Prof. Ram Meghe Institute of Technology and Research Badnera -Amravati

An Autonomous Institute Affiliated to
Sant Gadge Baba Amravati University,
Amravati, Maharashtra (India)

PROGRAMME SCHEME & SYLLABI

2024-2025

Master of Business Administration (M.B.A.)

Prof. Ram Meghe Institute of Technology and Research, Badnera - Amravati.

Published By
Principal
Prof. Ram Meghe Institute of Technology and Research, Badnera - Amravati

1. **Definitions:**

A) **Discipline Specific Core (DSC):** Core or Basic study area of any subject of a particular discipline.

B) **Discipline Specific Elective (DSE):** The specialized/emerging study area allied to the core subject.

C) **Theory Paper:** The paper including long answer/short answer/case lets /case study question based on the study area of a particular subject of the discipline.

D) **Open Elective Course (OEC):** The group of different choice-based courses comprising of General Interest Courses related to core subjects or of interdisciplinary nature, MOOCs offered by different authorized agencies.

E) **Non-examination Credits:** The credits to be earned by the students by participating in SIP/Internship / Field Work.

F) **Induction Program**: The program is to help students in getting familiarize with the programs, college/institutions. It is used to describe the whole process of education covering the aspects like socializing, associating, governing and experiencing.

G) **Dissertation/Research Project:** A course designed to acquire special / advanced knowledge, such as supplement study/support study to a project work, and a candidate studies such a course on his own with an advisory support by a teacher/faculty member is called Dissertation/Research Project.

H) **Summer Internship Program (SIP):** 60 working days practical/field training related to any core study subject with any company/institute/ financial institutions/firm/establishment identified by MBA Department of the Institute.

I) **Field Work:** Field work is known as practical or professional experience. Field work allows students to learn through direct implementation of their future professional role in real workplace settings.

J) **Discipline Specific Core (DSC):** This component will include the subjects of core studies having 4 credits for each paper.

K) **Discipline Specific Elective (DSE):** In Semester III & IV, there shall be Discipline Specific Elective (DSE) papers related to a specialized area of study in the subject out of elective papers prescribed by the Institute.

L) **Dissertation/Research Project:** In Semester III & IV, there shall be Dissertation /Research Project. This project will be based on DSC/DSE papers. This Dissertation/research project will carry 4 credits and 100 marks each. The project must be submitted in the 4 hard bound copy and soft copy to the College/Institute. Two copies with soft copy of dissertation to be submitted to the Controller of examination of the institute. The concerned teacher will work as a guide for this dissertation/project.

M) **Ability Enhancement Course (AEC) (4 Credits):**

There shall be SIP/ Internship / Field Work for duration of at least 60 working days mandatory to all the students to be completed from after completion Semester-II and before commencement of Semester-III. This will carry 4 credits.

N) **Open Elective Course (OEC):**

There shall be Open Elective Course having 4 credits. Students can select anyone of course his choice during MBA Program.

MOOC: - The students have to opt for MOOC course during MBA Programme. 4 credits may be earned by the student after successful completion of the MOOC course with a minimum 60 hours/8-12 weeks duration or available on different online training platforms namely SWAYAM/NPTEL. The Marks/Grades and completion of the course shall communicate to controller of examination before the end of IV Semester Examination. These courses shall be of intra-faculty as well as inter faculty in nature.

Norms of Theory Paper and Dissertation Workload:

1) For all theory papers 4 lectures per week in all a minimum 48 periods per subject per semester. The duration of the lectures shall be 60 minutes each. There shall be at least 15 weeks of teaching before commencement of examination of respective semester.
2) There shall be minimum 12 students (10% of total intake) for every additional specialization at MBA III Semester and Semester IV level.
3) a) For dissertation work there shall be a batch of **12 students** per guide teacher.

   b) For one batch of **12 students** four periods workload per week shall be allotted for guidance of dissertation in the Semester III and IV.

2. Induction cum Foundation Course:

Introduction: Induction is a well planned process of introducing the new students to higher education, the institution, etc. Before it is conducted, it is essential to plan all the activities in advance. This course is aimed at making the student ready to pursue higher education in business management. As a graduate of any stream/faculty is eligible to take admission to this program, the Department may have students from various streams such as Commerce, Humanities, Science, Engineering or any other Interdisciplinary studies.

Purpose : Student Induction Programme is to help new students adjust and feel comfortable in the new environment, inculcate in them the ethos and culture of the institution, help them build bonds with other students and faculty members, and expose them to a sense of larger purpose and self exploration. Hence, every institute shall organize an Induction Cum Foundation Course for First Year Students before commencement of academic session for First Semester.

Guidelines for Induction cum Foundation Course:

- The Induction Course shall have minimum 25 - 30 contact hours.
- The Induction Course does not carry any Credit and hence the evaluation of students is not mandatory at the end of this Course.
- The Department will organize the Induction Course before commencement of classes for First Semester and ensure the attendance of all enrolled students for the same.
- The Department will keep proper record of the Induction Course to be verified by the competent authority, if needed.
- The contents of Induction include:
  - ➢ Physical Activity
  - ➢ Creative Arts and Culture
  - ➢ Mentoring & Universal Human Values
  - ➢ Familiarization with College, Department and Specialization
  - ➢ Literary Activity
  - ➢ Proficiency Modules
  - ➢ Lectures & Workshops by Eminent People
  - ➢ Visits in Local Area
  - ➢ Extra-Curricular Activities in College
  - ➢ Feedback and Report on the Program

3. <u>Guidelines for Summer Internship Programme (SIP):</u>

➢ Each student shall have to undergo a practical training for a period of 60 working days during vacation falling after the end of II Semester.

➢ For SIP, 1 credit is equivalent to minimum 40-50 hours of effective work and SIP shall have 4 credits.

- SIP can be carried out in a Field/Desk Research/ Industry/ Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector.
- The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management.
- It is mandatory for the student to seek advance written approval from the Head / Faculty Guide from time to time of the department about the topic and organization before commencing the SIP.
- Alternatively Head / Faculty of the Department/ Institute may allocate the research area/sector/industry/company specific project to the individual student.
- SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ in an organization / industry.
- It is expected that the SIP shall sensitize the students to the demands of the workplace.
- Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis
- The student shall submit a written structured SIP report along with SIP Progress Diary based on work done during this period and duly sign by Authority.

4. Scheme of Dissertation/Research Project (Paper 3SMB05 /4SMB05)

Assessment of dissertation shall be done at two stages:

Stage I - Dissertation Pre-Report submission at the end of Semester – III; it contains 100 marks & 2 credits. Marks out of 100 will be award based on submission of pre report and evaluation by internal examiner.

Stage II - Dissertation Final-Report submission at the end of Semester – IV; It contains 100 marks and 2 credits. Marks out of 100 will be awarded based on submission of final report and Viva-Voce was conducted by external examiner appointed by the Controller of Examination authority.

5. **<u>Credit Transfer for MOOCs:</u>**

Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016). Every student admitted to this program has to successfully complete **ONE** Massive Online Open Courses available on portal to become eligible for the award of MBA degree. The credit points of MOOCs earned by a student shall be transferred in the Mark list of Semester

IV. The student has liberty to complete the course any time during the MBA program after his/her admission and it is not restricted to any specific semester/s. However, the student is advised to successfully complete these MOOCs at the end of IV Semester.

In compliance with the Choice Based Credit System, the student is free to opt for **any course of any domain area (Preferably of respective Graduation Stream)** available on the **SWAYAM/NPTEL** portal during a particular semester provided the course has 4 credits.

Following guidelines are to be followed by the Students, University and Institute:

- ✓ Students should see the list of course on respective portal of MOOC Courses.
- ✓ He/She shall select the one or two course with **(minimum duration of 8 - 12 weeks/60 hours and of with minimum 4 Credits)** available in the beginning of each semester.
- ✓ A student may select the course of his/her choice from the available courses and register for the same.
- ✓ A student is also required to appear and successfully complete the online examination for the MOOC opted by his/her choice.
- ✓ The successful completion of **MOOCs** comprising of total 4 Credit Points is mandatory for every student to become eligible for the award of degree.

- ✓ If a student has completed a MOOC carrying more than 4 credits, then only 4 credits shall be considered and be shown in the mark list of 4th Semester against such course.
- ✓ In case, the MOOC certificate does not have a mention of Credits, the Principal/Director/Head shall certify the number of credits for which a course of minimum duration of 8 weeks/60 hours shall be considered equivalent to 4 credits.
- ✓ A student is expected to fill the examination form for Semester IV along with the titles of courses (MOOC courses) he/she had completed.
- ✓ The Admission and Examination fee of MOOCs is to be paid and borne by the student separately.

6. Industrial Tour:

To make students understand various aspects of business College/Institute/Department may organized industrial visit to Industry/Business House.

Prof. Ram Meghe Institute of Technology and Research, Badnera-Amravati

(An Autonomous Institute)

Two Year Post Graduate Degree Program in Masters of Business Administration (MBA)

Choice Based Credit System (Semester Pattern)

SEMESTER: I

Sr. No.	Subject Code	Subject	Teaching Scheme					Examination Scheme										
			Hours/ Week			Total Hours/ Week	Credits	THEORY							PRACTICAL			
										Internal Marks					Max. Marks			
			Lecture	Tutorial	P/D			Duration of paper (Hrs)	Max. Marks ESE/ ESSE	Max. Marks MSE/ MSIE	Max. Marks TA	Total	Min. Passing Marks in ESE/ ESSE	Overall Min Passing Marks	Int.	Ext.	Total	Min. Passing Marks
01	1SMB01	Managerial Communication	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
02	1SMB02	Business Economics	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
03	1SMB03	Accounting for Business Decision	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
04	1SMB04	Management Process and Organization Behaviour	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
05	1SMB05	Indian Ethos and Business Ethics	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
06	1SMB06	Computer Applications for Business	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
07	**1SMB07***	**Business Statistics and Analytics**	4	..	..	4	4				100	100		**50**				
Total						**28**	**28**					**700**		**350**				

*	**Overall Internal assessment based on test , Assignment caselet solving and Teacher Assessment during the semester**

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SEMESTER: II

Sr. No.	Subject Code	Subject	Teaching Scheme					Examination Scheme										
			Hours/ Week			Total Hours/ Week	Credits	THEORY							PRACTICAL			
			Lecture	Tutorial	P/D			Duration of paper (Hrs)	Max. Marks ESE/ ESSE	Internal Marks		Total	Min. Passing Marks in ESE/ ESSE	Overall Min Passing Marks	Max. Marks		Total	Min. Passing Marks
										Max. Marks MSE/ MSIE	Max. Marks TA				Int.	Ext.		
01	2SMB01	Legal Aspects for Business	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
02	2SMB02	Business Research	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
03	2SMB03	Human Resource Management	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
04	2SMB04	Financial Management	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
05	2SMB05	Marketing Management	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
06	2SMB06	Operations Management	4	..	..	4	4	3	60	30	10	100	**24**	**50**				
07	**2SMB07***	**Business Entrepreneurship**	4	..	..	4	4				100	100		**50**				
		Total	**28**			**28**	**28**					**700**		**350**				

*	**Overall Internal assessment based on test , Assignment caselet solving and Teacher Assessment during the semester**

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SEMESTER: III

Sr. No.	Subject Code	Subject	Teaching Scheme					Examination Scheme										
			Hours/ Week			Total Hours/ Week	Credits	THEORY							PRACTICAL/VIVA VOCE			
			Lecture	Tutorial	P/D			Duration of paper (Hrs)	Max. Marks ESE/ ESSE	Internal Marks: Max. Marks MSE/ MSIE	Internal Marks: Max. Marks TA	Total	Min. Passing Marks in ESE/ ESSE	Overall Min Passing Marks	Max. Marks: Int.	Max. Marks: Ext.	Total	Min. Passing Marks
01	3SMB01C	International Business Environment	4	..	..	4	4	3	60	30	10	100	24	50				
02	3SMB01	DSE 1	4	..	..	4	4	3	60	30	10	100	24	50				
03	3SMB02	DSE 2	4	..	..	4	4	3	60	30	10	100	24	50				
04	3SMB03	DSE 3	4	..	..	4	4	3	60	30	10	100	24	50				
05	3SMB04	DSE 4	4	..	..	4	4	3	60	30	10	100	24	50				
06	3SMB05	*Dissertation (Pre Report Subimission)		..	4	4	2	Internal Assessment				100	..	50				
07	3SMB06	#Summer Internship Program (45 days)	During Summer Vaccation After Sem II Examination				4	Internal Assessment				100	..	50				
Total						**24**	**26**					**700**		**350**				

	*	**Overall continues Internal assessment based on Seminar and presentation on progress of dissertation till during the semester**
	#	**Submission of SIP report and presentation on SIP completion at the start of SEM III**

***Discipline Specific Electives (DSE) : Students can select any one Discipline Specific Elective Group (Specialization) in SEM III from different specialization offered by Institute**

Sr. No.	Specialization	Subject Code	Name of Subject
1	Common	3SMB01C	International Business Environment
2	Marketing Management	3SMB01MM	Consumer behavior
3		3SMB02MM	Integrated Marketing Communication
4		3SMB03MM	B2B Marketing
5		3SMB04MM	Product & Brand Management
6	Finance Management	3SMB01FM	International Financial Management
7		3SMB02FM	Investment Decisions
8		3SMB03FM	Operating Finance
9		3SMB04FM	Banking & Financial Institutions
10	Business Analytics	3SMB01BA	Business Decision Analysis
11		3SMB02BA	Statistical methods using R
12		3SMB03BA	Data Visualization
13		3SMB04BA	Data Warehousing & Data Mining
14	Operations Management	3SMB01OM	Supply Chain & Logistics Management
15		3SMB02OM	Product Design & Project Management
16		3SMB03OM	Service Operations Management
17		3SMB04OM	Materials and Total Quality Management

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SEMESTER: IV

Sr. No.	Subject Code	Subject	Teaching Scheme					Examination Scheme										
			Hours/ Week			Total Hours/ Week	Credits	THEORY							PRACTICAL/VIVA VOCE			
			Lecture	Tutorial	P/D			Duration of paper (Hrs)	Max. Marks ESE/ ESSE	Internal Marks		Total	Min. Passing Marks in ESE/ ESSE	Overall Min Passing Marks	Max. Marks		Total	Min. Passing Marks
										Max. Marks MSE/ MSIE	Max. Marks TA				Int.	Ext.		
01	4SMB01C	Business Strategy	4	..	..	4	4	3	60	30	10	100	24	50				
02	4SMB01	DSE 5	4	..	..	4	4	3	60	30	10	100	24	50				
03	4SMB02	DSE 6	4	..	..	4	4	3	60	30	10	100	24	50				
04	4SMB03	DSE 7	4	..	..	4	4	3	60	30	10	100	24	50				
05	4SMB04	DSE 8	4	..	..	4	4	3	60	30	10	100	24	50				
06	4SMB05	Dissertation (Final Report Submission)		..	4	4	2	External Assessment				100	..	50				
07	4SMB06	MOOC		..	..		4	Through NPTEL/SWYAM /IGNOU---Portal										
Total						**24**	**26**					**600**		**300**				

***Discipline Specific Electives (DSE) : Students can select any one Discipline Specific Elective Group (Specialisation) in SEM IV from among the different specializations offered by the University**

Sr. No.	Specialization	Subject	Subject Code
1	Common	Business Strategy	4SMB01C
2	Human Resource Management	Talent Acquisition	4SMB01HR
3		Human Resource Development	4SMB02HR
4		Employee Relation & Legal Framework	4SMB03HR
5		Compensation and Benefits Management	4SMB04HR
6	Retail Marketing	Retail Store Management	4SMB01RM
7		Retail Brand Management	4SMB02RM
8		E-Retail	4SMB03RM
9		Retail Buyer Behavior	4SMB04RM
10	Enterprise Management	Enterprise Financial Structure	4SMB01EM
11		Cash & Asset Management	4SMB02EM
12		Innovation Entrepreneurship	4SMB03EM
13		MSME Management & Strategic Development	4SMB04EM
14	Information System Management	Database Management System	4SMB01ISM
15		E-Commerce	4SMB02ISM
16		Managing Digital Platforms	4SMB03ISM
17		Software Project Management	4SMB04ISM

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Choice Based Credit System (Semester Pattern)

Summary of Marks and Credits

S.No	Year	Semester	Sem Marks	Yearly Marks	Semester Credits	Yearly Credits
1	**First Year**	**I**	700	1400	28	**56**
		II	700		28	
2	**Second Year**	**III**	700	1300	26	**50**
		IV	600		26	
			2700		**108**	

Exit Option after Completion of First Year :

Students has to passed all subjects of Semester I & II examination of MBA Program and they should complete the summer internship program
of 60 days (Min 180 working hours) with six credits to qualify for the **Post Graduate Diploma in Business Management**

Syllabus of Semester-I (MBA Program)

MBA 1SMB01-Managerial Communication

Lectures/week: 04 **Credits: 04**

Course Prerequisites:

Course Objective: Develop essential communication skills for leaders/managers for

1. Develop effective verbal and non-verbal techniques, applying principles of business writing,
2. Cultivating interpersonal relationships, and delivering impactful presentations.

Course Outcomes:

CO-01	Discuss effective communication skills essential for managerial roles including both verbal and non-verbal techniques.
CO-02	Apply principles of effective business writing to draft clear and concise communication materials such as emails memos, reports and resumes.
CO-03	Develop and maintain effective interpersonal relationships utilizing active listening feedback techniques conflict resolution negotiation skills and collaboration strategies.
CO-04	Deliver impactful presentations by planning and organizing content employing effective delivery techniques incorporating visual aids and multimedia tools and overcoming public speaking anxiety.

Unit 1: Introduction to Managerial Communication (12 Hours)

Introduction & Communication Basics: Importance of effective communication in managerial roles, Key communication skills for managers, Communication barriers and challenges in a managerial context, Verbal and non-verbal communication techniques

Unit 2: Written Communication for Managers (12 Hours)

Effective business writing: Principles, Drafting clear and concise emails, memos, and reports, Professional communication etiquette in written communication, Editing and proofreading techniques for error-free communication, Adapting writing styles for different audiences and purposes, Resume Writing

Unit 3: Interpersonal Communication (12 Hours)

Building effective interpersonal relationships in a managerial role: Active listening and feedback techniques, Conflict resolution and negotiation skills for managers, Facilitating effective meetings and Group discussions, Collaboration and teamwork communication strategies, Interview Techniques

Unit 4: Presentation Skills for Managers (12 Hours)

Presentations: Planning and organizing presentations for managerial purposes, Effective delivery techniques and body language in presentations, Visual aids and multimedia tools for impactful presentations, Public Speaking , Barriers in public speaking , Business Video Conferencing

Text Books :

1. "Managerial Communication: Principles and Practice" Author: R.S. Dwivedi Publication: Pearson India Edition: 2nd Edition
2. "Business Communication: Concepts, Cases, and Applications" Author: R.K. Madhukar Publication: Himalaya Publishing House Edition: 1st Edition
3. Written Communication for Managers 3. Book: "Effective Business Communication" Author: Muruganandan R. Publication: Himalaya Publishing House Edition: 1st Edition
4. "Business Communication: Building Skills for Professionals" Author: Meenakshi Raman and Prakash Singh Publication: Oxford University Press Edition: 4th Edition
5. "Interpersonal Communication Skills for Managers" Author: M.S. Rao Publication: Excel Books Edition: 1st Edition
6. "Communication Skills for Managers" Author: Sunita Bhuyan and Alok Bhuyan Publication: Dorling Kindersley India Edition: 2nd Edition
7. "Effective Presentation Skills: A Practical Guide for Better Speaking" Author: Priti Sharma Publication: SAGE Publications India Edition: 1st Edition

Syllabus of Semester-I (MBA Program)

1SMB02-Business Economics

Lectures/week: 04 Credits: 04

Tutorials: NIL

Course Prerequisites:

Course objectives: Developed overall knowledge of

1. Macro economics required for business purpose /industry purpose/ corporate
2. Micro economics required for business purpose /industry purpose/ corporate purpose amongst management students.

Course Outcomes:

CO-01	Define the concepts of Macroeconomics & Microeconomics & its application in Business Decisions making
CO-02	Illustrate the fundamental understanding of demand, supply, and their elasticity's.
CO-03	Demonstrate the concepts in Producer's theory & cost theory for optimum production & cost effectiveness.
CO-04	Analyze different market competitions & pricing strategies in these competitions.

Unit I: Basics of Managerial Economics (12 Hours)

Fundamentals of Economics: Nature, scope, importance & Principles of Economics, of Economics

Business Economics concepts: Applications of business economics

Macro Economics for managerial Decision-making: Different Economic Systems, Concept of National Income, Concept of Inflation & Economic Policies

Market structure & competitions: Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition. Pricing Behavior in different market structure

UNIT-II : Demand and Supply Analysis (12 Hours)

Consumer Theory: Utility meaning and types, Law of diminishing marginal utility, Indifference Curve Analysis, Utility Maximization and Budget line Consumer‘s equilibrium.

Demand Analysis: Types & Determinants of demand, Demand Function, Schedule & curve, Law of Demand & its exceptions, Demand Elasticity's - Price, Income, Cross and advertising; their use in Managerial Decision Making, Impact of Government intervention, Demand forecasting- meaning, need & methods.

Supply Analysis: Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

Market Mechanism: Price of a Product under demand and supply forces, Price Restriction and Market Equilibrium – Price Ceiling & Floor, Tax & Subsidy, and Comparative Statics.

Unit III: Theories of Micro and Macro Economics (12 Hours)

Producer's Theory: Production function, Laws of production: Law of diminishing returns, Output Elasticity of a variable input, Law of returns to scale. Production Isoquant, Iso-cost, Expansion Path, Optimal Input Substitution. Role of Manager in Production Process.

Cost Theory: Concept of cost, Types of costs

Cost Behavior: Long run & short run cost behavior, cost minimization

Revenue Concepts: Revenue concept- total, average and marginal revenue. Revenue curves of perfect and imperfect markets.

Unit IV: Oligopoly and Game theory (12 Hours)

Theories of firm-Introduction: Profit Maximization & Sales Maximization under different market conditions

Pricing Practices: Price discrimination, Mark up pricing, Marginal cost pricing, Peak-load pricing, Transfer pricing,

Oligopoly: Cournot, Bertrand, Stackelberg Model, Collusion, Cartel

Game Theory and Competitive Strategy- Market Entry, Bargaining, Application of One Shot Games, Infinitely Repeated Games, Factors affecting Collusion in pricing games, finitely repeated games.

Text Books:

1. Principles of Microeconomics, N. G. Mankiw,4^{th} edition, Pearson Education, 2017
2. Microeconomics, Paul Krugman & Robin Wells, Worth Publisher, 2014
3. Microeconomics, Daniel L. Rubinfeld and Robert Pindyck, 9^{th} Edition, Pearson Education, 2018
4. Managerial Economics, Thomas J. Webster, Elesvier Publication, 2004
5. Managerial Economics and Business Strategy, Michael R. Baye& Jeffrey T. Prince, Mcgraw Hill Education, 2014
6. Managerial Economics, William F. Samuelson & Stephan G. Marks, Wiley Publication, 2012
7. Managerial Economics – Applications, Strategy and Tactics, McGuigan, Moyer & Harris, 13^{th} Edition, Cengage Publication, 2011
8. Managerial Economics, Mark Hirschey, Cengage Publication, 12^{th} edition, 2008
9. Managerial Economics, V. L. Mote, Mcgrawhill, 2017
10. Managerial Economics, H. L. Ahuja, S Chand Publication.

Syllabus of Semester-I (MBA Program)

1SMB03- Accounting for Business Decision

Lectures/week: 04 Credits: 04

Tutorials: NIL

Course Prerequisites:

Course Objective:

To make the students familiar with

1. Basic accounting theories & techniques
2. Basics of management and cost accounting

For making business decision logical in nature

Course Outcomes:

CO-01	Infer the foundation of accounting with branches & principle of accounting.
CO-02	Outline the fact of financial accounting tools.
CO-03	Able to interpret management accounting tools for business decision making
CO-04	Acquaint the knowledge regarding various cost accounting concepts with application in business decision making

Unit 1: Introduction of Business Accounting (12 Hours)

Introduction: Meaning, Nature & Scope of Accounting, Importance of Accounting, Users of financial statements, Financial, Cost and Management Accounting, Forms of Business.

Concept & Convention: Concept of Accounting, Accounting Conventions, Accounting Standard.

Finance Function and Accounting: Accounting and Other Disciplines, Accounting as a Career and Profession, Place of Accounting Officers in the Organization.

Auditing: Concept, Importance, Advantages & Disadvantages, and Role & Responsibilities of Auditor.

Unit 2 : Financial Accounting **(12 Hours)**

Introduction: Meaning and scope of Financial Accounting Need, Definition of Book keeping and Accounting, Application of Financial Accounting, Objective of Financial Accounting, Golden Rule of Accounting.

Accounting Cycle: Concept of Journal, Ledger, Trial Balance, Bank Reconciliation Statement and Double Entry System.

Financial Statement: Nature, Objective, Uses & Limitation of Financial Statement, Types of Financial Statement, Preparation of Financial Statement.

Depreciation: Basic Concept, Methods of Calculation of Depreciation – Straight Line Method & Diminishing Balance Method.

Unit 3: Management Accounting **(12 Hours)**

Introduction: Management Accounting: Importance of Management Accounting, Tools & Techniques of Management Accounting, Difference between Management Accounting & Financial Accounting.

Ratio Analysis: Concept, Importance, Application & Limitation of Ratio Analysis, Liquidity Ratio , Solvency Ratio , Profitability Ratio.

Budget & Budgetary Control: Concept, Importance, Merits & Demerits of Budget, Cash Budget & Flexible Budget.

Leverage Analysis: Concept, Importance, Managerial Application, Types of Leverage – Financial Leverage, Operating Leverage & Combined Leverage.

Unit 4: Cost Accounting **(12 Hours)**

Introduction: Nature, Objectives, Importance, Classification of Cost, Relevant & Irrelevant Cost, Sunk Cost, Opportunity Cost, Differential Cost.

Cost Sheet: Concept, Importance, Performa .Types of Cost Sheet, Preparation of Cost Sheet.

Inventory Valuation: Methods of Inventory Valuation – LIFO, FIFO, Simple & Weighted Average, EOQ & ABC Analysis.

Marginal Cost Analysis: Concept, Importance, Application of BEP Analysis, Calculation of BEP, Margin of Safety, Profit Volume Ratio, Contribution, Cost Volume Profit Analysis.

Text Books:

1., "Financial Accounting for Management – An Analytical Perspective", Narayanaswamy, R Gupta, Ambrish, 4th Edition, Pearson Education.2012.

2. “Financial Accounting – A Managerial Perspective”, Subramanyam, K. R. and John, J.W, 5th Edition, Prentice Hall of India. 2015.

3. “Financial Statement Analysis”, Penman, S.H, 12th Edition, Tata McGraw Hill. 2014.

4. “Financial Statement Analysis and Security Valuation” Erich, A. H 4th Edition, Tata McGraw Hill, 2014.

5.Financial Accounting for Business Managers: Ashish K. Bhattacharya ,Prentice-Hall of India Pvt. Ltd, 2006.

6. Accounting for Managers: S.P.Jain, K.L.Narang, Simmi Agrawal: Kalyani Publishers: Year of Publication, 2006.

7. Financial Accounting for Managers : T.P. Ghosh : Taxmann : Year of Publication 2006

9. An Introduction to Accountancy: S.N.Maheshwari, S.K.Maheshwari: Vikas Publishing House Pvt. Ltd, 2005.

10. Management Accounting, Khan M.Y. and Jain, P.K :TMH, N. Delhi.

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1SMB04- Management Process and Organization Behavior

Lectures/week: 04 Credits: 04

Tutorials: NIL

Course Objective: To Apply the basics knowledge of

1. Management process and it's theories used in business environments.
2. Organization behaviors tool and technique used for effective business operations.

Course Outcomes:

CO-01	Discuss the definition and nature of management, the evolution of management thought, managerial roles and skills, and key management functions
CO-02	Illustrate a strong foundation in organizational behavior and its key components including attitude, personality, job satisfaction, values, and perception.
CO-03	Demonstrate different leadership theories and styles, theories of motivation, group behavior, group dynamics, and managing organizational conflict.
CO-04	Analyze organizational structure, culture, organizational change, and decision-making processes within organizations

Unit I: Introduction to Management and its functions (12 Hours)

Introduction to Management: Definition and nature of management, Evolution of management thought, Managerial roles and skills **Key management functions:** planning, organizing, leading, and controlling

Unit II: Foundation of Organizational Behavior (12 Hours)

Ability: Attitude: Constituents, Function, Attitude Change, **Personality**: Factors, theories of Personality Developments, **Job Satisfaction**: Factors, Evaluation, **Values:** Concept, Development Process, **Perception:** Concept, Process,

Unit III: Organization Behaviors and its conflicts (12 Hours)

Leadership: Concept, Theories of Leadership, Style. **Motivation:** Concept, Theories of Motivation. **Foundation of Group Behavior**: Group, Group Development, Group Properties, Roles Status, Size and Cohesiveness, Group Decision Making, Group Dynamics, Work Teams.

Managing Organizational Conflict: Power, Politics & Stress Management

Unit IV: Organizational culture and changes (12 Hours)

Understanding Organization: Structure, Role, Types Division and Span of Control.

Managing Organizational Culture: Concept Fundamentals of Organizational Culture, Technology and Organizational Decision, Organizational Decision Making.

Organizational Change: Process, Stages, Resistance to Change Measure to Overcome Resistance to Change.

Text Books :

1. Organisational Behavior Text Cases and Games, K. Aswathappa, Himalaya Publishing House Pvt Ltd, 10th Edition,
2. "Organizational Behavior -A new Look Concept, Theory and Cases", Dr. Niraj Kumar, Himalaya Publication, First Edition 2009.
3. "Organisational Behaviour", Margie Parikh, Rajen Gupta, McGraw Hill Education (India) Private Limited, 1st Edition.
4. "Organizational Behaviour: concepts, realities, application and challenges", PG Aquinas, First edition, Excel Books.
5. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra - Pearson.latest edition
6. Organization Behavior: A south Asian perspective – Nelson, Quick, Khandelwal, Cengage Publication.
7. Organization Behavior, Suja R. Nair, Himalaya Publication, latest edition
8. Organization Behavior , Mr. Bhattacharyya- Oxford University Press
9. Organization Behavior, P. Subba Rao – Himalaya Publication House.
10. Understanding Organization Behavior - Pareekh & Khanna - Oxford University Press.
11. "Principles of Management" R.S. Khurana- -McGraw-Hill Education

Syllabus of Semester-I (MBA Program)

1SMB05- Indian Ethos & Business Ethics

Lectures/week: 04 Credits: 04

Tutorials: NIL

Course Objective: To create a mind-set of value system in future managers and sensitize them with ethical standards.

Course Outcomes:

CO-1	Acquaint with the Fundamentals of Indian ethos and its relevance in the practical aspects.
CO-2	Demonstrate the value based management in global scenario
CO-3	Solve ethical issues being face by organizations, employées, managers and Policy maker.
CO-4	Demonstrate a personality well equipped by values and spread the same at workplaces in future.

Unit I: Theories of Thoughts and Vedas (12 Hours)

Indian ethos- history and relevance (Gandhian thoughts, Vedantic tradition, holistic management, Liberation from oppression, Confluences), Role of scriptures, Management lessons from- Vedas- Dwait and Adwait traditions, Mahabharata with emphasis on message from Gita, Bible and Kuran, Management of Self.

Unit II: Theory of Values, Karmas and Gurukul System (12 Hours)

Kautilya's Arthashastra, Indian v/s Western Management- difference between core values, foremost thinkers and philosophers, Value based management in global change- Need and contemporary scenario, Secular v/s Spiritual values, Theory of Karma, Nishkam Karma, Sakam Karma, Prarabdha, Kriyaman, Ancient Indian Educational system- Gurukul system- History, significant places, symptoms of student-hood

Unit III: Ethical Theories and Principles (12 Hours)

Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical

Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, and Kohlberg's six stages of moral development (CMD). Ethical dilemma- Meaning, Current situations reflecting dilemmas, Process to resolve, Codes of ethics, codes of conduct- Significance, features, design.

Unit IV: Stress Management **(12 Hours)**

Ethical and value based leadership- Distinction from Western concept of leadership, Impact during functioning, Stress management- types, reasons, signals, remedies, significance of hobbies, Indian perspective of stress management, Yoga, Meditation

Text Books:

1- Business Ethics, Andrew Crane And Derk Matten, Second Edition, 2007, Oxford University Press
2- Business Ethics- Text And Cases, C.S.V. Murthi, Reprint 2021, Himalaya Publishing House
3- Stress And Coping- Indian Experience, D M Pestonjee, Second Edition 1999, Sage Publishing
4- Business Ethics- Concepts And Cases, M G Velasquez, Sixth Edition, Prentice Hall India
5- Ethics In Management, S A Sherlekar, Reprint 2020, Himalaya Publishing House
6- Ethical Management- Text And Cases; Satish Modh, First Edition 2005, Macmillan India Pvt Ltd
7- Business Ethics; William H Shaw, Fourth Edition; Thomson Learning
8- Busines Ethics- An Indian perspective, II Edition, A.C. Fernando, Pearson Publication
9- Business Ethics and Corporate Governance, Jyotsna G.B., R.C. Joshi, McGraw Hill Publiscation, First Edition

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1SMB06 - Computer Applications for Business

Lectures/week: 04 Credits: 04

Tutorials: NIL

Course Objective:

Course Outcomes: To explain use of Information technology and E-commerce required for Business purpose.

Course Outcomes:

CO	COURSE OUTCOMES
CO-01	Create the awareness of basic concept of the information system for businesses.
CO-02	Simplify the decision making process along with focus on Information technology and security/privacy of MIS.
CO-03	Interpret applications of information technology for business.
CO-04	Infer E-commerce and importance of digital marketing

Unit I: Tools of Information system (12 Hours)

Management Information System: Information, Information System, Management Information System, Role of MIS, Subsystems of MIS, Development of Information System(IS) : Information requirement, Designing of IS, Implementation of IS, Software Development Models, MS-Office – MS PowerPoint, MS Word, MS Excel.

Unit II: **Decision makings in business (12 Hours)**

Decision Making: Decision Making Process, Stages in Decision Making, Decision Making Models, Information System support for Decision Making Phases. Decision Support Systems: Concept, Constructing a DSS, Best practices in data analytics and business intelligence

Unit III: IT Capabilities and Data Base Management System (12 Hours)

Information Technology - Definition, IT Capabilities and their organizational impact - Telecommunication and Networks -Types and Topologies of Networks, Management Issues in MIS - Information Security and Control - Quality Assurance - Ethical and Social Dimensions, Data Base Management Systems –-basic structure

Unit IV: E-Commerce and Digital Markets (12 Hours)

E-Commerce and Digital Markets: Understanding E-Commerce-Technology and growth of ECommerce, Economic Foundations of E-Commerce ,Introduction to Digital Marketing-Payment Gateways, Digital Currencies-Designing Electronic Markets.

Text Books :

1. Decision Support System for-Effective Planning, Theierauff, Robert J, Prentice Hall, 1982.
2. A Management Approach, Macmillan Publishing Company, Davis L.,Michael W., Prentice Hall, New Jersey, 1988.
3. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
4. Management Information System, Goyal, McMillan India.
5. Management of Systems, Gupta McMillan India.
6. Management Information Systems, Oka Dr.Milind, Everest Publishing House, 7th ed., 2003.
7. Management Information Systems, Jawadekar,Tata McGraw Hill8.

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1SMB07- Business Statistics and Analytics

Lectures/Week:04 **Crédits: 04**

Tutorials: NIL

Course Objective: To make the students familiar with basic statistical theories and techniques in managerial decision making also applications of inferential statistics in managerial decision-making in Business

Course Outcomes:

CO-1	Illustrate Business Statistics along with Business Analytics and its managerial applications in the real business world.
CO-2	Make a use of statistical tools and techniques in Business Decision Making.
CO-3	Demonstrate the basic and advance quantitative models in managerial decision analysis.
CO-4	Expand the knowledge of inferential Business statistics for development of Marketing analytics process.

Unit-I: Introduction to Business Statistics and Analytics **(12 Hours)**

Business Statistics - Definitions, scope, functions, limitations and applications, Role of Statistics in Research, List of Statistical Software's – Microsoft Excel, R language.

Business Analytics – Definition, scope, limitations, Applications of Business Analytics, Types of Business Analytics, Components of Business Analytics.

Web Analytics –Internet Data Analytics, List of Online Analytics Software and Programs / apps viz:- Google Analytics, Social Media Analytics, Face book Analytics, etc.

Unit-II: Tools of Data Analysis **(12 Hours)**

Data Collection – Collection of data, Primary and Secondary Data, Method of data collection – Sampling and Census Method, Planning Statistical Survey.

Data Visualization – Classification and Tabulation of Data, Frequency Distributions, Diagrammatic and Graphical Representation of Data using –R Language

Descriptive Statistics – Univariate Analysis, Measures of Central Tendency and Dispersion.

Bivariate Analysis - Correlation Analysis - Karl Pearson and Rank Order, Regression Analysis – Fitting of regression lines and equations by Least-Square Method.

Unit-III: Decision Making Tools of Operation Research **(12 Hours)**

Quantitative Techniques: Introduction to Linear Programming Problem (LPP), Formulations of LPP, Methods of LPP – Graphical Method, Simplex Method, Sensitivity Analysis.

Networking Models-Programme Evaluation and Review Technique (PERT), Critical Path Method (CPM)

Game Theory – Basics of Game Theory and its applications in Business.

Decision Analysis - Decision Theory, Methods of Decision Analysis, Decision Tree Analysis.

Unit-IV: Marketing Analytics **(12 Hours)**

Marketing Mix Data Allocation – Data allocation – 7P's , Product Management.

Customer Management- Customer buying journey mapping, Consumer insight – Motivation, purchasing patterns and factor influencing decision making process.

Digital Marketing- Targeted Marketing Campaigns, Marketing Automation

Business Forecasting – Major applications, Methods of Forecasting - Time Series Analysis.

Text Books:

1. Fundamentals of Business Analytics, Acharya S. and Prasad R.N., (2016) ,John Wiley & Sons.
2. Business Statistics, Beri G.C. (2006) ,Tata McGraw-Hill
3. Research Methodology Methods and Techniques , C.R. Kothari , Gaurav Garg. New Age International Publishers.
4. Research Methodology, Vijay Upagade and Dr. Arvind Shende , S. Chand Publications.
5. Business Statistics: A First Course. David M. Levine and David F. Stephan. (2017) ,Pearson
6. Social Media Analytics, Ganis and Kohirkar (2016), Tata Mcgraw
7. Business Statistics. Gupta S P and Gupta M.P., (1997) Sultan Chand, New Delhi.
8. Statistics for Business and Economics, Hooda R.P. (2014) Macmillan India
9. Marketing Analytics - Rajkumar Venkateshan, Paul W. Farris ,UVA Darden Business Publishing.

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2SMB01- Legal Aspects of Business

Lectures/week: 04 **Credits: 04**

Course Objective: To understand and apply the legal aspects required for the business environment in present era.

Course Outcomes:

CO-1	Summarize the Indian legal system & its impact on business.
CO-2	Interpret the essential nature of general, special and sales of goods contract
CO-3	Illustrate the formation, governance and dissolution of companies & Limited Liability Partnership Firms.
CO-4	Demonstrate the uses of negotiable instruments & laws governing it.

UNIT-I : Introduction to Business Law and contracts **(12 Hours)**

Legal Aspect of Business: Introduction of Business Laws, Structure of the Indian Legal system, Sources of Laws.

Fundamentals of contract laws: Meaning and types of contract, Essential elements of valid contract, Performance and Breach of contract

Special Contracts: Laws of Agency, Contract of Bailment and Pledge, Contract of Indemnity and Guarantee.

UNIT-II: The Sales of goods Act & Consumer Protection Act, 2019 **(12 Hours)**

The Sales of goods Act 1930: Contract of sale, meaning and difference between sale and agreement to sell. Conditions and warranties, Transfer of ownership in goods including sale by non-owners, Performance of contract of sale, Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer, Auction Sale

Consumer Protection Act, 2019: Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices Rights of Consumers, Consumer Disputes Redressal Agencies

UNIT-III : The companies act 2013 & The Limited Liability Partnership Act, 2008 **(12 Hours)**

The Companies Act, 2013 Definition & characteristics of a company, Kinds of Companies, Memorandum of Association, Articles of Association; Role of Director, Winding Up of the Company.

The Limited Liability Partnership Act, 2008 Nature of partnership firm, Different types of partner, Difference between Partnership & Company, Reconstitution of partnership firm, Dissolution of partnership firm

UNIT IV: Negotiable instrument Act and Protecting the property of Business (12 Hours)

Negotiable instrument Act 1881 - Negotiable instruments, Negotiation - holder and holder in due course - crossing of cheques, dishonour of cheques - discharge of negotiable instruments.

Protecting the property of Business: Copyright, Trademark, secret, Geographical Indications-Alternate

Dispute resolutions

<u>Text Books:</u>

1. Elements of Mercantile Law- N. D. Kapoor-Sultan Chand & Sons
2. Legal Aspects of Business- Ravindra Kumar - Cengage Learning
3. Business Law Including Company Law- S. S.Gulshan & G. K. Kapoor – New Age International Publication
4. Law Relating to Intellectual Property – Dr. B. L. Wadehra- Universal LexisNexis
5. Legal Aspects of Busniess (Concepts and Applications) – Parul Gupta – Vikas Publication
6. Business Legislation for Management – MC Kuchhal & Vivek Kuchhal – Vikas Publication
7. Principles of Business Law – K. Aswathappa – Himalaya Publication

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2SMB02-Business Research

Lectures/week: 04 **Credits: 04**

Course Objective: To acquaint student with the business research process and research tools, also provide insides into management decision making.

Course Outcomes:

CO-1	Understand the importance of research in the business field & Identify appropriate research questions and formulate research objectives.
CO-2	Acquaint with Design research studies and select appropriate data collection techniques. With Analyze data using statistical tools and interprets research findings.
CO-3	Able to Present research findings effectively through written and oral presentations.
CO-4	Able to Identify research opportunities and recent trends.

Unit I: Introduction **(12 Hours)**

Introduction to Business Research: Importance of research in business, Research process and its components, Ethical considerations in business research

Research Problem Formulation: Identifying research questions, Developing research objectives, Literature review and theoretical framework development

Research Design: Exploratory, descriptive, and causal research designs, Cross-sectional and longitudinal designs, Experimental and non-experimental designs

Unit II: Sampling & Data Analysis **(12 Hours)**

Data Collection Methods: Surveys and questionnaires, Interviews and focus groups , Observation techniques , Primary & Secondary data collection

Sampling Techniques : Probability and non-probability sampling methods ,Sample size determination, Sampling errors and biases

Data Analysis and Interpretation : Quantitative data analysis using statistical software(Excel), Qualitative data analysis techniques, Interpreting research findings and drawing conclusions

Unit III: Presentation of Research **(12 Hours)**

Presenting Research Findings: Written research reports, Oral presentations and visual aids

Applications of Business Research: Using research findings in decision-making Research in marketing, finance, HRM , operations, and strategy.

Research Project: Proposal development, Data collection and analysis, Final research report presentation & Submission.

Unit IV: Development in Business Research **(12 Hours)**

Identifying Research Opportunities: Exploring market trends, customer needs, and competitive landscapes

Business Research Dimension: Consumer Research - Meaning & Scope, Need, Functions. Product Research - Meaning & Scope, Importance. Media Research - Functions of Media Research. Motivational Research.

Recent Trends in Research: Importance of R & D Department , Research Agency in India & their working mechanism.

Text Books:

1. Research Methodology, C.R. Kothari & Gaurav Garg –New Age International Publication.
2. Fundamentals of Business Analytics, Acharya S. and Prasad R.N., (2016) John Wiley & Sons.

2Business Statistics, . Beri G.C. (2006) ,Tata McGraw-Hill

3. Practical Statistics for Data Scientists: Bruce P. and Bruce A. (2017). 50
Essential Concepts. O'Reilly Media, Inc.
5. Business Statistics: David M. Levine and David F. Stephan. (2017)A First Course. Pearson
6. Fundamentals of Statistics. . Elhance D.N., Elhance V. and Aggrawal B.M. (2008)
Kitab Mahal
7. Business Statistics. Gupta S P and Gupta M.P., (1997) New Delhi, Sultan Chand.
8. Fundamentals of Mathematical Statistics. Gupta S.C. and Kapoor V.K. Kapoor,
Sultan Chand

09. Statistics for Business and Economics, Hooda R.P. (1994) Macmillan India

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2SMB03-Human Resource Management

Lectures/week: 04 Credits: 04

Course Objective: Developed the human resource manpower and acquired modern talent acquisition methodologies as per present challenges of information, communication and technologies

Course Outcomes:

CO-1	Define the basic concepts, Principals, Functions & processes of Human Resource Management.
CO-2	Illustrate the processes of talent acquisition, management & development
CO-3	Outline the contemporary trends in Human Resource Management
CO-4	Demonstrate the HR Correspondence

UNIT I: **Human Resource Management & Talent Acquisition: At a glance** **(12 Hours)**

- ✓ **Introduction to the concept:** HRM Concept, Scope, functions and Importance
- ✓ Competencies & Role of HR Manager
- ✓ Manpower Planning, Job analysis,
- ✓ Recruitment, e - recruitment strategies, Selection, Induction and orientation

UNIT II: Talent Management & Development **(12 Hours)**

- ✓ Performance Management Concept, Methods of Performance Evaluation,
- ✓ Career Planning and development,
- ✓ Training process & Methods, Management Development Techniques,
- ✓ Job Evaluation, Basics & Components of Compensation, wage/ salary fixation, incentives, bonus, ESOPs, Fringe Benefits.

Unit III: Emerging Horizons of HRM **(12 Hours)**

- ✓ International HRM Concept, Importance, and Models

- ✓ Challenges of International HR Managers,
- ✓ E-HRM, Human Resource Information System, Human resource accounting and audit.
- ✓ Fundamentals of Industrial Relations and Fundamentals of Labor Laws

Unit IV: HR Communication **(12 Hours)**

- ✓ Employee file maintenance; Drafting Interview Letter, Offer Letter, Appointment Letter,
- ✓ Promotion Letter, Transfer Letter, Appreciation Letter,
- ✓ Reprimand letter, termination letter, Notice,
- ✓ Circular and Memo.

Text Books:

1. Personnel and Human Source Management by P. Subba Rao, 5th Edition, Himalaya Publication House.
2. Human Resource Management Text and Cases by K. Ashwatappa, 6th Edition Tata McGraw-Hill Education.
3. Essentials of Human Resources Management by Indranil Mutsuddi, New Age Publication
4. Elements of Industrial Law by N. D. Kapoor, Sultan and chand publications.
5. Traning and Development Methods by Dr.Rishipal,S.Chand.
6. Human Resource Maangement by A.M. SARMA, Himalaya Publishing House.

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2SMB04-Financial Management

Lectures/week: 04 **Credits: 04**

Course Prerequisites:

Course Objective: The course is designed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates along with the basic understanding of personal investment

Course Outcomes:

CO-1	Aware of the basic concepts related to financial management, various techniques and tools to manage finance function.
CO-2	Gaining the knowledge of principles and concepts used in financial decision making and familiarizing the students with the valuation of firm.
CO-3	Able to find out the best course of action among several financial options with the technique of capital budgeting. Assessing the impact of investment decisions in financing of working capital needs of the business organization.
CO-4	Understanding various avenues of personal investments

Unit I-Conceptual Framework of Finance: **(12 Hours)**

A. Introduction to Financial Management: Scope of Financial Management; Basic Principles of Financial Decisions, Primary Objective of financial Management;

B. Organization of Finance Function: interface of financial management with other discipline, Emerging role of Finance Managers in India

C. Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Long term and short term financial planning

D.Time Value of Money: Introduction, Rationale, Future Value, Discounting or Present Value Techniques, Compounding Techniques and Doubling Period.

Unit II: Valuations of the Firm Decisions: **(12 Hours)**

A. Sources of Finance: Introduction of Financial Instruments, Types of Capital, Long term Medium Term and Short Term Financing.

B.Cost of Capital: Introduction of Cost of Capital, Significance of Cost of Capital, Calculation of Cost of Debt, Cost of Preference Capital, and Cost of Retained Earnings, Combined Cost of Capital (Weighted/Overall).

C.Capital Structure: Introduction and Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining Capital Structure in Practice.

D. Valuation of Bonds and shares: Introduction, Intrinsic Value, Book Value, Valuation of Bonds and Valuation of Shares.

Unit III: Investment & Liquidity Decisions **(12 Hours)**

A.Capital Budgeting: Importance of Capital Budgeting, Capital Budgeting Decisions, Capital Budgeting –Investment Evaluation Criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR Comparison.

B. Working Capital Management: Concepts of Working Capital, Need & Objective of Working Capital Management, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital.

C. Receivable & **Cash Management:** Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy. Optimum Cash balance, Analysis of Cash Management.

D. Dividend Policies: Issues in Dividend Decisions, Relevance Theory, Walter’s Model Gordon’s Model, Irrelevance Theory

Unit IV: Personal investment: **(12 Hours)**

A. Financial planning: Importance and need of financing planning.

B. Fixed return avenues: FD, PPF, Bonds, NSC etc

C. Equity link saving Scheme: Mutual funds, stock market,

D. Life Insurance: Term plan, money back plan, endorsement plan

Text Books:

1. Financial Management; Khan, M.Y & Jain, P.K.: Tata McGraw Hill, New Delhi, 2008.
2. Financial Management; Pandey, I. M.: Vikas Publishing House, New Delhi, 2005.
3. Financial Management; Chandra, Prasana: Tata McGraw Hill, New Delhi, 2008.
4. FUNDAMENTALS OF FINANCIAL MANAGEMENT, Preeti Singh, Ane, 2011.
5. Financial Management, Shashi K. Gupta and R.K. Sharma, Kalyani Publications
6. Basics of Financial Management V.K. Saxena and C.D.Vashist ,S. Chand and Sons.

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2SMB05-Marketing Management

Lectures/ Week: 04 **Credits: 04**

Course Prerequisites:

Course Objective: Understanding of the role, functions of marketing in an organization also ability to analyzed marketing problems and provide solutions based on marketing information

Course Outcomes:

CO-1	Understand basic terminology of marketing , differentiate between buyer and seller market
CO-2	Understand and developed the market segmentation , targeting and positioning and understand Product life cycle
CO-3	Apply Integrated marketing communication techniques so the end users will understand product/service concepts.
CO-4	Understand and developed pricing and physical distribution used in marketing for products and services

Unit I: Introduction to marketing Management **(12 Hours)**

Basics of Marketing Management-Definition, Scope, Core Concepts, Basic 4 P's and & 7P's of Marketing Mix for Products and services

Understanding Business Markets- Business v/s consumer markets, Buying Situations, Participants process in market

Understanding Consumers' Markets - Factors affecting consumer buying Behavior, Key Psychological Processes, Consumer Buying Decision Process, Customer Relationship

Unit II: Market Segmentation, Targeting and Positioning (STP) **(12 Hours)**

Segmentation: Bases of Segmenting Consumer Markets and Business Markets

Targeting: Meaning, effective segmentation criteria, evaluating and selecting the market segments, **Positioning:** Developing and establishing Brand Positioning, Differentiation strategies,

Product Life Cycle (PLC): Product and it's differentiation, Product characteristics, Product Packaging, Labeling and Warranties ,

Unit III: Advertising , Branding ,Personal Selling and Digital Marketing (12 Hours)

Advertising: 5 M's Sales Promotions: Major sales promotion tools Events, Functions and Public Relation decisions, Tools used in public relations

Brand Management: Meaning of Brand , Brand Equity, Branding decisions ,Co-branding and ingredient branding , Brand extension

Personal Selling: Major steps in effective selling

Digital Marketing: Various tools used in digital marketing in present era

Unit IV: Physical Distribution channels (12 Hours)

Pricing Decisions: Consumer Psychology and Pricing, Setting up the price , Price Adaptation and Strategies

Managing Distribution Channels: Marketing Channels o Role, Importance o Design & Management Decisions o Channel Integration and Systems Retailing, Wholesaling and Logistics Management

<u>Text Books :</u>

1 Marketing Management, Philip Kotler & Kevin Lane Keller Pearson Education 15th / Latest

2 Principles of Marketing – Lamb, Hair, Sharma & McDaniel- A South Asian Perspective Cengage Learning Latest

3. Fundamentals of Marketing, Stanton, Etzel & Walker ,McGraw Hill Latest

4. Marketing Management – Kotler, Keller, Koshy anJha -A South Asian Perspective Pearson Education Latest

5. Marketing Management, Arunkumar and Medenakshi Vikas Publishing

6. Marketing Management –Rajan Saxena –TMGH

7. Marketing Management – Verma & Duggal - Oxford University Press

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2SMB06-Operation Management

Lectures/week: 04 **Credits: 04**

Course Prerequisites:

Course Objective: To apply and developed over all operational and technical management skills required for handling the overall businesses in today's changing business environments.

Course Outcomes:

CO-1	Apply knowledge of fundamental concepts of operations management for operational performance improvement.
CO-2	Educate them on resources system used for Inventory management and material management
CO-3	Understands various dimensions of production planning and control and their inter-linkages with forecasting.
CO-4	Students can measure performance related to productivity and will be able to conduct basic industrial engineering study on men and machines.

Unit I: Introduction to Operation Management and PPC **(12 Hours)**

Operation Management: Introduction, Function, Nature, and Scope, Difference between Manufacturing and Service Operation, Interface with other Functional Areas.

Operation Decision: Process Selection and Facility Layout, Designing process layouts and facility of location

Production Planning and Control: Objective, Role of PPC, Basic functions of Production Planning and Control

Unit II: Introduction to Material and inventory Management **(12 Hours)**

Demand Forecasting: Need, Type, Manufacturing resource planning

Materials Management: Material Requirement Planning, Process, Purchase Management, Stores Management.

Inventory Management: Concept, Type, Models- Basic Model, Price Discount Model, Safety Stock, Reorder Level, ABC Analysis.

Unit III: Supply Chain Management and quality controls **(12 Hours)**

Supply Chain Management: Concept, Function, Chain Partners Management, Lean Vs Agile Supply Chain.

Aggregate Planning: Concept, Process, Approach, Master Production Schedule, operation scheduling and product sequencing.

Capacity Planning: Concept, Process, Approaches, Strategies, line balancing.

Quality Control: TQM, ISO - 9000, Charts.

Unit IV: Work Measurement and Process charts **(12 Hours)**

Work Study: Concept, Approaches and Scope, Basic Work Study procedure

Method Study: Objective and Method.

Process Chart: Man – Machine - Material, Two Hands Multiple Activity Chart, Micro - Motion Charts.

Work Measurement: Concept, Calculation of Standard Time, Work Sampling.

<u>Text Books:</u>

1. Industrial Engineering and Production Management, Martand Telsang, 2nd Rev Edn 2006 edition, S Chand Publications.
2. Operations Management Theory & Practice, B.Mahadevan, Pearson.
3. Purchasing and Materials Management, P. Gopalakrishnan, 1st Edition, McGraw Hill Education.
4. Procurement and Principles Management, Peter Baily, Barry Crocker, David Farmer, David Jessop, 11th Edition, Pearson Education.

5. Production& Operations Management 3e –Kanishka Bedi–Oxford University Press.
6. Production& Operations Management–K. Ashwathappa & K. Shridhar Bhat- Himalaya Publications.
7. Production& Operations Management–S.N. Chary–Tata McGraw Hill.
8. Production & Operations Management - N.G. Nair–Tata McGraw Hill.
9. Production and Operations Management, R B Khanna, PHI, New Delhi.
10. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

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2SMB07-Business Entrepreneurship

Lectures/ week: 04 **Credits: 04**

Course Prerequisites:

Course Objective: Appreciate and develop entrepreneurial attitude and prerequisites for becoming an entrepreneur. Demonstrate creativity in identifying opportunities for business venture.

Course Outcomes:

CO-1	Outline qualities and comprehend the concept of entrepreneurship
CO-2	Apply the process of business idea generation and product development
CO-3	Make use of business plan and feasibility reports for effective project management
CO-4	Categorize sources of finance and supporting institutions for entrepreneurs

Unit I: Introduction to Entrepreneurship **(12 Hours)**

Meaning and Importance of Entrepreneurship, Types of Entrepreneur, Entrepreneurship Career opportunities, The Entrepreneur's Role, Task and Personality, Entrepreneurial Culture, role of entrepreneurship in economic development, current entrepreneurship scenario in India.

Unit II: Business Idea Generation **(12 Hours)**

Definition of Innovation, Invention, Creativity, Identification of profitable pain points, Idea evaluation & validation methods, Opportunity recognition and entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition, The Strategic Window of Opportunity: Scanning, Positioning and Analyzing.

Unit III: Entrepreneurial Venture and Project Management **(12 Hours)**

Types of Entrepreneurial Venture and the Entrepreneurial Organization, The business plan as an entrepreneurial tool, elements of Business Plan, Market Analysis, Development of product/idea, Technical, Financial, Marketing Personnel and Management feasibility Reports

Unit IV: Entrepreneurial Finance and Role of Government **(12 Hours)**

Project financing: Debt, Venture Capital Funding, Angle Capitalist, Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc.

<u>Text Books :</u>

1. Dynamics of Entrepreneurship Development – Vasant Desai. Mc Millan
2. Entrepreneurship: New Venture Creation – David H. Holt, Pearson ltd
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta-Himalaya Publication
4. Project management – K. Nagarajan., Pentice Hall
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger-Oxford Publications
6. Innovation and Entrepreneurship – Peter F. Drucker- Pearson Ltd
7. New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay,M.S.Chhikara-Pearson
8. Entrepreneurship and Small Business Management – Siropolis- Oxford Publication
9. The Entrepreneurial Connection – Gurmeet Naroola, Tata Mc Graw Hills
10. Corporate Entrepreneurship – Vijay Sathe, Himalaya Publication
11. Make The Move: Demystifying Entrepreneurship – Ishan Gupta, RajatKhare

MBA SEM III

3SMB01- International Business Environment

(COMMON SUBJECT FOR ALL SPECIALIZATION)

Lectures/week: 04 **Credits:** 04

Course Objectives: To familiarize the students with the concepts, functions and practices of international business and to enable them to get global perspective on issues related to it.

Course Outcomes: After completion of this course the students will be able to

CO	COURSE OUTCOMES
CO1	Get acquainted with the fundamentals of International trade and business
CO2	Analyse and evaluate International marketing environment and the Export procedure
CO3	Analyse and evaluate Global logistics and Supply chain environment.
CO4	Analyse and evaluate International financial environments and working of institutions

Unit-I: International Trade and Business

Significance, Nature and scope of global business, Modes of global business, theories of international trade, Free trade v/s protection, tariff and non-tariff barriers, Overview of trade blocks, PESTLE factor

Unit-II: International Marketing Environment and Export Procedure

Definition of international marketing, Competition in International Business, International Product Adaptation & Branding Strategies, International Pricing Strategies, International Trade-Channels & Distribution Strategies, Future of International Marketing.

Export Procedure – Registration, Pre-shipment, Shipment and Post-shipment stages, Export documents, Export restrictions, Import restrictions, Foreign Commercial Payments, Packing and Marking.

Unit- III: Global Logistics and Supply Chain Environment

Interdependence of physical distribution activities, Benefits of a physical distribution system, Export shipping and Warehousing, Foreign freight forwarded, International logistics and Supply chain management, Cargo and Corporate Security initiative, Customs-Trade partnership, Electronic tracking

Unit-IV: International Financial Environment and Institutions

The Foreign exchange market, International parity and exchange rate determination, International Financial markets, Balance of Payment –Concept, components and disequilibrium in Balance of payment, WTO, IMF, IBRD, IFC, UNCTAD.

Suggested Readings:

1. Francis Cherunilam, International Business – Text and Cases, 3rd Edition, Prentice-Hall of India, New Delhi
2. Roger Bennett, International Business, Second Edition, Financial Times Pitman Publishing, Delhi
3. Philip R. Cateora, John L. Graham and Prashant Salwan, International Marketing, Thirteenth Edition, Tata McGraw-Hill Publishing Company Limited, New Delhi
4. Charles W. L. Hill, International Business, Fourth Edition, Tata McGraw-Hill Publishing Company Limited, New Delhi
5. K. Aswathappa, International Business, Fifth Edition, Tata McGraw-Hill Education Private Limited, New Delhi
6. Acharya W.K. and Jain K.S., Export Import Procedures & Documentation, Second Edition, Himalaya Publishing House, Mumbai

MBA SEM III

(MARKETING MANAGEMENT)

3SMB01MM-Consumer Behavior

Lectures/Week: 04 **Credits: 04**

Objective- To analyze personal, socio-cultural, and environmental dimensions that influenceconsumer behavior.

CO	CO Statement
CO1	Understand the conceptual foundations of consumer buying Behavior
CO2	Demonstrate knowledge of various influences on consumer Behavior
CO3	Acquaint with the marketing communication strategies
CO4	Identify & explain factors involved in online buying behaviour

UNIT - I Consumer Behavior and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behavior and Marketing Implications - Consumer Behavior Models, Consumer perceptions – Learning and attitudes - Motivation and personality –Psychographics - Values and Lifestyles.

UNIT - II Environmental influences on Consumer Behavior - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences. Consumer buying behavior - Marketing implications –

UNIT - III Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behavior - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

UNIT - IV The Global Consumer Behavior and Online buying behavior - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

References:

1. Bennet and Kassarjian, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi
2. Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011
3. Ramanuj Majumdar, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi, 2011
4. Loudon and Della Bitta, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS,Tata McGraw Hill. New Delhi,2007
5. Berkman & Gilson, CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, KentPublishing Company.
6. Efraim Turban, Jae Lce, David King, & I-I.Michael Chung: Electronic Commcrce: ManagerialPerspective, Pearson Education Inc., 2000

SEM III

(MARKETING MANAGEMENT)

3SMB02MM: Integrated Marketing Communication

Lectures/week: 04 Hrs **Credits: 04**

Objectives- To acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication program

CO	CO Statement
CO1	Understand the process of marketing communications.
CO2	Learn integrated marketing communications theory and concepts
CO3	Acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns
CO4	Identify emergent digital media tools

UNIT I: An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour

UNIT II : Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low 20% involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model

UNIT III: Planning for marketing communication (MarCom)-Establishing MarCom, Objectives and Budgeting for Promotional Programms -Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget

UNIT IV: Planning and development of creative MarCom, Media planning and selection decisions- steps involved and information needed for media planning, Measuring the effectiveness of all Promotional tools and IMC. Digital media & advertising, Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media

References:

1.Kazmi & Batra, ADVERTISING & SALES PROMOTION,Excel Books, 2008 2.Aaker, Batra & Myers, ADVERTISING MANAGEMENT; Prentice Hall, India. 2008

3. Kruti Shah & Alan D’souza, ADVERTISING & PROMOTION, Tata McGraw-Hill Delhi, 2009

4.Kelley & Jugenheimer,ADVERTISING MEDIA PLANNING A BRAND MANAGEMENT APPROACH, Prentice Hall, India. 2008.

SEM III

(MARKETING MANAGEMENT)

3SMB03MM: B2B Marketing

Lectures/week: 04 Credits: 04

Objective- To learn how to analyze a customer and their relationship in the B2B market.

CO	CO Statement
CO1	Understand the fundamental concepts of B2B marketing
CO2	Develop B2B marketing strategy
CO3	Demonstrate ability to frame STP
CO4	Identify various channels of marketing communication

UNIT-I: Introduction to B2B Marketing: Business marketing and Business market customers, Market structure, Environment and Characteristics of Business Marketing, Strategic role of marketing, Commercial enterprises, Commercial and institutional customers. Organizational Buying and Buyer Behavior: Organizational buyers' decision process - A Stepwise Model and A Process Flow Model, Organizational and business markets.

UNIT-II: B2B Marketing Strategy: Strategy making and strategy management process, Industrial product strategy– Managing Products for Business Markets-Managing Services for Business Markets-Managing Business Market channels The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard.

UNIT-III: B2B Marketing STP: Market Segmentation, basic framework of segmentation, choosing target segments and Positioning-Pricing strategies for Business Markets, B2B Advertising, Competitive bidding, Relationship marketing and CRM

UNIT-IV: Business Marketing Communications and Channels- B2B Advertising, Digital marketing- Trade shows, exhibitions, business meets - Managing the sales force - Deployment analysis -Business marketing channels and participants - Channel design and management decisions -B2B logistics management.

References:

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South Asian Perspective Cengage 2014, 11th ed.
2. Sharad Sarin, Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed
3. James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, Business Market Management (B2B): Understanding, Creating, and Delivering Value, Pearson 2010, 3rd ed.
4. Robert Vitale, WaldemarPfoertsch, Joseph Giglierano, Business to Business, Marketing, Pearson 2011
5. Krishna K Havaldar, Business Marketing: Text and Cases McGraw Hill 2014, 4th ed. 6. Armstrong, Gary and Philip Kotler, "Principles of Marketing", Prentice Hall, New Delhi, 2006

SEM III

(MARKETING MANAGEMENT)

3SMB04MM: Product & Brand Management

Lectures/week: 04 Credits: 04

Objective- To help the students understand important issues in planning and evaluating product and brand

CO	CO Statement
CO1	Understand the fundamental concepts of product and brand development and management
CO2	Use the brand positioning framework to develop a brand
CO3	Learn concepts like Brand Experience
CO4	Apply an understanding of the product manager’s role in product pricing, sales, and promotion

UNIT I: Management of New Product Development Process - Managing Product Life cycle - Brands and Branding- Introduction to Brand Management -Brand Management Process - Brand Choice Decisions and Models. Product Plans-Elements of Branding- Brand Identity -Brand Communication -Brand Positioning -Brand Image and Personality - Valuation of Brands- Brand Valuation -Brand Tracking and Monitoring.

UNIT II :Marketing Mix Factors and Products-Managing Brand Over Time- Building Brands in Indian Market - Launching a New Brand -Revitalizing Brands - Branding Strategies- Brand Extension Strategies - Brand Portfolio Management- Managing Brands Across Geographical Border

UNIT III: Managing Brand Experience - Digital Branding-Employment Branding - Co-branding- Brand extension scorecard- Culture and branding-Brand flashbacks-Future brand priorities, Advertising -Brand Name Plan- Pricing Systems -Product Distribution System

UNIT IV: Advertising and Sales Promotion - Product Sales Management -Product and Public Relations Service Product Marketing - Industrial Product Marketing Product Exports and International Marketing -Critical Success Factors in Brand Management.

References:

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, by Kevin lane Keller;Ambi M. G. Parameswaran; IssacJacob; Fourth edition; Pearson Education India; 2015; ISBN-10: 9789332542204; ASIN: 9332542201

2. Product and Brand Management Tapan K. Panda Paperback: 888 pages Publisher: Oxford University Press; First edition (January 2016);ISBN-10: 9780199460496; ISBN-13: 978-0199460496; ASIN: 0199460493

3. Product and brand management by U C Mathur; Publisher: Excel Books (December 2012)ISBN10: 9350620146;ISBN-13: 978-9350620144

MBA SEM III

(Financial Management)

3SMB01FM- International Financial Management

Lectures/week: 04 Credits: 04

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
CO1	Understand the global nature of financial management, including international finance's scope, significance, and historical development
CO2	Analyze the functioning of the foreign exchange market, including the roles of participants, essential functions performed, and factors influencing exchange rates.
CO3	Develop strategies to manage foreign exchange risk by identifying exposure and addressing operating/economic and translation exposure with comprehensive approaches.
CO4	Acquire skills for multinational capital budgeting and utilizing capital budgeting techniques for analyzing and interpreting multinational capital budgeting decisions

Unit-I: Financial Management in Global Context

Scope of International Finance, International Financial Management and Domestic Financial Management, Field of International Business, Evolution of the International Monetary and Financial System

Unit-II: Foreign Exchange Market and Exchange Rates

Participants in the Foreign Exchange Market, Functions of the Foreign Exchange Market, Eurocurrency market, and euro credit market, Eurobond market, international stock markets, Exchange Rate determination

Unit-III: Foreign Exchange Risk Management

Foreign Exchange Risk Exposure, Exchange Risk, Types of Exposure, Managing Transaction Exposure, Currency Futures and Currency Options, Interest Rate and Currency Swaps, Management of Operating/Economic Exposure, Management of Translation Exposure, Foreign Market Entry and Country Risk Management

Unit-IV: Multinational Capital Budgeting and Investment Decision

Long-term Financing & Long-run Investment Decisions, Cost of Debt, Cost of Capital, Weighted Average Cost of Capital, Techniques of Capital Budgeting: Net Present Value, Internal Rate of Return, Adjusted Present Value Approach, Multinational Capital Budgeting Application and Interpretation

Suggested Readings:

1. Abdullah, F.A., *Financial Management for the Multinational Firm*, Englewood Cliffs, NewJersey, Prentice Hall Inc., 1987.
2. Bhalla, V.K., *International Financial Management*, 2nd ed., New Delhi, Anmol 2001.
3. Buckley, Adrian, *Multinational Finance*, New York, Prentice Hall Inc., 3rd ed., 2003.
4. Sengupta, International Factoring in India, McMillan India.
5. Jain, International Financial Management, McMillan India.
6. Shapiro, Alan C., Multinational Financial Management, New Delhi, Prentice Hall of India, 4thed., 21, 2003.

MBA SEM III

(Financial Management)

3SMB02FM - Investment Decisions

Lectures/week: 04 Credits: 04

Objective- To acquaint the students with the criterion, process of investment decisions, also measuring risk- return pattern to develop and manage portfolio

Co-1	To define the basic concepts related to Investments options and to find risk-return pattern in investments
Co-2	To elucidate Fundamental and technical Analysis tools necessary in investment decisions
Co-3	To calculate risk- return and construct MVC in selection of portfolio
Co-4	To apply CAPM and calculate the expected return of the portfolio

I- Investment Objectives

- ✓ Investment Meaning, Objectives and Significance & Mechanism of Investments, Issues and Dilemmas of Investments,
- ✓ Investment Options and Opportunities,
- ✓ Investment and Risk Return
- ✓ Indian Investment Scenario.

II- Investment Markets and Intermediaries

- ✓ Money Market, Stock Market-Constitution, Functions. Performance of Indian Stock maMarket.
- ✓ Fundamental Analysis, Economy-Industry and Company,(E-I-C) Analysis
- ✓ Technical Analysis: Tools and Techniques Investment Process

Unit III- Portfolio Analysis & selection

- ✓ Expected risk and return of a portfolio
- ✓ Risk and return calculation of portfolio with more than two securities
- ✓ Selection of optimum portfolio &Mean-Variance Criterion (MVC) – Markowitz PortfolioTheory
- ✓ Risk adjusted returns-Sharpe ratio, Treynor ratio

IV- Portfolio Pricing Models

- ✓ Capital Asset Pricing Model (CAPM)
- ✓ Fama &French three factor model
- ✓ Valuation of Equity and Fixed income valuation
- ✓ Managing Mutual Funds
- ✓ References

Suggested Readings:

1. Alexander, Gordon J. and Sharpe, William F., *Fundamentals of Investments*, Englewood Cliffs, New Jersey., Prentice Hall Inc., 3rd ed., 2003.
2. Shapiro, *Multinational Financial Management*, 4th ed., 21, 2003, PHI.
3. Avadhani, V.A., *Investment Analysis Portfolio Management*, 2nd ed., 1999.
4. S. Kevin, Security *Analysis Portfolio Management, 2008, PHI*
5. David G. Luenberger, Investment Science, Oxford University Press.
6. Rielly / Brown, Investment Analysis & Portfolio Management,Ceneage Learning
7. Preeti Singh, Investment Management, Himalaya Publishing

MBA SEM III

(Financial Management)

3SMB03FM - OPERATING FINANCE

Lectures/week: 04 Credits: 04

Course Objective: Students apply the concepts and tools to analyze and make informeddecisions regarding the financing and management of projects and working capital in various sectors**.**

Course Objective:

1. Student will able illustrate project financing principles and techniques.
2. Student will able to understand project feasibility and conduct financial analysis.
3. Students will able to prepare project Report for Financing from financial institution.
4. Student will able to explore emerging trends in working capital management**.**

Unit No. 1

Project Financing:

1. **Introduction to Project Financing**: Project Meaning, Types of Project, Definition, scope& need of project financing, Major financing Key players and stakeholders in project financing.
2. **Project Evaluation and Feasibility**: Project appraisal techniques, Risk assessment and management, Financial model and their analysis.
3. **Project Structuring and Financing:** Capital structure and funding sources, Debt and equity financing, Public-private partnerships (PPPs), Government incentives and subsidies.

Unit No. 2

Project Evaluation:

1. **Project Cash Flow Analysis:** Cash flow forecasting and budgeting, Sensitivity analysis and scenario planning, Cash flow optimization and monitoring.

2. **Project Risk Management:** Identification and assessment of project risks, Risk mitigation strategies, and financial instruments for hedging risks.

3. **Project Financing Documentation:** Term sheets and investment memorandums, Financial statements and reports, Due diligence and legal documentation

Unit No. 3

1. **Project Financing in Different Sectors:** Infrastructure projects, Project for construction Management, Retail Sector, Agriculture Sector, Project financing for Small Enterprise, Domestic Industry under Make in India.

2. **Project Report:** Business Project Report, Content of Project Report, Ideal Project Report for Startup & Funding from Financial Institution.

3. **Emerging Trends and Innovations in Project Financing**: Green and sustainable project financing, Impact investing and social entrepreneurship, Digital platforms and crowd funding in project financing.

Unit No. 4

Working Capital Management

1. **Accounts Payable Management:** Payment terms and trade credit, Negotiating with suppliers, Managing vendor relationships

2. **Short-term Financing:** Sources of short-term financing (bank loans, trade credit, commercial paper, etc.), Cost of short-term financing, Trade-off between profitability and risk in short-term financing decisions

3. **Emerging Trends and Technologies in Working Capital Management:** Automation and digitalization of working capital processes, Fintech solutions for working capital optimization, Sustainable working capital management practices.

References:

1. "Working Capital Management: Strategies and Techniques" by Dr. Arindam Banik Publisher: Excel Books (2018)

2. "Working Capital Management: Text and Cases" by Dr. G.C. Jawahar Publisher: Himalaya

Publishing House (2016)

3. "Working Capital Management: An Analytical Review" by Dr. J.K. Sharma Publisher: I.K. International Publishing House Pvt. Ltd. (2017)
4. "Working Capital Management: A Comprehensive Guide" by Dr. P.K. Padhi Publisher: PHI Learning Pvt. Ltd. (2018)
5. "Working Capital Management: Theory and Practice" by Dr. Sudhir Chandra Das Publisher: Excel Books (2016)
6. "Project Finance: A Primer" by Rajiv Srivastava and Prasad Kodukula Publisher: Wiley India Pvt Ltd (2014)
7. "Project Financing and the International Financial Markets" by Manmohan S. Kumar Publisher: Oxford University Press (2014)
8. "Project Finance in Theory and Practice" by Ashok Gupta Publisher: PHI Learning Pvt. Ltd. (2017)

MBA SEM III

(Financial Management)

3SMB04FM- Banking & Financial Institutions

Lectures/Week: 04 Hours **Credits**:04

Course Objectives: After completion of this course, it will familiarize the students with the banking system, banking regulatory structure, various financial instruments in the financial system. This course will also help in identifying the importance of various financial Institutions in the economic development

CO1: Understand the Indian Banking structure, various banking products and Innovations in banking sector

CO2: Get acquainted with the functionality & regulations of the Banks.

CO3: Summarize the role of financial system & various financial institutions in market

CO4: Identify various components of financial market & Financial Instruments

UNIT I

Banking System in India

1. **Indian banking structure** -Indigenous Bankers, Structure & Functions of Commercial Bank

   , Co-operative Banks, Regional Rural Banks, private Sector Banks, Foreign Banks, Merchant Banking

2. Electronic Banking- Traditional Vs.-Banking, Mobile Banking, banking challenges in the new millennium

3. **Lending Products & Loan Appraisal**- loans and advances, types of loan, Loan appraisal Process,

4. **Retail Banking**-New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities

UNIT II

Banking Regulations & Management

1. **Banking Regulations**- Role & functions of Reserve bank of India
2. **Business of Banking Company-** Capital Requirements, Opening of New branches, Licensing of Banks, Inspections of banks, Powers of RBI
3. **Credit Creation & Appraisal-** Primary Deposit, Derivative deposits, Multiple creation of Credit, Importance of Credit Appraisal, Procedure of Credit Appraisal
4. **Management of Non-Performing Asset(NPAs)-** Factors contributing to NPA, recent measures

UNIT III

Financial System & Institutions

1. **Financial System**: Structure of financial system, – Role of Financial System in Economic Development
2. **Saving & Investment-** Pattern of saving & investment, Capital Accumulation Pattern in India.
3. **Financial Institutions**- Non Banking Financial Institutions, functions of Non-Banking Finance Companies, Development Banks,
4. RBI & Agricultural Credit, RBI & Industrial Finance, Industrial Finance Corporation (IFC), State Financial Corporation(SFC)

UNIT IV

Financial markets & Financial Instruments

1. **Money Market** – Players in Money Market, Functions, Components, Institutions of Money
2. **Capital market** – Structure & Function of Capital Market, Primary Market, Secondary Market Regulations of Stock Exchange Board of India, Clearing & Settlement
3. **Financial Instruments-** Treasury Bills, Certificate of deposits, Commercial Paper, Commercial Bills
4. Reforms & Defects in Indian Money Market

References:

- "Indian Financial System" by M. Y. Khan and P. K. Jain (Publisher: McGraw Hill Education India)
- "Banking Law and Regulation" by S. N. Maheshwari (Publisher: Lexis Nexis)
- "Financial Institutions and Markets" by L. M. Bhole (Publisher: Tata McGraw Hill Education)
- "Indian Financial Markets: An Insider's Guide to How the Markets Work" by Ajay Shah and Susan Thomas (Publisher: Oxford University Press)
- "Indian Financial Market: A Beginner's Module" by NISM (Publisher: National Institute of Securities Markets)
- "Indian Financial System: Concepts and Applications" by M. Y. Khan and P. K. Jain (Publisher: McGraw Hill Education India)
- "Indian Financial System: Institutions and Services" by Bharti Pathak (Publisher: Pearson Education India)
- "Financial Institutions and Markets in India" by L. M. Bhole (Publisher: Tata McGraw Hill Education)
- "Banking Law and Practice" by P. N. Varshney (Publisher: Sultan Chand & Sons)
- "Bank Management" by T. N. Varanasi (Publisher: McGraw Hill Education India)

MBA SEM III

(BUSINESS ANALYTICS)

3SMB01BA – Business Data Analytics

Lectures/week: 04 **Credits: 04**

Objective: To provide strong foundation for data analytics and application area related to it and understand the underlying core concepts and emerging technologies in data analytics.

CO	**CO Statement**
CO1	Explore the fundamental concepts of data analytics
CO2	Understand data analysis techniques for applications handling large data
CO3	Understand various machine learning algorithms used in data analytics process
CO4	Learn to think through the ethics surrounding privacy, data sharing and algorithmic decision-making

Unit-1 Data Analytics - Types – Phases - Quality and Quantity of data – Measurement - Exploratory data analysis - Business Intelligence.

Unit-2 Big Data and Cloud technologies - Introduction to HADOOP: Big Data, Apache Hadoop, Map Reduce - Data Serialization - Data Extraction - Stacking Data - Dealing with data.

Unit-3 Analytics & Machine learning – Modeling Process – Training model – Validating model – Predicting new observations –Supervised learning algorithms – Unsupervised learning algorithms.

Unit-4 Ethics and recent trends in data analytics, Data Science Ethics – Doing good data science – Owners of the data - Valuing different aspects of privacy - Getting informed consent - The Five Cs – Diversity – Inclusion – Future Trends

Text Books

[1] Davy Cielen, Arno D. B. Meysman, Mohamed Ali, Introducing Data Science, Manning Publications Co., 1st edition, 2016.

[2] Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning: with Applications in R, Springer, 1st edition, 2013.

[3] Bart Baesens, Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Wiley.

[4] D J Patil, Hilary Mason, Mike Loukides, Ethics and Data Science, O’ Reilly, 1st edition, 2018.

Reference Books

[1] Dr Anil Maheshwari, Data Analytics Made Accessible, Publisher: Amazon.com Services LLC.

[2] Joel Grus, Data Science from Scratch: First Principles with Python, O’Reilly, 1st edition, 2015.

[3] Cathy O'Neil, Rachel Schutt, Doing Data Science, Straight Talk from the Frontline, O’ Reilly, 1st edition, 2013.

[4] Jure Leskovec, Anand Rajaraman, Jeffrey David Ullman, Mining of Massive Datasets, Cambridge University Press, 2nd edition, 2014.

[5] Eric Siegel, Predictive Analytics The Power to Predict Who Will Click, Buy, Lie, or Die, 2 nd Ed., Wiley.

MBA SEM III

(BUSINESS ANALYTICS)

3SMB02BA – Statistical Methods using R

Lectures/week: 04 **Credits: 04**

Objective- This course is to equip the students to visualize and analyze the data using R and to communicate statistical results in correct manner.

CO	**CO Statement**
CO1	Understand R and R studio
CO2	Create reports using R markdown
CO3	Analyze data using probability and statistics in real life problems
CO4	Draw scientific inference from data using R

Unit-1 R and R studio Getting started with R - installing R and R studio - getting help - installing and loading packages - simple arithmetic calculations - data structure – expressions - conditional statements – functions – loops - R–markdown - introduction to Statistics - probability and data with R.

Unit-2 Exploratory data analysis, Visualizing numerical data - graphing systems available in R - descriptive Statistics - measures of central tendency and dispersion – correlation - transforming data - exploring categorical variables, ESTIMATION Introduction to Inference - sampling from population - maximum likelihood estimator - least square estimator - confidence interval (CI) (for a mean) - accuracy vs. Precision - required sample size for mean

Unit-3 Introduction to probability and probability distributions - disjoint events - general addition rule – independence - probability examples - disjoint vs. Independent - conditional probability - probability trees - normal distribution - evaluating the normal distribution - working with the normal distribution - binomial distribution - normal approximation to binomial - working with the binomial distribution.

Unit- 4 Introduction to Hypothesis - hypothesis testing (HT) - decision errors - large sample and small sample tests - inference for other estimators - significance vs. confidence level - statistical vs. practical significance - inference for proportions.

Text Books:

[1] Grolemund G., Hands-on programming with R: write your own functions and simulations, O'Reilly Media Inc., 2014.

[2] James G., Witten D., Hastie T., & Tibshirani R, An introduction to statistical learning: with Applications in R, Springer, 2013.

Reference Books:

[1] Gupta S. C., & Kapoor V. K., Fundamental of Mathematical Statistics, Sultan Chand & Sons,2018.

[2] Peng R. D, Exploratory data analysis with R, Lulu.Com, 2012.

[3] Peng R. D, R programming for data science, Leanpub, 2016.

[4] Teetor P, R cookbook: Proven recipes for data analysis, statistics, and graphics, O' Reilly Media Inc., 2011.

MBA SEM III

(BUSINESS ANALYTICS)

3MB03BA – Data Visualization

Lectures/week: 04 **Credits: 04**

Objectives- To familiarize students with data visualization and introduce them to various techniques in data visualization

CO	CO Statement
CO1	Understand Data Visualization and key Terms
CO2	Demonstrate skills on creating visual representation of Data
CO3	Develop comprehensive knowledge of various graphs, charts and plots
CO4	Make use of various data visualization tools such as tableau, powerBI and plotly

UNIT I Introduction- context of data visualization- definition methodology, visualization design objectives. Key factors-purpose, visualization function and tone, visualization design options- data representation, data presentation, seven stages of data visualization, widgets, data visualization tools. Visualizing data methods- mapping, time series- connections and correlations-scatter plot maps- trees, hierarchies and recursion- networks and graphs, info graphics.

UNIT II Introduction to Tableau – Installation – Tableau Interface – Data Importing (live vs extract) – Continuous and discrete data – Different kinds of plots and their usage (bar chart, line chart, scatter plot, histogram, dual axis) – Parameters – Functions and calculated field – Row and aggregate calculations – Time series analysis – Bin & group – Forecast & clusters – Joins and blends – Dashboard and interactive plots – Data interpretation – Connecting to real time database

UNIT III Introduction to Power BI – Working with data – Importing from flat files, excel files, other sources – Power Pivot data types – Column operations - Table relationship – PowerPivot data analysis – PivotTable and PivotChart – Slicers – Dashboard Implementation – Dates, hierarchies, and perspectives – Data Analysis Expressions –

UNIT IV Introduction to Power View – Power View visualizations – Power View filtering options – Introduction to Power Map – Preparing geospatial data – Publish from Power BI desktop – Publish Dashboard to Web, Introduction to Plotly – Using Plotly with R, Python and JavaScript

Text Books

1] Scott Murray,"interactive data visualization for the web ",O"Reilly media,inc,2013.2] Ben fry, "visualizing data",O"Reilly media,inc,2007

3] Greg conti,"security data visualization:","graphical techniques for network analysis", No starch press inc,2007

4] Learning Tableau, Joshua N. Milligan5]Practical Tableau, Ryan Sleeper

6] Mastering Microsoft Power BI, Brett Powell7] Microsoft Power BI Cookbook, Brett Powell

8] R Graphics Cookbook, Winston Chang, O'Reilly

Web Resources

1] https://www.tableau.com/learn/training

2] https://docs.microsoft.com/en-us/power-bi/guided-learning/

3] https://help.plot.ly/tutorials/

4] https://code.tutsplus.com/tutorials/getting-started-with-chartjs-introduction--cms-2827

MBA SEM III

(BUSINESS ANALYTICS)

3SMB04BA – Data Warehousing and Data Mining

Lectures/week: 04 **Credits: 04**

Objective- To introduce the concepts of data ware house and data mining and explain the methodologies used for analysis of data

CO	CO Statement
CO1	Understand the functionality of the various data mining and data warehousing component
CO2	Describe different methodologies used in data mining and dataware housing
CO3	Explain the analyzing techniques and Online AnalyticalProcessing
CO4	Compare different approaches of data ware housing and data mining with various technologies

UNIT I Data Warehousing Data Warehousing Components –Building a Data warehouse –- Mapping the Data Warehouse to a Multiprocessor Architecture – DBMS Schemas for Decision Support – Data Extraction, Cleanup, and Transformation Tools –Metadata.

UNIT II Business Analysis Reporting and Query tools and Applications – Tool Categories – The Need for Applications – Cognos Impromptu – Online Analytical Processing (OLAP) – Need – Multidimensional Data Model – OLAP Guidelines – Multidimensional versus Multirelational OLAP – Categories of Tools – OLAP Tools and the Internet.

UNIT III Data Mining Introduction – Data – Types of Data – Data Mining Functionalities – Interestingness of Patterns – Classification of Data Mining Systems – Data Mining Task Primitives – Integration of a Data Mining System with a Data Warehouse – Issues –Data Preprocessing, Association Rule Mining and Classification Mining Frequent Patterns, Associations and Correlations – Mining Methods – Mining various Kinds of Association Rules – Correlation Analysis – Constraint Based Association Mining – Classification and Prediction – Basic Concepts – Decision Tree Induction

UNIT IV Clustering And Trends In Data Mining Cluster Analysis – Types of Data – Categorization of Major Clustering Methods – K-means– Partitioning Methods – Hierarchical Methods – Density-Based Methods –Grid Based Methods – Model-Based Clustering Methods – Clustering High Dimensional Data – Constraint – Based Cluster Analysis – Outlier Analysis – Data Mining Applications.

Text Book

1] Alex Berson and Stephen J.Smith, "Data Warehousing, Data Mining and OLAP", TataMcGraw – Hill Edition, Thirteenth Reprint 2008.

2] Jiawei Han and Micheline Kamber, "Data Mining Concepts and Techniques", Third Edition, Elsevier, 2012.

Reference Book

1] Pang-Ning Tan, Michael Steinbach and Vipin Kumar, "Introduction to Data Mining", Person Education, 2007.

2] K.P. Soman, ShyamDiwakar and V. Aja, "Insight into Data Mining Theory and Practice", Eastern Economy Edition, Prentice Hall of India, 2006.

3] G. K. Gupta, "Introduction to Data Mining with Case Studies", Eastern Economy Edition, Prentice Hall of India, 2006.

4] Daniel T.Larose, "Data Mining Methods and Models", Wiley-Interscience, 2006.

Web Resources (MOOC, SWAYAM,NPTEL, Websites etc) 1] https://onlinecourses.swayam2.ac.in/aic20_sp06/preview

2] https://onlinecourses.swayam2.ac.in/arp19_ap79/preview

MBA SEM III

(Operations Management)

3SMB01OM- SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Lectures/week : 04 **Credits : 04**

Course Objective: The objective of this course is to enable the students to understand the scope and significance of supply chain and logistics management. It also exposes the students to the structural framework and the functional implications of logistics.

CO1: Comprehend the basics of supply chain and logistics management
CO2: Acquire knowledge of logistics functions and objectives, exploring solutions for effective supply chain management
CO3: Understand the intricacies of distribution management, including network design, its role, factors influencing it.
CO4: Explore the challenges and strategies associated with reverse logistics and global logistics in an e-business context

UNIT I

Supply Chain management and logistics management – Definition - Evolution. Supply Chain – Fundamentals - and Importance. Supply chain strategy - Drivers of Supply Chain Performance - Supply Chain relationships

UNIT II

Logistics – functions, objectives - solution- Customer Service - Warehousing and Material Storage - Material Handling, Transportation and Packaging – 3PL and 4PL.

UNIT III

Distribution Management - Network Design – Role, Factors Influencing, Options, Value Additions. Models for Facility Location and Capacity allocation - Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

UNIT IV

E-Business – Framework and Role of Supply Chain in e- business and b2b practices.

Supply Chain IT Framework - E-Supply Chains, E – Logistics- eSCM - Agile Supply Chains - Reverse Logistics - Global Logistics.

References

1. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India,2005.

2. Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process” Tata McGraw Hill, 2000

3. Donald J. Bowersox, David J. Closs and M. Bixby Cooper, “Supply Chain Logistics Management”, Tata McGraw Hill, 2008

4. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, “Principles of Supply Chain Management- A Balanced Approach”, South-Western, Cengage Learning 2005

5. Mohanty R.P. and S.G. Deshmukh, “ Supply Chain Management”, Biztantra, 2005

6. Naraya Rangarj, G. Raghuram, Mandyam M. Srinivasan, “Supply Chain Management for Competitive Advantage – Concepts and Cases”, Tata McGraw Hill, 2009

7. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning andOperation, Prentice Hall, 2007.

MBA SEM III

(Operations Management)

3SMB02OM - PRODUCT DESIGN AND PROJECT MANAGEMENT

Lectures/week:04 **Credits : 04**

Course Objective :This course has the objective of enhancing the understanding of the students of product design and project management. It also helps the students to gain an insight into the process of productdesign and the functions and implementation issues of project management.

CO1: Gain insights into the generic product development process. CO2: Comprehend the product planning process.
CO3: Develop the ability to evaluate projects based on appraisal criteria
CO4: Acquire the knowledge and skills needed to conduct a project feasibility study

UNIT – I

Defining Product, Types of products. Successful Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types - Stagegate model - New Service Development Process

UNIT – II

Product Planning Process – Product Life Cycle - Technology Life Cycle –- Disruptive Technologies- Product Specification - Concept Generation – Brain Storming

UNIT – III

Project Management and Appraisal - Definition –Scope – Significance – Project Proposal - Project management –Functions - organization - planning – project life cycle. Appraisal criteria.

UNIT – IV

Project Feasibility study : technical analysis , financial analysis , means of financing. Project control and networking: PERT, CPM.

References

1. Bruce T. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008.

2. Chitale A.K. and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.

3. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.

4. Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, Tata McGraw – Hill, Third Edition, reprint 2008.

5. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata- McGraw Hill, 2007.

6. Stevel. E. Pauley, Daniel G.Riordan – Technical Report Writing Today – AITBS Publishing & Distributors, India 5th edition – 2000.

MBA SEM III

(Operations Management)

3SMB03OM - Service Operations Management

Lectures/week: 04 **Credits: 04**

Course Objective: This course has the objective of enhancing the understanding of service operations management. It also helps the students to gain an insight into the process of formulating strategies for optimizing service inventories.

CO1: Understand the matrix of service characteristics, challenges in operations management of services.
CO2: Gain knowledge in job design, considering safety and the physical environment in service operations
CO3: Understand the dynamics of service delivery systems.
CO4: Understand the importance of service maintenance and learn effective strategies for managing service inventories.

Unit-I

Service Management: Matrix of Service Characteristics, Challenges in Operations Management of Services, Aggregate Capacity Planning for Services, Facility Location and Layout for Services.

Unit-II

Service Operations: Job Design - Safety and Physical Environment, Effect of Automation, Operations Standard and Work Measurement, Measurement and Control of Quality of Services.

Unit-III

Service Delivery: Dynamics of Service Delivery System, Scheduling for Services Personnel and Vehicles. Service Distribution: Waiting - Line Analysis, Distribution of Services, Product-Support Services.

Unit-IV

Service Maintenance: Maintenance of Services, Inventory Control for Services.

Suggested Readings:

1. Bowmen David E. etc. Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing. San Francisco, Jossey Bass, 1990.
2. Collier David A. Service Management: Operating Decisions. Englewood Cliffs, New Jersey,Prentice Hall Inc., 1987.
3. Fitzsimmons, James A and Sullivan, Robert S. Service Operations Management. New York,McGraw Hills, 1982.
4. Heskett, James L. etc. Service Breakthroughs-Changing the Rules of the Game. New York, FreePress, 1990.
5. Murdiek, R G. etc. Service Operations Management. Boston, Allyn and Bacon, 1990.
6. Sharma, J.K. Service Operations Management, Delhi, Anmol, 2001.
7. Voss, C. etc. Operations Management in Service Industires and the Public Sector. Chichester, Wiley,

SEM III

(Operations Management)

3SMB04OM - Materials and Total Quality Management

Lectures/week: 04 **Credits: 04**

Course Objective: This course has the objective of enhancing the understanding of materials management. It also helps the students to gain an insight into the process of total quality management and forecasting.

- ➢ To understand the concepts and principles materials and store management
- ➢ To appreciate the role of store management and forecasting
- ➢ To analyze the management aspects of health and safety in work

CO1: Able to assess and determine stockholding policies considering customer expectations

CO2: Gain a comprehensive understanding of the basic concepts of Total Quality Management (TQM) and its evolution.

CO3: Develop insights into the humanistic aspects of TQM

CO4: Develop skills in conducting quality audits and ensuring compliance with quality standards

UNIT I

Determination of Stockholding Policy. Customer expectations – internal/external; supply market conditions; Categories of risks and their evaluation; Requirements of the business and the need for stock; Economics constraints; methods of avoiding carrying stock; General control methods e.g. ABC analysis. Control of Stock Range Coding, classification and categorization methods;

Unit-II

Concept and Evolution of TQM: Basic Concept of Total Quality, Evolution of Total Quality Management, Components of TQ Loop.

Quality Control: Conceptual Approach to SQC, Acceptance Sampling and Inspection Plans, Statistical Process Quality Control.

Unit-III

Quality and Human Resource Management: Humanistic Aspects of TQM, Management of Quality Circles and Zero Defects Programmes, Q-7 Tools, Quality Costs.

Unit-IV

Quality Audit: Quality Audits, Lead Assessment and ISO 9000 Standards, Total Quality of Services, Total Quality and Safety.

References

1. Jessop & Morrison, STORAGE AND SUPPLY OF MATERIALS,
2. Duru C. Innocent, PURCHASING AND STORES MANAGEMENT, Ken Printing Press,
3. Terry Lucey, QUANTITATIVE TECHNIQUES, Letts Educational, 5th Edition.
4. Dobler & Burt. PURCHASING & SUPPLY MANAGEMENT Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance. New York, McGraw Hill, 1991.
5. Grant, Eu-gene L and Leavenworth, Richards. Statistical Quality Control, McGraw Hill, New York, 1991

MBA SEM IV

4SMB01 – Business Strategy

(COMMON SUBJECT FOR ALL SPECIALISATION)

Lectures/week: 04 **Credits: 04**

Objective: The objective of this course is to develop understanding about strategic management, and its processes and their impact on a firm. To succeed in the long term, companies must compete effectively and outperform their rivals in a dynamic and often turbulent environment. Helping the students to practically formulate strategy and its effective implementation.

Course Outcomes: - After completion of this course the students will be able to

CO	Course Outcomes
1	• To understand the fundamental aspects of strategy, strategic management process and its intents.
2	• To analyses the importance of environmental and competitive analysis for formulating Corporate strategy
3	• To categorizing different level of Corporate strategies and its alternatives in strategy formulation
4	• To apply the strategic alternative and implement & control in corporate setting.

Unit 1: Corporate Strategy*:* Introduction to strategic management, Levels of strategies, Strategic Management Process, Models and Phases of Strategic Management Process, McKinsey's 7-S Framework.Evolution of Corporate Policy in India.

Strategic intent*:* Vision, Mission, Business Definition, Goals and Objectives.

Unit 2: Environmental Appraisal – Concept of Environment, External environmental Sectors, Environmental Scanning.

Internal Appraisal – Dynamics of internal environment, Organizational Capability Factors, IFE matrix (Internal Factor Evaluation). Evaluation of internal Appraisal: Porter`s Value Chain Analysis, SWOT Analysis.

Competing through Business Models - Competitive Advantage and Firm Resources, Generic Strategies and Competitive Advantage, Dynamics of Competitive Advantage, Porter's Five Forces Model, Competitive Advantage to Corporate Advantage, Non-Market Strategy.

Unit 3: ***Strategy Formulation:*** Corporate level Strategies, Business level Strategies, Functional level strategies.

Strategic Alternatives*:*Concentration Strategies :Ansoff`s Product Market Matrix, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization: Porter's competitive advantage of Nation, Co-operative strategies: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance, Turn-Around Management, Divestment Strategies, Digitalization Strategies.

Unit 4:Strategic Choice – Process of Strategic Choice, Tools & Techniques of Strategic Analysis - Portfolio Analysis and Display Matrices: BCG Matrix and GE Nine-Cell Matrix, PLC Analysis.

Strategy implementation: Activating Strategies, Resource allocation, Projects and Procedural implementation, Structural and Functional implementation.

Strategy Evaluation & Control*:* Nature, Importance, Participants, Requirements and Barriers in Strategic evaluation. Role of System in Evaluation. Strategic Control, Operational Control. Techniques of strategic evaluation & control.

Suggested Readings:

1. Strategic Management and Business Policy, Azhar Kazmi 2010 9th reprint, 4th Edition, McGraw Hill Companies, New Delhi
2. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition.
3. Cherunilam, Francis, Strategic Management, 7th ed., 2003, Himalaya Publishing House.
4. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice (Sage Publication, South Asia Edition)
5. Strategic Management – Concepts and Cases, S. C. Bhattacharya, 1998 edition, Wheeler Publishing, N. Delhi
6. Strategic Management, M. Jeyarathnam, 3rd Edition (2008), Himalaya Publishing House, Mumbai
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth edition.

MBA SEM IV

(HUMAN RESOURCE MANAGEMENT)

4SMB01HR- Talent Acquisition

Lectures/week: 04 **Credits : 04**

Course Objective: To make student aware about manpower planning recruitment and selection process in detail.

CO1 - To elaborate the significance of talent acquisition in organizational success, recognize the connection between strategic workforce planning and talent acquisition & understand the legal aspects.

CO2 - To discuss job analysis, formulate various recruitment strategies including internal and external sources, utilize different job portals.

CO3 - To implement an effective selection process by utilizing psychological & computer proficiency tests, group discussions, and interviews.

CO4 - To conduct reference and background checks, Prepare appointment orders, and develop strategies for employee retention and induction.

UNIT-I- Overview of Talent Acquisition and its Significance in Organizational Success, Key Roles and Responsibilities of Talent Acquisition Professionals, Strategic Staffing, Scope & Advantages, Legal and Ethical Considerations in Talent Acquisition

UNIT-II-: Manpower Planning, Job Analysis, Recruitment Process, Internal and External Recruitment Sources, Head Hunting, Online Recruitment, Job Portals, Job Posting, Campus Recruitment Strategies.

UNIT-III- Selection Process, Use of Psychological Test- The Criteria Cognitive Aptitude Test (CCAT), Personality Test- Myers-Briggs Type Indicator (MBTI), Computer Proficiency Test- Basic Computer Skills Test, Group Discussion- Evaluation Criteria, Interview Process, Types, Errors in Selection

UNIT-IV- Scope and Procedure of Competency Mapping, Methods of Data Collection for Mapping, Models, Reference and Background Check, Appointment Orders, Verification of Previous Work Behavior & Educational Qualification, Onboarding of Employees, Employers Branding

SUGGESTED READINGS:

1. Talent Acquisition and Management: A Practical Guide for HR and Line Managers Author: Rajeshwar Upadhyaya Publication: SAGE Publications Pvt. Ltd. Edition: 1st Edition
2. Handbook of Recruitment and Selection Author: G. K. Agrawal Publication: PHI Learning Pvt. Ltd. Edition: 1st Edition
3. Recruitment and Selection: Concepts, Techniques, and Practices Author: D. K. Bhattacharyya Publication: Excel Books Edition: 2nd Edition
4. Effective Recruitment and Selection Practices Author: Alan Price Publication: Kogan Page India Pvt. Ltd. Edition: 2nd Edition
5. Onboarding: How to Get Your New Employees Up to Speed in Half the Time Author: George B. Bradt, Mary Vonnegut Publication: John Wiley & Sons Edition: 1st Edition
6. Competency-Based Recruitment and Selection Author: Robert Wood Publication: John Wiley & Sons Edition: 1st Edition.

MBA SEM IV

(HUMAN RESOURCE MANAGEMENT)

4SMB02HR- Human Resource Development

Lectures/week:04 **Credits : 04**

Course Objective: To develop a comprehensive understanding of performance management and its strategic significance in organizations.

	Course Outcomes
1	Apply performance management principles: Students will develop the ability to apply performance management principles in real-world scenarios. They will understand how to align individual and team goals with organizational objectives,set performance targets, and monitor progress.
2	Identify factors influencing team composition: Students will become aware of the factors that influence team composition, such as skills, expertise, diversity, and personality traits.
3	Identify factors influencing team performance: Students will be able to identify and analyze various factors that influence team performance, such as communication, collaboration, task clarity, organizational support, and resources.
4	Learn techniques for effective team decision making: Students will explore techniques and tools that facilitate effective team decision making. They will learn methods such as brainstorming, SWOT analysis, and generate ideas, evaluate options, and make informed decisions as a team.

Unit No-01

Introduction to Performance Management and Strategic Planning:

- Overview of performance management
- Linking performance management with strategic planning

- Alternative Models for Assessing Performance-Balanced Scorecard-EFQM Model
- Understanding competitive and collaborative behaviours

Unit N0-02

- Building a High-Performance Culture
- Performance management and employee development
- Ethics in performance management
- Performance and rewards

Unit No-03

- Team Composition, Formation, and Development
- Factors influencing team performance
- Team Performance and Motivation-Motivation theories and their application in teams
- Team Conflict and Leadership

Unit No-04

- Decision-making processes within teams-Techniques for effective team decision making
- Interpersonal Orientation and Trust Building-FIRO-B model: Discovering interpersonal orientations, Johari Window: Building trust and self-awareness
- Enhancing communication skills within teams Negotiation Skills and Strategies for Team Building,
- Principles of effective negotiation, Collaborative negotiation strategies, Developing win-win outcomes in team settings

References

1. Theory of OD & Change; Cummings/Worley Cengage Learning
2. Maheshwari, B L. & Sinha, Dharni P. Management of Change Through HRD. New Delhi, Tata McGraw Hill
3. Rao, T V. etc. Alternative Approaches & Strategies of Human Resource Development. Jaiput, Rawat,.

4. Sarma A.M., “Performance Management System”, Himalaya Publishing
5. Personnel and Human Source Management by P. Subba Rao, 5th Edition, Himalaya Publication House.
6. Human Resource Management Text and Cases by K. Ashwatappa, 6th Edition Tata McGraw-Hill Education.
7. "Performance Management: Concepts and Strategies" by Satish Pandey.
8. "Strategic Planning: A Practical Approach" by M.S. Reddy
9. "High-Performance Organizations: Role of Employee Engagement, Performance Management Systems, and Total Rewards" by A.P. Saxena and D. Rajasekar
10. "Building a Performance Culture: A Practical Guide to Building and Sustaining a High-Performance Culture" by Rituparna Basu.

MBA SEM IV

(HUMAN RESOURCE MANAGEMENT)

4SMB03HR- Employee Relation & Legal Framework

Lectures/week:04 **Credits : 04**

Course Objective: To develop a comprehensive understanding of employee relations & legal framework in organizations.

COURSE OUTCOMES	
1)	Define the basic concepts, Principles & Functions of labour welfare and labour law in India
2)	Identify and apply Legislation relating to Industrial relations & Employee Social Security
3)	Interpret the laws governing the wages of employees
4)	Apply the welfare measures extended towards employees during mishap or maternity

Unit I: Industrial Relations and Safety and security legislation

- **Introduction -** Concept and Determinants of Industrial Relations, Indian Culture & Industrial Relation (1)
- **Labor Administration –** ILO, Technology and Industrial Relation - EffectiveCommunication Systems and Industrial Relation Management (3)
- **Social Audit-**Meaning, Importance, Corporate Social Responsibility (1)
- **The Factories Act, 1948-** Definitions, Approval Licensing and Registration, Authorities under the Factories Act, Provisions related to Health, safety and welfare, working hours, Holidays, employment of young persons, employment of women, Annual leave with wages (7)

UNIT II: **Human Resource and Industrial Relations legislations**

- **The Industrial Disputes Act, 1947-**Objectives and scope of the Act, Definitions- Industry, industrial dispute, workman, Procedure for settlement of industrial disputes, strikes and lockouts, lay-off, retrenchment, closure, unfair labour practices (5)
- **The Trade Unions Act, 1926-**Definition of trade union, types of trade union,

Registration of trade union, Membership, rights duties & liabilities of registered trade union(3)

- **The Industrial Employment (Standing Orders) Act, 1946**- Introductory aspects, matters to be provided in standing orders, procedure for submission and certification of standing orders, Domestic inquiry and Disciplinary action at the firm level (4)

Unit III: Employee social security legislation

- **The Employees' State Insurance Act, 1948**-Introduction & definitions, contribution, Benefits (3)
- **The Employees' Provident Funds and Miscellaneous Provisions Act, 1952** –Definition of employer, employee, basic wages, EDLI & Pension, Contribution, PF Withdrawal (3)
- **The Maternity Benefit Act, 1961-**Scope and coverage of the Act, Benefits under the Act (3)
- **The Payment of Gratuity Act, 1972-**Introduction and coverage of Act, Definition of continues service, Payment of Gratuity-termination, rate, maximum gratuity, forefeiture ofgratuity, recovery of gratuity (3)

UNIT IV: Wages and benefits legislations

- **The Payment of Wages Act 1936-**Fixation of wage period, Rules for payment of wages, Deduction from wages, maintenance of registers and Records (3)
- **The Minimum Wages Act 1948-**Deinitions, fixation and revision of wages, wages in kind, wages for worker who works less than normal working day, Safeguards in payment of minimum wages maintenance of registers and Records(3)
- **The Payment of Bonus Act 1965-**Object & Application of Act, Allocable surplus, Available surplus, Eligibility and disqualification for bonus, Determination of Bonus (3)
- **The Employee's Compensation Act, 1923-**Definitions of employer, dependent, disablement, workman, Rules regarding compensation (3)

Suggested Readings:

1. N. D. Kapoor, Elements of Industrial Law, Sultan and chand publications
2. P.L. Malik, Industrial Law, Eastern Book Company, New Delhi, 2011
3. H.K. Saharay,Textbook on Labour and Industrial Law, Universal LexisNexis
4. S N Misra , Labour & Industrial Laws, Central Law Publication
5. Arun Monappa, Industrial Relations,Tata Mc-Graw Hill, New Delhi
6. Pramod Verma, Management Of Industrial Relations – Reading And Cases, Oxford University Press, New Delhi
7. Sivarethinamohan ,Industrial Relations And Labour Welfare, Phi Learning, New Delhi,2010
8. **Rao P, Subba,** Essentials of HRM and Industrial Relation, Himalaya Publishing House
9. Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford, 1995
10. Industrial Relations,C. S. Venkata Ratnam, Publisher: Oxford University Press.Industrial Relations, Publisher: Oxford University Press.
11. Labour and Industrial laws: P. K. Padhi, Publisher: Eastern Economy Education.
12. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, Universal, Lexis Nexis

MBA SEM IV

(HUMAN RESOURCE MANAGEMENT)

4SMB04HR- COMPENSATION AND BENEFITS MANAGEMENT

Lectures/week: 04 **Credits : 04**

Learning objective: To Make Students aware about the concept of compensation and benefits management

CO1- To demonstrate a comprehensive understanding of compensation management, including its components, theories, and approaches, and effectively apply this knowledge to job evaluation processes.

CO2- To design pay structure, accurate bonus calculations, effective administration of fringe benefits and insurance programs, Calculate PF and gratuity.

CO3- To administer executive compensation, implement employee welfare programs, ensure conducive working conditions, comply with statutory measures, and utilize different software tools for effective compensation management

CO4- To personalize compensation packages, implement the cafeteria approach, foster pay transparency and promote work-life balance within the organization

UNIT-I: Compensation Definition, Scope, Components of Compensation, Compensation Management Concept, Subsistence Theory, Wage Fund Theory, Bargaining Theory of Wages, Compensation Package, Job Evaluation - Approach to Compensation Management

UNIT-II: Equity in Compensation, Designing Pay Structure, Pay for Performance, Competency Based Pay, Bonus Calculation, Fringe Benefits, Insurance, PF, Gratuity, Salary Slips of Different Types of Employees

UNIT-III: Rewards, Equity Based Rewards, Team Rewards - Reward Strategy, Strategic Compensation, Personalization and Customization in Compensation, Cafeteria Approach**,** Pay Transparency, Skill-Based Pay

UNIT-IV: Executive Compensation Administration of Compensation, Employee Welfare, Working Conditions & Benefits Statutory and Voluntary Measures, Benefits Administration, Work Life Balance

SUGGESTED READINGS:

1. Compensation Management: A Modern Approach Author: Dipak Kumar Bhattacharyya Publication: Excel Books Edition: 1st Edition
2. Compensation Management Author: R.N. Srivastava Publication: Himalaya Publishing House Edition: 1st Edition
3. Designing Compensation and Benefits Packages Author: Vasant Desai Publication: Himalaya Publishing House Edition: 2nd Edition
4. Compensation Management in a Knowledge-Based World Author: Richard I. Henderson Publication: Pearson India Edition: 2nd Edition
5. Executive Compensation: A Strategic Guide for the 21st Century Author: Michael Dennis Graham Publication: Response Books Edition: 1st Edition
6. Employee Welfare and Social Security Author: V. S. Prasad Publication: Excel Books Edition: 1st Edition
7. Total Reward Strategy: A Human Resources Management Approach Author: R. P. Mohanty Publication: PHI Learning Pvt. Ltd. Edition: 1st Edition

MBA SEM IV

(Retail Marketing)

4SMB01RM – Retail Store Management

Lectures/week: 04 **Credits: 04**

Objective: Develop understanding of Retail store management

CO1**:** Understand the importance of shop location and site, evaluating and selecting locations based on guidelines.
CO2: Gain expertise in stock management
CO3: Equip with knowledge in security management
CO4: Gain insights into organizational structure, culture development, people management, financial control

Unit I

Shop Location And Site Importance Of Location And Site, Location And Site, Evaluation And Selection Guidelines, Daily Operating Policies And Procedures Shop Opening Tasks: Store Employees And Services – Store Timings, Employee Break Scheduling, Store Employee Grooming Standards, Attendance Record Keeping, Product Knowledge, Customer In And Out Procedures, Store Back Office And Cash Handling. Product Returns, Customer Service Desk, Crowd Management, Closing Procedures

Unit II

Stock Management-Ordering, Receiving, Checking, Marking / Price Tagging, Storage, Inter-Outlet Transfers, Expiry And Damaged Goods Control, Returns And Claims, Stock Take, Staff Purchases Cash Handling And Control, Cash Register, Payment Processing, Cash Management. Upkeeping Shop Image , Shop Layout, Housekeeping And Maintenance, Front End Tasks, Back

End Tasks, Schedules For Housekeeping And Maintenance

Unit III

Security Management, Shop Safety And Security, Preventive Measures, Remedial Works, Shop Security , Sales Policy, Merchandise Decisions, Bills And Receipts, Merchandise Reservation, Refund And Exchange, Handling Inquiries, Product Knowledge, Handling Complaints, Service Recovery Merchandise Buying, Merchandise Control

Unit IV

Organisation And People Management, Organizational Structure, Culture Development, People Management,Financial Control- Financing The Initial Operation, Budgetary Control, Evaluation Of Merchandise Effort, Evaluation Of The Retail Performance

References:

1. Retail Operation; How To Run Your Own Store (2nd Edition) By Angie Tang And Sarah LimPearson Publications
2. Retail Store Operations By Sriram Iyer, Tata Mcgraw Hill
3. Store Operations By Vishal Agarwal, Wiley India Publications

MBA SEM IV

(Retail Marketing)

4SMB02RM – Retail Brand Management

Lectures/week: 04 **Credits: 04**

Objective: Familiarize with basic branding concepts in retail space.

CO1: Understand the concept of retail brand management and its significance in the business landscape
CO2: Understand the concept of customer loyalty in the retail context and its significance for brand management
CO3: Identify challenges in maintaining brand consistency across franchisees and develop strategies for alignment
CO4: Develop strategies for maintaining brand consistency across diverse international markets

Unit I Introduction to Retail Brand Management, Understanding the concept of retail brand management, Evolution and importance of retail brands, Retail brand management strategies, Key challenges in managing retail brands, developing a brand architecture for retail brands, Brand portfolio management, Retail brand extensions and brand stretching, Building brand equity in the retail industry

Unit II Relationship marketing in retail brand management, understanding customer loyalty in the retail context, creating brand loyalty through customer experience, Loyalty programs and their impact on retail brands, Measuring and managing brand loyalty, Differentiating the retail brand from competitors, Importance of retail positioning, Crafting a unique brand image for retail, Leveraging brand personality in retail brand management, Repositioning of Brand, Managing the risks and challenges of repositioning

Unit III Aligning Brand Image with Franchisees, Challenges in maintaining brand consistency across franchisees, developing brand guidelines for franchisees, Training and supporting franchisees in brand management, Communication strategies for aligning brand image, Evaluating and monitoring franchisee compliance with brand image, Store design and visual merchandising for retail brands, Managing store atmospherics and customer perceptions

Unit IV Globalization and retail brand expansion, Adapting retail brands to international markets, Cultural considerations in international brand management, Managing brand consistency across multiple markets, Digital Branding in Retail-The impact of digital channels on retail brand management, Online brand building and reputation management, Social media marketing for retail brands

References:

1. Shah, D'Souza: Advertising And Promotions, An Integrated Marketing Communications Perspective, Tata Mcgraw Hill, 2009
2. Clow Kenneth E, Baack Donald: Integrated Advertising, Promotion And Marketing Communications, Pearson Education.
3. Aaker, David A., Myers John, G., And Batra, Rajiv: Advertising Management, Pearson Education.
4. S. H. H. Kazmi And S. K. Batra: Advertising And Sales Promotion, Excel Books
5. Dunn, S. Watson And Barban, Arnold M: Advertising – Its Role In Modern Marketing, TheDryden Press.

MBA SEM IV

(Retail Marketing)

4SMB03RM – E-Retail

Lectures/week: 04 **Credits: 04**

Objective: Understand the concept of E-Retailing and its significance in the contemporary business landscape.

CO1: Examine the integration of E-Retailing in an organization and its impact on overallbusiness strategies.
CO2: Analyze various E-Retailing models and their applicability to different business sectors. CO3: Understand the functionality and significance of payment gateways, Pay Pals, and E-Wallets in E-Retailing.
CO4: Analyze how social media influences consumer choices and its role in creating and maintaining online relationships.

Unit I: Introduction To E-Retailing , E-Retailing Practices - Future Potentialities For E-Tailing, Integration Of E-Retailing In An Organization, Understanding And Communicating With E-Consumer, Information Search On The Web

Unit II: E-Store Design - Navigability, Interactivity And Atmospherics, E-Retailing Models, E-Services - Discussion On Some Popular Business Sectors For E-Tailing (Like Books, Music, Education, Financial And Investment Services Etc).

Unit III: Payment Gateways, Pay Pals, E-Wallets , Online-Shopping M-Shopping, Mobile Marketing, Wireless Shopping - Advantages And Constraints, Website And Analytics, Search Engine Optimization (SEO), Examples Of Brands Successfully Leveraging Social Media – India And International Case Studies

Unit IV: Evolution Of Social Media And Why One Needs To Be A Part Of It Agency V/S In

House Team For Social Media Activation, Influencing Consumer Choices Through Social Media, Creating And Maintaining Online Relationships Through Social Media Marketing Online Customer Experience, Social Media Search Optimization, Align Offline Marketing Strategy With Social Media

References:

1. Electronic Commerce 2012: A Managerial And Social Networks Perspective.
2. By :Efraim Turban , David King,Jae Kyu Lee ,Ting-Peng Liang,Deborrah C. Turban
3. E-Commerce BASICS, 2nd Edition Mclaren And Mclaren Thompson Course Technology
4. E-Retailing - Charles Dennis, Tino Fenech, Bill Merrilees. Published By: Routledge
5. Social Media Marketing By Liana Evans, Pearson
6. Manager’s Guide To Social Media By Scott Klososky, Tata Mc Graw Hill

MBA SEM IV

(Retail Marketing)

4SMB04RM – Retail Buyer Behavior

Lectures/week: 04 **Credits: 04**

Objective: Define the roles of a retailer and a retail buyer, understanding their functions in the retail industry.

CO1: Identify and evaluate the skills and qualities required for effective retail buyingCO2: Explore patterns and trends that influence consumer choices

CO3: Identify and analyze influencers of purchase decisions, including psychological, personal, cultural, and social factors

CO4: Examine merchandise requirements, supplier accessibility, and factors influencing theideal supplier/product choice.

Unit I: Introduction To Retail Buying Behavior

Who Is A Retailer, Retail Buyer, And Functions Of A Retail Buyer, Roles Of A Retail Buyer, Primary Responsibilities Of Retail Buyer, Daily Tasks, And Other Common Names For The Position. Skills And Qualities Of A Retail Buyer, Qualifications Of A Retail Buyer.

Unit II: Buying Process From A Retail Buyer

Retail Buying Behavior, Retail Buying Process, Organization Of Retail Buying, Buying Behavior Patterns, Buying Organization Roles, Frequency Of Purchase, Retail Marketing Mix.

Unit III: Purchase Behavior Of Retail Customers

Purchase Decision Influencers - Psychological Factors, Personal Factors, Cultural Factors, Social Factors, Other Factors, Stages Of Buying Process, Types Of Purchase Decisions, Types Of Buying Decision Behavior.

Unit IV: Buying Criterion

Keys To Choosing The Best Product – Merchandize, Typical Employers Of Retail Buyers – Work Activities, Merchandize Requirements- Supplier Accessibility – Ideal Supplier/Product Choice, Actual Supplier/ Product Choice, Retail Merchandiser-Definition, Work Activities, Never Out List, Mark Down, ABC Analysis, Stock Turnover

References:

1. Wayne D Hoyer, Deborah J Macinnis (2008), " Consumer Behavior" Cenage Learning
2. Micheal R Solomon, (2010), Consumer Behaviour: Buying, Having, And Being, Prentice Hall.
3. Leon G Schiffman, Leslie Lazar Kanuk, Joseph Wisendlit, "Consumer Behaviour" Prentice Hall
4. Berman And Evans – Retail Management, Prentice Hall.

MBA SEM IV

(Enterprise Management)

4SMB01EM – Enterprise Financial Structure

Lectures/week: 04 **Credits: 04**

Course Objective:

The course provides a comprehensive understanding of enterprise financial structure and management, emphasizing strategic decision-making. Students learn to analyze financial statements and make key financial decisions, including financing choices and risk management, to align financial strategies with enterprise goals.

Course Outcomes:

CO 1	Understand enterprise financial structure and its strategic significance.
CO 2	Analyze financial statements using ratio, fund flow, and cash flow analysis.
CO 3	Make informed decisions on debt vs. equity financing, estimate cost of capital, and employ capital budgeting methods.
CO 4	Identify and manage financial risks, align financial strategies with enterprise objectives, and assess opportunities such as mergers and acquisitions and leasing vs. buying options.

Unit 1: Introduction to Enterprise Financial Structure:

Overview of enterprise financial structure, Role of financial management in enterprise strategy Financial statements analysis and interpretation: – Ratio Analysis, Fund Flow Analysis, and Cash Flow Analysis.

Unit 2: Financing Decision & Planning:

Debt vs. equity financing decisions Cost of capital estimation and implications, Leverage Analysis, Capital budgeting Methods, Cost Volume-Profit Analysis, Break Even Analysis.

Unit 3: Financial Risk Management:

Understanding financial risks: market, credit, and operational risks, Modern Methods of Project Risk Analysis: Discounted& non discounted, Risk-return tradeoff and portfolio management: Theory of Henry Markowitz.

Unit 4: Financial Strategy:

Aligning financial strategy with enterprise objectives, enterprise restructuring and financial distress management, Business Failure and Reorganization, Mergers and Acquisitions, Leasing V/S Buying computation,

Reference Books:

1. "Enterprise Finance: Theory and Practice" by Prasanna Chandra (Tata McGraw-Hill)
2. "Enterprise Value Management: The Power of the Cloud" by Mr. K. Ganesh (Partridge Publishing India)
3. "Enterprise Finance: Theory and Practice" by Patrick A. Gaughan (Wiley)
4. "Enterprise Value: How the Best Owner-Managers Build Their Fortune, Capture Their Company's Gains, and Create Their Legacy" by Peter Worrell (Wiley)
5. "Financial Management: Theory & Practice" by Prasanna Chandra (Tata McGraw-Hill)
6. "Financial Management: Principles and Practice" by S. N. Maheshwari and S. K. Jain (Sultan Chand & Sons)
7. "Financial Management: Text, Problems, and Cases" by M. Y. Khan and P. K. Jain (Tata McGraw-Hill)
8. "Financial Risk Management: Theory, Practice and Applications" by Subhash Chandra Das (PHI Learning Pvt. Ltd.)
9. "Strategic Financial Management: Principles and Practice" by Ravi M. Kishore (Taxmann Publications)
10. "Financial Management: Theory, Concepts, and Problems" by Pranjal B. Desai (Himalaya Publishing House)
11. "Financial Risk Management: Approaches and Techniques" by V. Raghunathan (PHI Learning Pvt. Ltd.)

MBA SEM IV

(Enterprise Management)

4SMB02EM – Cash & Asset Management

Lectures/week: 04 **Credits: 04**

Course Objective:

The course provides practical insights into effective cash and asset management for enterprises, emphasizing on working capital management, marketable securities, receivables, inventory, and financing. Participants will learn to analyze working capital needs, optimize cash levels, and utilize diverse financing sources, ensuring a balance between profitability and liquidity objectives.

Course Outcomes: After completion of this course the students will be able to

CO	COURSE OUTCOMES
CO1	Evaluate Working Capital effectiveness of a company based on its operating and cash conversion cycles, and compare the company's effectiveness with that of peer companies
CO 2	Identify and evaluate the necessary tools to use in managing a company's net daily cash position.
CO 3	Estimating a company's management of accounts receivable policy, inventory, and accounts payable over time and compared to peer companies.
CO4	Evaluating the choices of short-term funding available to a company and recommend a financing method.

Unit I: Introduction to Working Capital Requirement for Enterprise

Overview of Working Capital: Nature, Objective, Scope and Definition of Working Capital, Classification of Working Capital, Meaning and Significance of Operating Cycle and Cash Cycle.

Working Capital Principle: Aggressive, Moderate and Defensive Policy, Relevance of Current Assets and Current Liabilities in the Balance Sheet.

Estimation of Working Capital: Factors Determining Working Capital Requirements, Assessment and Forecasting of Working Capital Requirements, Profitability–Liquidity Trade-Off.

Unit II : Cash Management and Marketable Securities

Management of Cash: Motives for Holding Cash and Marketable Securities, Cash System, Managing the cash flows, Types of collection systems, Cash Concentration Strategies, Disbursement Tools, Cash Budget, Liquidity Ratio, Global cash management scenario.

Investment in Marketable Securities: Concept, Types, Reasons for Holding Marketable Securities, Alternative Strategies, Choice of Securities; Cash Management practices in India.

Determining the Optimum Level of Cash Balances: Baumol Model and Beranek Model.

Unit III: Management of Receivables & Inventory

Receivables: Nature & Cost of Maintaining Receivables, Objectives of Receivables Management, Factors Affecting Size of Receivables, Policies for Managing Accounts Receivables.

Determination of Credit Policies: Credit Analysis, Credit Standards, Credit Period, Credit Terms, Collection Policies, Credit Management in India.

Inventory Management: Need for Monitoring & Control of Inventories, Objectives of Inventory Management, Benefits of Holding Inventory, risks and costs associated with inventories. Minimizing cost of inventory, EOQ Model and ABC Analysis.

Unit IV: Working Capital Financing

Financing of Working Capital: Commercial Banks, Commercial Papers, Factoring, Trade Credit, Accrued Expenses, Deferred Income as Source for Working Capital.

Short-Term Financing: Trade Credit, Cash Credit, Bank Credit, Public Deposit, Inter-Corporate Deposits, Private Institutions.

Working Capital Control and Banking Policy in India: Financing Working Capital Gap, Sources of Working Capital Finance, Bank Finance.

Suggested Readings:

1. Rangrajan and Mishra - Working Capital Management Excel Publication
2. Periasamy, P (2007) - Working Capital Management –Theory & Practice Himalaya,
3. Pandey, I.M. - Financial Management VikasPublication, 9th edition.
4. Bhalla V.K. - Working Capital Management Anmol Publication
5. Dheeraj Sharma - Working Capital Management,Himalaya Publishing House
6. Shashi Gupta and Sharma - Financial Management, Kalyani Publications.
7. Khan and Jain - Financial Management TMH, 5th Ed.
8. Gopalakrishnan, Inventory and Working Capital Management Handbook, McMillan India
9. Bhattacharya, Working Capital Management: Strategic and Techniques, PHI.
10. Maheshwari, S. N., Cost and Management Accounting,Sultan Chand & Sons.
11. RustagiR.P., Working Capital Management, Taxman Publication.

MBA SEM IV

(Enterprise Management)

4SMB03EM – Innovation Entrepreneurship

Lectures/week: 04 **Credits: 04**

Objective: Equip students with a comprehensive understanding of innovation and entrepreneurship, covering foundational concepts, entrepreneurial mindset, types of innovation, theories of innovation, and their importance in driving business success and societal change.

CO1	Gain insight into the concepts and significance of innovation and entrepreneurship in driving business growth and societal development.
CO2	Develop skills in recognizing and evaluating entrepreneurial opportunities through market analysis, feasibility studies, and risk assessment.
CO3	Learn how to create and execute successful innovation plans, encourage a creative environment, protect your ideas, and improve how innovation is done.
CO4	Gain knowledge and skills in business planning, fundraising, legal compliance,scaling ventures, and risk management to ensure entrepreneurial success and sustainable growth

Unit 1: Introduction to Innovation and Entrepreneurship, Overview of Innovation and Entrepreneurship Importance and role of Innovation and Entrepreneurship, Understanding the entrepreneurial mindset

Types of innovation: Product, Process, Business model, and Social innovation Theories of Innovation: Schumpeterian, Kirznerian, and Effectuation

Unit 2: Entrepreneurial Opportunity Recognition and Evaluation, ,Identifying market needs and trends Techniques for spotting entrepreneurial opportunities,,Market analysis and feasibility studies, Evaluating business ideas: SWOT analysis, Opportunity assessment, and Risk assessment,Lean Startup methodology and its application in opportunity validation

Unit 3: Innovation Strategies and Management

Innovation strategies for startups and established businesses,Design thinking and its role in fostering innovation, Open innovation and collaboration models, Intellectual Property Rights (IPR) and its significance for innovation protection, Innovation management: Idea generation, selection, and implementation

Unit 4: Entrepreneurial Venturing and Growth,Business planning and development process, Funding options for startups: Bootstrapping, Angel investors, Venture capital, Crowdfunding Legal aspects of entrepreneurship: Business structure, Contracts, Compliance, Scaling the business: Strategies for growth and expansion Managing risks and uncertainties in entrepreneurship

Reference Books

1. "Innovation and Entrepreneurship: Practice and Principles" by Peter F. Drucker
2. "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to CreateRadically Successful Businesses" by Eric Ries
3. "Design Thinking: Innovation in India" by Ankit Oberoi and Akshay Damle
4. "Entrepreneurship Development in India" by S.S. Khanka
5. "Indian Innovation: Indigenous Knowledge and Sustainable Development" edited by P.S. Reddy and G. Parthasarathy
6. "Startup India: Insights for Aspiring Entrepreneurs" by Naveen Lakkur
7. "Innovation & Entrepreneurship: Practice and Principles in the Indian Context" by Rajeev Roy
8. "Designing for Growth: A Design Thinking Toolkit for Managers" by Jeanne Liedtka andTim Ogilvy

MBA SEM IV

(**Enterprise Management)**

4SMB04EM – MSME Management & Strategic Development

Lectures/week: 04 **Credits: 04**

Objective: Equip students with a comprehensive understanding of MSME sector and develop skills strategic management of MSME.

Course Outcome:
1. Students will be able to comprehend the structure and importance of the MSME sector inIndia.
2. Students will gain practical skills in financial planning and working capital management.
3. Students will grasp fundamental concepts of strategic management and apply SWOT analysis.
4. Students will understand the application of PESTLE and industry analysis in environmental scanning.

Unit No. 1: Introduction to MSMEs in India

- ✓ Overview of the MSME sector in India , Definition, classification, and characteristics ofMSMEs
- ✓ Significance and contribution of MSMEs to the Indian economy, Policy and regulatoryframework for MSMEs in India
- ✓ Role of entrepreneurship in MSMEs, Identification and evaluation of business opportunities
- ✓ Entrepreneurial challenges and solutions in the Indian context ,Case studies of successfulMSME entrepreneurs

Unit No. 2 : Management Aspects for MSMEs

- ✓ Financial planning and budgeting, Working capital management, Access to finance andfunding options for MSMEs, Government schemes and incentives for MSME financing
- ✓ Market analysis and segmentation, Product positioning and branding for MSMEs,

Digitalmarketing and e-commerce for MSMEs, Building customer relationships in MSMEs

- ✓ Supply chain management for MSMEs, Quality control and process optimization, Technology adoption and innovation in operations, Risk management in MSME operations
- ✓ Talent acquisition and retention in MSMEs, Employee training and development, Employee relations and workplace culture in MSMEs, Legal compliance and labor regulations for MSMEs

Unit No. 3 : Strategic Management Concepts

- ✓ Basics of strategic management, SWOT analysis for MSMEs,Formulation and executionof business strategies, Competitive positioning and differentiation.
- ✓ Understanding the importance of strategic development for MSME, Overview of strategic management concepts, Role of strategic planning in MSME sustainability
- ✓ Key challenges and opportunities in strategic development for MSMEs in India

Unit No. 4: Environmental Analysis for MSMEs

- ✓ PESTLE analysis and its application for MSMEs, Industry analysis and competitive
- ✓ forces, Identifying opportunities and threats in the external environment, Scenario planning for MSMEs
- ✓ Internal resources and capabilities assessment, SWOT analysis for MSMEs, Leveraging strengths and addressing weaknesses, Developing a strategic fit between internal and external factors
- ✓ Differentiation and cost leadership strategies, Focus strategies and niche markets for MSMEs, Blue ocean strategy for MSME innovation, Crafting mission and vision statements for MSMEs
- ✓ The role of innovation in strategic development, Technology adoption strategies for MSMEs, Building a culture of innovation in MSMEs,Case studies on successful innovation in MSMEs

References:

1. Gupta, C. B. (Ed.). (2019). "MSMEs in the Indian Economy: Opportunities, Challenges,and Strategies."

2. Kotler, P., & Keller, K. L. (2016). "Marketing Management."
3. David, F. R. (2017). "Strategic Management: Concepts and Cases."
4. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2017). "Strategic Management and Business Policy: Globalization, Innovation, and Sustainability."
5. Grant, R. M. (2019). "Contemporary Strategy Analysis: Text and Cases."
6. Porter, M. E. (2008). "The Five Competitive Forces That Shape Strategy."

MBA SEM IV

(Information System Management)

4SMB01ISM – Database Management System

Lectures/week: 04 **Credits: 04**

Objectives: To familiarize students with basics of data basement system

Course Outcomes:
1. Understand the fundamentals of database management systems and different data models.
2. Learn database design principles, normalization techniques, and database implementation.
3. Develop advanced SQL skills for querying and manipulating complex data sets.
4. Understand query optimization techniques and gain knowledge of advanced databaseconcepts such as distributed databases and data warehousing

Unit 1: Introduction to Database Management Systems (DBMS)Overview of DBMS: Definition, Purpose, and Importance

Data Models: Hierarchical, Network, Relational, Object-Oriented Relational Database Concepts: Tables, Rows, Columns, Keys, Relationships

Structured Query Language (SQL): Basic SQL Commands for Querying and Manipulating Data

Unit 2: Database Design and Implementation

Database Design Process: Requirements Analysis, Conceptual Design, Logical Design, Physical Design

Entity-Relationship (ER) Modeling: Entities, Attributes, Relationships, Cardinality

Normalization: First, Second, and Third Normal Forms (1NF, 2NF, 3NF)

Database Implementation: Creating Tables, Defining Constraints, Indexing, and Data Integrity

Unit 3: Query Optimization and Advanced Database Concepts

Query Optimization Techniques: Indexing, Query Execution Plans, Query TuningAdvanced SQL Concepts: Joins, Subqueries, Views, Triggers, Stored Procedures Database Connectivity and Middleware: ODBC, JDBC, ADO.NET

Distributed Databases: Concepts, Architecture, and Replication

Unit 4: Data Warehousing and Business Intelligence

Introduction to Data Warehousing: Concepts, Architecture, and Components

Data Warehouse Design: Star Schema, Snowflake Schema, Fact Tables, Dimension Tables

Extract, Transform, Load (ETL) Processes: Data Extraction, Data Transformation, Data Loading

Online Analytical Processing (OLAP): Types of OLAP, Multidimensional Data Analysis

References:

"Database Management Systems" by Raghu Ramakrishnan and Johannes Gehrke (Publisher: McGraw-Hill Education)

"Database System Concepts" by Abraham Silberschatz, Henry F. Korth, and S. Sudarshan (Publisher: McGraw-Hill Education)

"Database Management Systems: A Practical Approach" by S. K. Singh (Publisher: Pearson Education India)

"Fundamentals of Database Systems" by Ramez Elmasri and Shamkant B. Navathe (Publisher: Pearson Education India)

MBA SEM IV

(Information System Management)

4SMB02ISM – E-Commerce

Lectures/week: 04 **Credits: 04**

Objectives: To acquaint students with e-commerce to enable they understand various platforms, payment systems and e-commerce marketing strategies.

Course Outcomes

- ✓ Understand the definition and importance of e-commerce, and identify various e-commerce business models and revenue streams.
- ✓ Gain knowledge of e-commerce software, platforms, and payment systems, along with an understanding of website development principles and mobile commerce strategies.
- ✓ Learn e-commerce marketing strategies, customer acquisition, and retention techniques, as well as the principles of personalization, customization, and CRM systems management.
- ✓ Acquire awareness of legal and regulatory environments, intellectual property rights, consumer protection laws, ethical considerations, and security measures in e-commerce.

Unit 1: Introduction to E-Commerce
Overview of E-Commerce: Definition, Importance
E-Commerce Infrastructure: Internet, Web Technologies, and Mobile PlatformsE-Commerce Business Models: B2B, B2C, C2C,C2B
E-Commerce Revenue Streams: Advertising Revenue, Subscription Revenue, Sales Revenue,Affiliate Revenue, Agency Revenue, Sponsorship Revenue

Unit 2: E-Commerce Technologies and Platforms
E-Commerce Software and Platforms: Overview of CMS, CRM, and E-Commerce Platforms
Payment Systems and Gateways: Online Payment Methods, Security, and Regulations
E-Commerce Website Development: Design Principles, User Experience (UX), and User Interface (UI) Mobile Commerce (M-Commerce) Strategies and Technologies Integrating E-Commerce with Enterprise Systems (ERP, CRM, SCM)

Unit 3: E-Commerce Marketing and Customer Relationship Management (CRM)
E-Commerce Marketing Strategies: Digital Marketing Channels, SEO, SEM, Social Media Marketing
Customer Acquisition and Retention Strategies in E-CommercePersonalization and Customization in E-Commerce
Managing Customer Relationships: CRM Systems, Loyalty Programs, and Customer Support

Unit 4: E-Commerce Legal and Ethical Issues
Legal and Regulatory Environment of E-Commerce: Cyber laws, Data Protection, and PrivacyRegulations, Intellectual Property Rights in E-Commerce: Copyrights, Trademarks, PatentsConsumer Protection Laws and E-Commerce Transactions
Ethical Considerations in E-Commerce: Trust, Transparency, and Fair PracticesE-Commerce Security: Threats, Vulnerabilities, and Risk Mitigation Strategies

References:

- ✓ "E-Commerce: An Indian Perspective" by P. T. Joseph, PHI
- ✓ E-Commerce: Concepts, Models, Strategies, and Case Studies" by C. S. V. Murthy, Himalaya Publishing House
- ✓ Digital Marketing: Strategy, Implementation, and Practice" by Dave Chaffey and Fiona Ellis-Chadwick, Pearson
- ✓ Cyber Laws and IT Protection" by Vivek Sood and Preeti Raghavan, Willey
- ✓ Joseph, P. T. (Year). E-Commerce: A Managerial Perspective. Excel Books.
- ✓ Agrawal, S. (Year). E-Commerce: Strategy, Technologies, and Applications. PHI Learning Pvt. Ltd.
- ✓ Rayudu, R. K. (Year). E-Commerce and Digital Marketing in India: Concepts and Cases. Springer India.
- ✓ Parthasarathi, M., & Anand, R. (Year). E-Commerce: Introduction to Indian Business Context. Oxford University Press.
- ✓ Gupta, R. (Year). E-Commerce: Principles and Practices for Indian Business. McGraw-Hill Education.
- ✓ Sengupta, S. (Year). E-Commerce in India: Trends, Challenges, and Opportunities. Tata McGraw-Hill Education.

MBA SEM IV

(Information System Management)

4SMB03ISM – Managing Digital Platforms

Lectures/week: 04 **Credits: 04**

Objective: To impart knowledge of digital platforms for optimizing business processes.

Course Outcomes:
1. Understand the concept and significance of digital platforms in the modern businesslandscape.
2. Gain insights into the design, development, and governance of digital platforms.
3. Explore strategies for driving growth, managing partnerships, and orchestrating ecosystems on digital platforms.
4. Learn about operational aspects such as content moderation, data management, risk management, and performance measurement on digital platforms.

Unit 1: Introduction to Digital Platforms

Overview of Digital Platforms: Definition, Characteristics, and Evolution Types of Digital Platforms: Marketplaces, Social Networks, Content PlatformsBusiness Models of Digital Platforms: Aggregation, Freemium, Subscription Digital Ecosystems: Platform Participants, Roles, and Interactions

Unit 2: Design and Development of Digital Platforms

Design Principles for Digital Platforms: User-Centric Design, Scalability, Interoperability
Technology Stack for Digital Platforms: Frontend, Backend, Database, APIs, etc.
Platform Development Process: Ideation, Prototyping, Development, Testing, Deployment
Platform Governance: Standards, Policies, and Regulations

Unit 3: Business Strategies for Digital Platforms

Platform Strategy Frameworks: Platform Canvas, Value Proposition Design, Business Model Canvas
Growth Strategies for Digital Platforms: User Acquisition, Engagement, Monetization

Network Effects and Platform Dynamics: Direct and Indirect Network Effects, Tipping Points
Platform Partnerships and Ecosystem Orchestration

Unit 4: Management and Governance of Digital Platforms
Platform Operations: Content Moderation, Community Management, Customer Support
Data Management and Privacy: Data Collection, Storage, Processing, and Privacy Compliance
Risk Management: Security, Legal, Regulatory, and Reputational Risks
Platform Performance Measurement and Analytics

References:

- "Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You" by Geoffrey G. Parker, Marshall W. Van Alstyne, and Sangeet Paul Choudary (Publisher: W. W. Norton & Company)
- "Matchmakers: The New Economics of Multisided Platforms" by David S. Evans and Richard Schmalensee (Publisher: Harvard Business Review Press)
- "Designing Digital Strategy: How to Use Digital Evolution to Your Advantage" by Alexander Osterwalder and Steve Blank (Publisher: Wiley India)
- "Digital Transformation: Build Your Organization's Future for the Innovation Age" by Lindsay Herbert (Publisher: Bloomsbury Business)

MBA SEM IV

(Information System Management)

4SMB04ISM – Software Project Management

Lectures/week: 04 **Credits: 04**

Objective: To equip students with basic knowledge of software project management.

Course Outcomes:
1. To understand the fundamentals of software project management, different SDLC models,and the process of initiating and planning software projects.
2. To develop skills in executing software projects, including team building, risk management, quality management, and project monitoring.
3. To develop leadership skills, learn stakeholder management techniques, and understandthe process of project closure and vendor management.
4. To gain knowledge of advanced risk management techniques, quality assurance practices,and metrics and measurements used in software project management.

Unit 1: Introduction to Software Project Management (SPM)

Overview of Software Project Management: Definition, Importance, and Objectives,Software Development Life Cycle (SDLC) Models: Waterfall, Agile, Spiral

Project Initiation: Feasibility Analysis, Project Charter, Stakeholder Identification

Project Planning: Scope, Work Breakdown Structure (WBS), Scheduling, Resource Allocation

Unit 2: Software Project Execution and Monitoring

Project Execution: Team Building, Task Assignment, Communication Management,Risk Management: Identification, Assessment, Mitigation, and Monitoring

Quality Management: Quality Assurance, Quality Control, Testing Strategies

Project Monitoring and Control: Progress Tracking, Performance Measurement, Change Management

Unit 3: Software Project Leadership and Stakeholder Management

Project Leadership: Leadership Styles, Motivation Techniques, Conflict Resolution

Stakeholder Management: Identification, Analysis, and Engagement
Vendor Management: Vendor Selection, Contract Negotiation, and Performance Evaluation
Project Closure: Deliverable Acceptance, Lessons Learned, Post-Implementation Review

Unit 4: Software Project Risk Management and Quality Assurance
Software Project Risk Management: Risk Identification, Analysis, Response Planning
Software Quality Assurance: Standards and Frameworks (ISO, CMMI), Process ImprovementModels
Metrics and Measurements: Key Performance Indicators (KPIs), Earned Value Management (EVM) Software Project Documentation and Reporting

References

1. "Software Project Management: Principles and Practices" by Rajib Mall (Publisher: PHILearning)
2. "Software Project Management: Creating and Managing Successful Projects" by E. M. Bennatan (Publisher: Wiley India)
3. "Software Project Management: An Integrated Approach" by Achyut S. Godbole and AtulKahate (Publisher: Wiley India)
4. "Software Project Management: A Process-Driven Approach" by Pankaj Jalote (Publisher:Pearson Education)
5. Software Project Management" by K.K. Aggarwal and Yogesh Singh (Publisher: New AgeInternational)
6. "Leadership and Management Principles for Engineering" by Dr. M. Kannan and K. Elango(Publisher: PHI Learning)
7. "Stakeholder Theory: The State of the Art" by R. Edward Freeman and Bobby Parmar(Publisher: Cambridge University Press)
8. "Software Engineering and Project Management" by Jayakumar (Publisher: McGraw HillEducation)
9. "Software Project Management and Quality Assurance" by Anurag Dixit and Aditya P. Mathur(Publisher: CRC Press)