Dave Jacobs.
   Marketing Analytics Kindle Edition by Stephan Sorger.

Course Nature: Theory-Cum-Practical						
Assessment Method(Maximum marks)						
In Semester	Assessment Tool	Practical exercises -I		Practical exercises -II		Total
		Theory	Practical	Theory	Practical	
		5	10	5	10	
	Total	15		15		30
End Semester	Marks	Theory			Practical	70
		40			30	
					Total	100