MBA Syllabus Year-II Semester–I

Course-Code	Course Title					Core/ Elective
P21MB301	OPERATIONS MANAGEMENT					Core Course
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	5	-	-	40	60	5

Course Objectives: The Objectives of this Course are:
1. To provide an understanding on the Process Planning, Design, Process Layout, Types of Production systems and to comprehend the different ways of measuring Productivity.
2. To develop Skills necessary to understand Work study and know the Techniques to Manage Inventory.
3. To provide knowledge on managing Quality and ways Total Quality Management facilitates Organizational effectiveness.

Course Outcomes: After Completion of the Course, Students will be able to:
1. Apply knowledge of basic Concepts of Operations Management for developing processes and improving Operational Performance.
2. To develop aggregate capacity plans and Mater Production Schedule in operation environments and enabling the importance of facility location, layout and line balancing.
3. To identify and eliminate nonessential operations and develop feasible method of performing a job by applying work study techniques.
4. To calculate inventory levels and order quantities to make use of various inventory classification models.
5. To advance cognizance on Total Quality Management and to efficaciously implement the contemporary Quality techniques in an Organisation.

Unit - I: Introduction
Similarities and Differences between Products & Services. Basic Manufacturing Process: Casting, Machining, Welding, shearing Extrusion, heat treatment and unconventional machining. The transformation Process: Manufacturing, Service & Hybrid Agile Manufacturing. Operations Strategy.
Process design – Project, Job, Batch, Assembly and Continuous. Factors effecting Process design. Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle.

Unit – II: Long – range capacity Planning:
Capacity Planning, Line Balancing, facility location and Facility layout. Service facility layout. **Aggregate Planning:** Aggregate Demand, criteria for selecting Aggregate Plans, Aggregate Plans for Service & mathematical Models for Aggregate Planning. **Master Production Scheduling:** Objective, Procedure and Time frame. **Sequencing of Operations:** n-Jobs with one, two and three facilities. **Maintenance Management:** Repair Programmes, Break down, Preventive and Corrective maintenance. Maintenance issues in service organizations.

Unit - III: Work Study & Service Management:
(a) Work study: Definition and its advantages and the various components. Techniques of methods analysis and work measurement

(b) Service Management: Nature of services. Types of Service operations- Quasi manufacturing, customer as participant and customer as product, Scheduling challenges in various service Operations, Value creation through service. Service quality, Culture and innovation

Unit - IV: Materials Management:

Need and importance of Materials management. Materials Requirement Planning, Manufacturing Resource Planning. Purchase Management: Sources of Supply of Materials, selection, evaluation and rating of Vendors . Methods of vendor rating. Value Analysis : the concept and its role in cost reduction.

Unit - V: Stores Management:

Inventory decision: Need ,functions and Significance of Inventory, Safety Stock . Deterministic Models of Inventory: Purchase and Manufacturing Models without and with shortages. Probabilistic Models of Inventory : Fixed order quantity systems and fixed period quantity systems

Stores Management: Functions of Stores and Materials control. Classification, Codification , Simplification and Standardization of materials . Bin Card, Double-Bin and stores Ledger. Selective Inventory Control: ABC, XYZ, VED, FNS and SDE Analysis.

Suggested Readings:

1. Norman Gaither & Greg Frazier, Operation Management 9th edition, Cengage Learning..
2. Stevenson J. William, "Operations Management", 2009, 9th Ed. Tata McGraw-Hill.
3. Amol Gore and Robert Panizzolo, Operation Management
4. R. Panneerselvam, Production and Operation Management 3rd edition, PHI
5. Danny Samson and Prakash J.Singh, "Operations Management-An integrated approach", 2009, 1st Ed. Cambridge
6. Ray Wild, "Operations Management, 2003, Thomson Learning.
7. KanishkaBedi, "Production and Operations Management", 2007, 3rd Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
9. S.N. Chary Production & Operation Management.

Course-Code	Course Title					Core/ Elective
P21MB302	E- BUSINESS					Core Course
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	5	-	-	40	60	5

Course Objectives: The Objectives of the Course are:
1. To provide the basics of Electronic Commerce and understand Mobile Commerce Market.
2. To educate on the Current and emerging Business Models.
3. To focus on the need for security in e-commerce and to know various types of e-services.

Course Outcomes: After Completion of the Course, Students will be able to:
1. Understand various concepts and developments of Physical, E-Commerce and M-Commerce.
2. Develop various models of E-commerce to gain Competitive Advantage.
3. Design and use appropriate Electronic Payment Systems.
4. Apply appropriate Network Security and Firewalls in E-Business activities.
5. Understand various types of e-services and Legal, Ethical and privacy issues associated withE-Business.

Unit I: Introduction

E-Business and Global Economy, E-Business –Advantages & Disadvantages, E-Business Value Chains, E-Business Models- B2B, B2G, C2C, C2G.

E-Business Infrastructure-Internet, Intranet, Extranet and WWW- Online Payment Basics – E-Cash, E-Wallets, Stored Value Cards.

Unit II: E-Business Environment & e-Marketing

Legal, Ethical & Taxation Issues – Legal Environment of E-Business, Use and Protection of Intellectual Property Rights in Online Business-Online Crime, Ethical issues, Taxation Issues.

e-Marketing- Web Marketing Strategies, Communicating with different Marketing Segments, Advertising on Web - E-Mail Marketing, Creating and Maintaining Brands, Search Engine Positioning and Domain Names.

Unit III: Mobile Commerce Basics

Introduction to mobile commerce- Scope, Benefits, limitations of mobile commerce, M-Commerce frame work, M-Commerce Business Models, E-Commerce vs M-Commerce, Mobile commerce services – Types of M-Commerce Services, Mobile commerce applications.

Unit IV: Mobile Commerce Technology

Wireless and Mobile Communication –Wireless Communication, Satellite Communication Mobile Communication Systems, Mobile Phone Cellular Network, Mobile Access Technology–Mobile Communication Standards, 1G, 2G, 3G, 4G and 5G systems.

Key Players- Mobile Devices, Mobile Service Providers – Mobile Commerce Service Providers,

Unit V: Mobile Commerce Applications

Mobile Products- **Mobile Banking**- M-Banking Business Models, M-Banking Technologies, M-Banking Services, Advantages & Challenges. **Mobile Ticketing** -Process, Applications, Advantages, Apps, M-Ticket Providers. **Mobile Payment Systems** –Characteristics, Models, Privacy & Security Issues, M-Payment Service Providers. **Mobile Computing** –Nomadic or

Ubiquitous, Business Applications of Mobile Computing, **Mobile Value Added Services, Privacy, Security & Legal Issues relating to M-Commerce.**

Suggested Readings:

1. **Creating a Winning E-Business-** H. Albert Napier, Ollie Rivers, Stuart Wagner, JB Napier- Cengage Learning- Second Edition.
2. **E-Commerce, Strategy, Technology and Implementation**- Gary P. Schneider- Cengage Learning – Second Edition.
3. **Mobile Commerce**- KarabiBandyopadhyay – PHI-EEE.
4. **Electronic Commerce from Vision to Fulfillment** – Elias M. Awad –Pearson Education- Low Price Edition – Third Edition.
5. **E-Marketing** – Judy Strauss, Adel El Ansary, Raymond Frost- Pearson Education- Low Price Edition.

Course-Code	Course Title					Core/ Elective
P21MB303	OPERATIONS RESEARCH					Core Course
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	5	-	-	40	60	5

Course Objectives: The Objectives of this Course are:
1. To familiarize the Students with the basic Concepts and tools of Operations Research.
2. To make the Students understand the mathematical models used in Operations Research.
3. To provide the Students to learn the techniques constructively to make effective Business decisions.

Course Outcomes: After Completion of the Course, Students will be able to:
1. Develop mathematical model and solve the real life system with limited constraints by applying LPP.
2. Formulate and solve transportation and assignment concepts to implement Supply chain management.
3. Evaluate alternatives using decision making under risk and uncertainty and game theory.
4. Apply PERT and CPM techniques to plan, schedule and control project.
5. Apply simulation process in queuing theory to evaluate the system.

Unit – I: Introduction

i. Introduction to OR- Origin, Nature, definitions, Managerial applications and limitations of OR.
ii. Linear and Non- Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems (Emphasis is on Conceptual frame work-no numerical problems.
iii. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

Unit – II: Allocation Model - I

i. LPP - Simplex Method- Solution to LPP problems Maximisation and Minimisation cases Optimality conditions. Degeneracy.
ii. Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual.
iii. Sensitivity analysis and its implications.

Unit – III: Allocation Model - II

i. Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.
ii. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method.
iii. Travelling salesman problem, Managerial applications of AP and TSP.

Unit – IV: Network Models

i. Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and latest times -determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off.
ii. PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

Unit – V: Waiting Line / Competitive Strategy Models

i. Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system- Operating characteristics of Queues, deterministic Queuing models -Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.

ii. Game Theory- concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for (m x 2) and (2 x n) games.

iii. Simulation- Process of simulation, Applications of simulation to different management Problems.

Suggested Readings:

1. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4th Ed.TMH.
2. J.K. Sharma, "Operations Research Theory and Applications 2009, 4th Ed. Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research theory and applications", 2008, Springer.
4. Chakravarty, P, "Quantitative Methods for Management and Economics", 2009, 1st Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, "Quantitative analysis for Management", 2007, 9th Ed. Pearson.
6. Pannerselvam, R, "Operations Research", 2006, 3rd Ed. PHI.
7. Selvaraj, R, "Management Science Decision Modeling Approach", 2010, 1st Ed. Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, "Operations Research Principles and Practice", 2nd Ed. John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, "Introduction to Operations Research Concepts and Cases", 2010, 8th Ed. TMH.
10. Prem Kumar Gupta & others, "Operations Research", 2010, S. Chand.

Course-Code	Course Title					Core/ Elective
P21MB304	FINANCIAL RISK MANAGEMENT (FINANCE)					Core Course
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:
1. To make the Students understand the various facets of Risk Management.
2. To provide in-depth the concept of Derivatives and its various types.
3. To familiarize the Students about Forwards, Futures, Swaps and Options.

Course Outcomes: After Completion of the Course, Students will be able to:
1. Understand the measures and differentiate between different types of Risks that an Organization faces.
2. Have a comprehensive view about types of Derivatives and their Trading and Settlement.
3. Evaluate Forwards and Futures Contracts and Hedging Strategies.
4. Comprehend the computational aspects of Swaps and the associated Risk.
5. Evaluate various Option Trading Strategies and select the suitable one for the given situation.

Unit – I: Introduction

The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

Unit – II: Measurement and Management of Risk:

Value at risk (VaR): The concept, computation, stresses testing, back testing.
Cash flow at risk (CaR): VaR and CaR to make investment decisions.
Managing risk when risk is measured by VaR or CaR
Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.
Asset-Liability Management (ALM): evolution & concept, RBI guidelines.
Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

Unit – III: Techniques and Tools of Risk Management: Forward contracts and Futures contracts

The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.
Forward contracts: Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract.
Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts–the hedge ratio and the portfolio approach to a risk–minimizing hedge.

Unit – IV: Techniques and Tools of Risk Management: SWAPS

Definition, types of swaps. Interest rate swaps, Currency swaps.

Interest rate Swaps: Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination.CurrencySwaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

Unit – V: Techniques and Tools of Risk Management: Options

Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions.

Suggested Readings:

1. Dun and Bradstreet, "Financial Risk Management", 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", 2010, Institute of Risk Management.
3. Ravi Kumar, "Asset Liability Management", Vision Books Pvt. Ltd.
4. David. A. Dubofsky& Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", 2003, Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", 2009, 2nd Ed. Cambridge press
6. John C. Hull &SankarshanBasu, "Options, Futures and Other Derivatives", 7th Ed, Pearson Education.
7. "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, "Bank Management & Financial Services", 7th Ed, Tata McGraw-Hill
9. Rene. M. Stulz, "Risk Management & Derivatives", 2003, Thomson Southwestern.
10. Jayanth Rama Varma, "Derivatives and Risk Management", TMH.
11. Don M.Chance& Robert Brooks, "Derivatives and Risk Management Basics", 2008, Indian Edition, Cengage Learning
12. M. A. H. Dempster, "Risk Management: Value at Risk and Beyond", 2002, Cambridge press.

Course-Code	Course Title					Core/ Elective
P21MB305	PRODUCT AND BRAND MANAGEMENT (MARKETING)					Core Course
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. To provide an understanding of New Products, explore New Product ideas, new Product Development and the Strategies for Product Portfolio planning of a conglomerate.
2. To familiarize the Students understand the Brand Image, Brand Identity, Brand Equity, Branding Decisions and Brand Audit.
3. To develop the understanding of Brands with Consumer Behaviour, Brand Architecture and its Strategies.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Easily comprehend New Product Development Process and its Models, and learn to create actionable focus to successfully manage the Product.
2. Design the Product Portfolio Strategies for a conglomerate, manage and amplify existing products.
3. Analyze the Branding Strategies, Brand Purpose- Managing Brand Reputations.
4. Understand and conduct the measurement of Brand Equity and Brand Performance, design Brand Architecture Strategies in real life situation.
5. Learn the Contemporary Issues and analyze Future Trends.

Unit - I: Product and Branding Decisions:

Product, Policy, objectives, Product Mix, Product line, Packaging, Product Modification and Deletion.

Brand management: Branding, Brand positioning, repositioning strategies and Brand Loyalty, Brand Equity, Brand management practices.

Unit - II: Product Market Evolution:

Strategy and Planning. New Product Development: Innovation and New Product Development (NPD), Theories of NPD, Models of NPD, Generic Product Development Process.

New Product Introduction, Growth Strategies Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Shell International, Risk-return analysis.

Unit - III: Product Modification and New Product Introduction:

Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. Idea-Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

Unit - IV: Market Segmentation:

Market Structure Analysis. Preference Segmentation. Perceptual mapping, Preference – choice models, Wind Robertson Market Model, BRANDAID model and Defender model, DESIGNR, and PREFMAPS–flow charts and concepts. Business Analysis-Cost Behavior-learning curve analysis. Innovation diffusion and adoption process- Demand Analysis–First Purchase and repeat purchase, trial and repeat models.

Unit - V: Product Development and Testing :
Product Launching, Six guiding principles of product launching, Pre-testing, Test marketing, Marketing Mix allocations. Planning annual Budget and strategy. PLANOPT Model & MARMIX Model. Organization for product Management.

Suggested Readings:

1. Pessemier Edgar, "Product Management", 1982, John Wiley & Sons.
2. Japan K. Panda, Product and Brand Management. I edition Oxford.
3. KirtiDatta Brand Management Principles and Practices Oxford Publication
4. Sridhar J Murthy and Gary L Lilien, "Marketing Models", 2006, PHI.
5. U C Mathur, "Product and Brand management", 2009, Excel Books New Delhi.
6. Dr. Anandan, "Product Management", 2010, Tata McGraw Hill.
7. Kavin Keller, "Strategic Brand Management", 2008, Pearson Ed 3rd Edition.
8. Ulrich K T, Anitha Goyal, "Product Design and Development", 2010, McGraw Hill.
9. Bently, Davis &Ginsbury, "Trade Markets and Brands", 2008, Cambridge University Press
10. Chunnawala, "Compendium of Brand Management", 2008, HPH.
11. Richard Elliott, "Strategic Brand management", 2007, Oxford press.
12. Helen Edwards, "Creating Passion brands", 2009, Kogan Page Publishers.
13. Wind Yoram, "Product Policy", 1982, Addison and Wesley.

Course-Code	Course Title					Core/ Elective
P21MB306	COMPENSATION MANAGEMENT (HUMAN RESOURCES)					Core Course
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. To impart techniques and methods for competing employer – employee negotiations for arriving at optimal compensation system.
2. To understand the Concept of Compensation Management and its importance in Employee Retention.

To introduce various methods of designing Compensation System and make Students aware about the Management of Employee Benefits.

Course Outcomes: After Completion of the Course, Students will be able to:

1. An overview of Strategic Compensation Management
2. Understand the concepts Compensation and Employee Behaviour.
3. Understand and implement Building Market Competitive Compensation System.
4. Learn and determine the Components of Employee Benefits Management.
5. Execute Contemporary Strategic Compensation Challenges.

UNIT - I: Introduction to Strategic Compensation Management:
Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions-concept of reward–Role of compensation in Organization-Non-financial compensation system–Concept of total reward system-New trends in compensation management–The 3-P compensation concept.

UNIT – II: Compensation and Employee Behaviour:
Bases For Traditional Pay System and Modern Pay System–Establishing Pay Plans–Aligning Compensation Strategy with HR Strategy and Business Strategy-Seniority and Longevity pay-Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay–Team Based Pay.

UNIT – III: Designing Compensation System:
Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys–Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.

UNIT – IV: Employee Benefits Management:
Components-Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Funding Benefits through VEBA–Costing the Benefits–Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program–Totally Integrated Employee Benefit Program.

UNIT – V: Contemporary Strategic Compensation Challenges:
International Compensation and Competitive Strategies-Executive Compensation Packages–Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and

Flexible Work Schedules–Compensation for Expatriates and Repatriates–Strategic Issues and Choices in Using Contingent and Flexible Workers.

Suggested Readings:

1. Handerson, "Compensation Management in a Knowledge Based World", 2007, Pearson Ed. 9th Ed.
2. Joseph J.Martocchio, "Strategic Compensation", 2006, Pearson Ed Richard I 3rd Ed.
3. Milkovich&NewMan, "Compensation", 2005, Tata McGraw –Hill, New Delhi.
4. Dr. Kanchan Bhatia, "Compensation Management", 2009, Himalaya Publishing House.
5. Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi.
6. Dipak Kumar Bhattacharyya, "Compensation Management", 2009, Oxford University Press.

Course-Code	Course Title					Core/ Elective
P21MB307	DECISION SUPPORT SYSTEMS (SYSTEMS)					Core Course
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. To Provide an understanding about computerized Information Support System for Decision Making in Organization**.**
2. To provide an understanding about Implementations of DSS, Models, Artificial Intelligence
3. To provide understanding of Data Warehouse and Data Mining.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the concepts and evolution of DSS.
2. Develop and implement the DSS models
3. Understand the concepts of Distributed DSS Technologies and EIS.
4. Understand Artificial Intelligence and Expert Systems.
5. Understand Data Warehousing and data Mining.

Unit I: Introduction

Evolution of DSS- Definition of DSS – Need and benefits of DSS. Decision Making Process- Types of Decisions, A framework For DSS Support- DSS as Information System- Types of DSS – Individual, Group.

Unit II: Development and Implementation of DSS and Models in DSS:

DSS Architecture- Hardware, Software Tools for DSS- Approaches to Development – Implementation, Models in DSS – Types of Models.

Unit III: Group DSS and Groupware:

Group Decision Making - problems with groups- MDM Support Technologies-Distributed Group DSS- Distributed DSS Technologies- Executive Information Systems-definition-EIS Components – Making the EIS work – The Future of Executive Decision Making and The EIS.

Unit IV: Artificial Intelligence (AI) and Expert System (ES):

Definition of Artificial Intelligence – Artificial Intelligence vs. Natural Intelligence- The Intelligence of AI- Expert Systems- Definition, Structure of ES- Designing and Building ES- Benefits of ES –Examples of ES- Intelligent Software Agents.

Unit V: Data Ware Housing and Data Mining:

Data Ware house – Definition- Data Marts, Data Stores, Meta Data – Characteristics of Data Ware House – Data Warehouse Architecture- Implementing Data Warehouse. Data Mining- Definition- Online Transaction Processing Techniques use to Mine Data, Data Mining Techniques-Limitations of Data Mining- Data Visualization.

Suggested Readings:

1. Efrem G. Mallach, “Decision Support and Data Warehouse Systems”, Tata McGraw Hill Edition.
2. George M. Marakas, “Decision Support Systems” In the 21st Century, PHI, EEE, Second Edition.

3. Simon French, John Maule and Nadia Papamichail, “Decision Behaviour, Analysis and Support”, 1st edition, 2009, Cambridge press.
4. Efraim Turban, Jay E. Aronson, Teng-Peng Liang, Ramesh Sharda, “Decision Support and Business Intelligence”, Eighth Edition, Pearson LPE.
5. Efraim Turban, “Decision Support and Expert System”, MSS, PHI.

Course-Code	Course Title					Core/ Elective
P21MB308	International Finance (FINANCE)					Core Course
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. This course aims to acquaint the students with the basic process of international finance from the point of view of an organization.
2. To provide a detailed analysis of International Financial System and International taxation.
3. To provide an insight about Foreign Exchange Market, Foreign rate determination.
4.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Analysis the foreign exchange market
2. Study the international risk environment.
3. Acquire the knowledge on Exchange Rate Determination & Risk Management
4. Understand the Multinational Corporate Decisions in Global Markets
5. Understand international tax law.

Unit - I: International Financial System: Evolution of international financial system–gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention; international financial markets, Global financial institutions–IMF, Bank for International Settlements; international banking-euro bank, types of banking offices-correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments–euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

Unit - II: Foreign Exchange Market : Distinctive Features and Types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange Rate mechanism - quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives–forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tarapore Committee Report

Unit – III: Exchange Rate Determination & Risk Management: Theories of exchange rate behaviour, Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises-Asian currency crisis, Greek debt crisis; Risk Management in Multinational Corporations - Types of risk-currency risk, transaction exposure, translation exposure, economic exposure and assessment; interest rate risk, country risk assessment–political risk, financial risk; risk management through hedging-natural hedges, hedges with currency derivatives–forward market hedge, options market hedge, money market hedge, hedging exposure through swaps, other financial and non financial methods of hedging.

Unit-IV: Multinational Corporate Decisions in Global Markets: Nature of International Finance Functions and the Scope of International Financial Management, IFM and Domestic FM, Foreign investment decision-Foreign direct investment (FDI)–motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation of overseas investment proposal using NPV and APV; international

cash management, multinational capital structure decision, cost of capital, international portfolio diversification- rationale, barriers, home country bias

Unit - V: International Tax Environment: Types of taxation–income tax, withholding tax, value added tax, Tobin tax; tax environment– worldwide approach, territorial approach, Foreign tax Credits; tax havens, Organisation Structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centres, reinvoicingcentre, Tax Havens; Objectives of Taxation - tax neutrality tax equity; Double taxation Avoidance, Tax implications of foreign enterprises in India; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning – TP methods, TP rules in India

Suggested Readings:

1. Eun C.S., Resnick B.G., "International Financial Management", 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., "International Finance", 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G, "International Finance", 2011, 2nd Ed. Orient Blackswan.
4.Hendrik Van den Berg, "International Finance and Open Economy Macro Economics", 2009, 1st Ed. Cambridge.
5. Sharan V., "International Financial Management", 2009, 5th Ed. PHI, EEE.
6. Madura J., "International Financial Management", 2010, 4th Ed. Cengage Learning.
7. Apte P.G., "International Finance", 2008, 2nd Ed. McGraw Hill.
8. "Risk Management, 2006 Indian Institute of Banking & Finance, Macmillan.
9. MadhuVij, "International Financial Management", 2010, 3rd Ed. Excel Books.
10. Jain, Peyrard and Yadav" International Financial Management," Trinity Press, 2010. 19

Course-Code	Course Title					Core/ Elective
P21MB309	PROMOTION AND DISTRIBUTION MANAGEMENT (MARKETING)					Core Course
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. To provide an understanding about the relevance of marketing communication, promotion activities and management of distribution networks.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand Marketing Communications
2. understand and developed Integrated Marketing Communication
3. understand the role of Personal Selling
4. Infer the detailed basic cognitive process of sales Promotion and Support media.
5. Understand the Role and functions of channels of distribution.

Unit-I: Marketing Communications:

The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

Unit – II: Developing Integrated Marketing Communications:

Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective.

Unit – III: Personal Selling:

Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort.

Unit – IV: Sales Promotion and Support media:

Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement.

Support media – Elements of Support media and their role.

Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.

Unit – V: Distribution Management:

Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members. Distribution of Services, market logistics & supply chain management.

Suggested Readings:

1. Shimp "Advertising and Promotion", 2007, Cengage Learning.
2. George E Belch, Micheal A Belch &KeyoorPurani "Advertising and Promotion", 2010, Tata McGraw Hills, 7th Ed.
3. Shah &D'souza "Advertising & Promotion", 2010, Tata McGraw Hills.
4. Iane, King & Russel "Advertising Procedure" 6/c Pearson Publishers.
5. S.A. Chunnawalla, K.C.Sethia "Advertising", 2010, HPH.
6. SHH Kazmi& Satish Batra "Advertising & Sales Promotion", 2009, Excel Publishers.
7. Dr. S. Gupta "Sales & Distribution Management", 2010, Excel Books, 2nd Ed.
8. Krishna K. Havaldar and Vasant M. Cavale "Sales & Distribution Management", 2009, Tata McGraw Hills.
9. Roddy Mullion "Sales Promotion", 2010, KoganParge Publishers.
10. Panda &Sahadev "Sales & Distribution Management", 2008, Oxford University Press, U.P.
11. Ogvinn, Allen &Semenik "Advertising Management", 2010, Cengage Learning.
12. David Aker Advertisement Management
13. Tony Carter "Sales Force Management", 2008, Jaico Publishers.
14. Rositer& Percy, "Ad-Management & Integrated Marketing Communication", 2006, Tata McGraw Hills.

Course-Code	Course Title					Core/ Elective
P21MB310	ORGANIZATION DEVELOPMENT (HUMAN RESOURCES)					Elective
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: Course Objective : To Create a mind set of planned changed, Techno - structural and strategic interventions for Development of Organization through organizational Transformation.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Collect and evaluate data to judge the effectiveness of OD interventions;
2. Evaluate the implementation of OD interventions and judge their usefulness against other change tools and techniques;
3. Analyse activity data from organizational systems in order to frame effective OD interventions.
4. Understand the Human and Organizational process approaches towards problem solving.
5. Conceptualize and implement Techno-Structural and Strategic Interventions.

Unit – I: General Introduction to OD:
Overview of the field of OD-Definitions of OD-A short history of OD and its evolution- Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

Unit - II: Foundations of OD:
Models and Theories of Planned Change-(a) Lewin's Change Model (b) Burke–Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and Team work-Parallel learning structures-A 'normative-reductive' strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.

Unit—III: Managing the OD Process:
Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions-The program management component-Conditions for optimal success of OD-Issues in Consultant–Client Relationship.

Unit—IV: Human Process Interventions:
Human Process approaches: T-Groups-Process-consultation-Third party intervention-Team interventions-Techniques and exercises used in Team interventions: Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team Building interventions.
Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD.

Unit—V: Techno-Structural and Strategic Interventions:
Techno-structural interventions: Structural Design-(i) Restructuring organization-Downsizing-Reengineering (ii) Employee involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering approach-System Approach.

Strategic Interventions: Organizational Transformation and its Characteristics-Culture Change – Self – designing organizations-Organizational Learning.

Suggested Readings:

1. Thomas G. Cummings, Christopher G Worley, "Organization Development and Change", 2007, Thomson, 8th Ed.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, "Organization Development", 2006, Pearson Education.
3. Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.
4. Reider Dale, "Organization & Development — Strategies, Structures, and Process", 2006, Sage Publications, New Delhi.
5. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
6. R. Sullivan, Gary Mclean, Jossey Bass. Brown, "Practicing Organization Development', 2006, Pearson Education.
7. S. Ramanarayan, T.V. Rao, Kuldeep Singh, "Organization Development-Intervention and Strategies", 2006, Response Books.

Course-Code	Course Title					Core/ Elective
P21MB311	BUSINESS ANALYTICS (SYSTEMS)					Elective
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: Course Objective : The objective of the course is to provide an understanding of Basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R.

Course Outcomes: After Completion of the Course, Students will be able to:

1. To understand methods and models of Business Analytics.
2. To understand the descriptive analytics and data visualization techniques.
3. Foster an ability to critically understand and analyse Predictive Analytics
4. To understand and synthesize Linear optimization and decision Analysis.
5. To analyse and write Programming in R

Unit I: Introduction to Business Analytics

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data.

Unit II: Descriptive Analytics

Over view of Description Statistics (Central Tendency, Variability), Data Visualization-Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.

Unit III: Predictive Analytics

Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining -Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modelling.

Unit IV: Prescriptive Analytics

Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods.

Unit V: Programming Using R.

R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

Suggested Readings:

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams**- Essentials of Business Analytics,** Cengage Learning.
2. James Evans, Business Analytics, Pearson, Second Edition, 2017.
3. Albright Winston, **Business Analytics- Data Analysis-Data Analysis and Decision Making,** Cengage Learning, Reprint 2016.
4. Sahil Raj, **Business Analytics,** Cengage Learning.

Course-Code	Course Title					Core/ Elective
P21MB312	DIGITAL MARKETING					Elective
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: Course Objective : The objective of this course is to understand the importance of digital marketing and its applications.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Analyse the confluence of marketing, operations, and human resources in real-time delivery.
2. Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.
3. Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
4. Investigate and evaluate issues in adapting to globalised markets that are constantly changing and increasingly networked.
5. Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.
6. Comprehend the importance of conversion and working with digital relationship marketing.
7. Analyse cross-cultural and ethical issues in globalised digital markets.

UNIT - I:

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing.

UNIT - II:

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels, Digital Marketing Trends. Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers.

UNIT - III:

Digital Marketing Plan: Need and Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan. .

UNIT - IV:

Search Engine Marketing and Online Advertising: Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

UNIT - V:

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Micro blogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Suggested Readings:

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
4. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
5. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
6. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016

Course-Code	Course Title					Core/ Elective
P21MB313	INNOVATION & ENTREPRENEURSHIP					Elective
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: Course Objective : This course aims to provide students with an understanding of the nature of enterprise and entrepreneurship and introduces the role of the entrepreneur, innovation and technology in the entrepreneurial process. It is not about small business or life style businesses but instead the development of growth oriented businesses - whether for-profit or not-for-profit. Entrepreneurship is both a way of thinking and of doing. It involves "building something from nothing" and successful entrepreneurs know how to manage and mitigate uncertainty and risk. The course content is relevant to those individuals thinking about starting a business or who are already in business - large or small, those who are interested in commercialising their own innovations or of others, and those who advise entrepreneurs or engage in policy making in the entrepreneurship area.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Entrepreneurship and Innovation minors will be able to sell themselves and their ideas. Students master oral and visual presentation skills and establish a foundation of confidence in the skills necessary to cause others to act.
2. Entrepreneurship and Innovation minors will be able to find problems worth solving. Students advance their skills in customer development, customer validation, competitive analysis, and iteration while utilizing design thinking and process tools to evaluate in real-world problems and projects.
3. Entrepreneurship and Innovation minors will be able to mobilize people and resources. Students identify and secure customers, stakeholders, and team members through networks, primary customer research, and competitive and industry analyses in order to prioritize and pursue an initial target market in real-world projects.
4. Entrepreneurship and Innovation minors will be able to create value. Students are able to create presentations and business plans that articulate and apply financial, operational, organizational, market, and sales knowledge to identify paths to value creation through 1) company formation (for-profit); 2) social innovation (nonprofit); or 3) intellectual property licensing.
5. Entrepreneurship and Innovation minors will develop and cultivate endurance. Students increase their awareness and deliberately practice the skills and disciplines necessary to increase confidence and agency; foster self-efficacy and self-advocacy; improve communication and problem-solving skills, manage strong impulses and feelings; and identify personal purpose.

UNIT I

Introduction to Entrepreneurship: Entrepreneurs; entrepreneurial personality and intentions - characteristics, traits and behavioral; entrepreneurial challenges.

UNIT II

Entrepreneurial Opportunities: Opportunities. discovery/ creation, Pattern identification and recognition for venture creation: prototype and exemplar model, reverse engineering.

UNIT III

Entrepreneurial Process and Decision Making: Entrepreneurial ecosystem, Ideation,

development and exploitation of opportunities; Negotiation, decision making process and approaches, Effectuation and Causation.

UNIT IV

Crafting business models and Lean Start-ups: Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching.

UNIT V

Organizing Business and Entrepreneurial Finance: Forms of business organizations; organizational structures; Evolution of Organisation, sources and selection of venture finance options and its managerial implications. Policy Initiatives and focus; role of institutions in promoting entrepreneurship**.**

Suggested books

Ries, Eric(2011), The lean Start-up: How constant innovation creates radically successful businesses, Penguin Books Limited.

Blank, Steve (2013), The Startup Owner's Manual: The Step by Step Guide for Building a Great Company, K&S Ranch.

S. Carter and D. Jones-Evans, Enterprise and small business- Principal Practice and Policy, Pearson Education (2006)

T. H. Byers, R. C. Dorf, A. Nelson, Technology Ventures: From Idea to Enterprise, McGraw Hill (2013)

Osterwalder, Alex and Pigneur, Yves (2010) Business Model Generation.

Kachru, Upendra, India Land of a Billion Entrepreneurs, Pearson

Bagchi, Subroto, (2008),Go Kiss the World: Life Lessons for the Young Professional, Portfolio Penguin

Bagchi, Subroto, (2012). MBA At 16: a Teenager's Guide to Business, Penguin Books

Bansal, Rashmi, Stay Hungry Stay Foolish, CIIE, IIM Ahmedabad

Bansal, Rashmi, (2013). Follow Every Rainbow, Westland.

Mitra, Sramana (2008), Entrepreneur Journeys (Volume 1), Booksurge Publishing

Abrams, R. (2006). Six-week Start-up, Prentice-Hall of India

Verstraete, T. and Laffitte, E.J. (2011). a Business Model of Entrepreneurship, Edward Elgar Publishing.