



JIS College of Engineering

Syllabus/ Curriculum

Regulation: 2019 (R-19)

Program Name:

Master of Business Administration

Department of Business Administration

Course Structure			
Sem	Subjects	Credit	Total
Sem-1	7 Core(Theory) + 1 Sessional	[(6x4)+(1x2)]+2	28
Sem-2	6 Core(Theory) + 1 Sessional	(6x4)+(2x2)	28
Sem-3	1 Core(Theory)+1 Project+5Elective [3Major+2Minor](Theory)	(1x4)+6+(4x5)	30
Sem-4	1 Core(Theory)+5Elective[3Major+2Minor](Theory)+Viva Voce	(1x4)+(4x5)+4	28
Total Credit			114

Semester-1

Code	Subject	Type	Credit
MB101	Accounting for Managers (with software)	Theory	4
MB102	Information Systems for Business	Theory	4
MB103	Managing Organization	Theory	4
MB104	Economics for Managers	Theory	4
MB105	Operations Management	Theory	4
MB106	Quantitative Techniques	Theory	4
MB107	Business Communication	Theory	2
MB108	Seminar Presentation	Sessional	2
Total			28

Semester-2

Code	Subject	Type	Credit
MB201	Marketing Management	Theory	4
MB202	Human Resource Management	Theory	4
MB203	Financial Management	Theory	4
MB204	Legal Aspects of Business	Theory	4
MB205	Business Analytics and Spreadsheet	Theory	4
MB206	Research Methodology	Theory	4
MB207	Field Project	Sessional	2
MB208	Seminar	Sessional	2
Total			28

Semester-3

Code	Subject	Type	Credit
Core Subject			
MB301	Business Strategy	Theory	4
MB302	Summer Internship	Sessional	6
Electives Subjects			
MM301	CRM	Theory	4
MM302	Sales and Retail Management	Theory	4
MM303	Integrated Marketing Communication	Theory	4
FM301	Security Analysis and Portfolio Management	Theory	4
FM302	Managing Banks and Financial Institutions	Theory	4
FM303	Corporate Finance	Theory	4

HR301	Strategic Human Resource Management	Theory	4
HR302	Human Resource Planning	Theory	4
HR303	Industrial relations	Theory	4
SM301	Database Management	Theory	4
SM302	Managing Software Projects	Theory	4
SM303	Enterprise Resource Planning	Theory	4
OP301	Introduction to Supply Chain Management	Theory	4
OP302	Logistics and Distribution Management	Theory	4
OP303	Legal Aspects of Supply Chain Management	Theory	4

Semester-4

Code	Subject	Type	Credit
Core Subject			
MB401	Financial Reporting, Statements and Analysis	Theory	4
MB402	Grand Viva	Sessional	4
Electives Subjects			
MM401	Consumer Behaviour	Theory	4
MM402	International Marketing	Theory	4
MM403	Service Marketing	Theory	4
FM401	Corporate Taxation and Planning	Theory	4
FM402	Financial Derivatives and Risk Analysis	Theory	4
FM403	International Finance	Theory	4
HR401	International Human Resource Management	Theory	4
HR402	Compensation and Benefits Management	Theory	4
HR403	Human Resource Development	Theory	4
SM401	Information Security and Privacy	Theory	4
SM402	E-Commerce & Digital Market	Theory	4
SM403	Strategic Management of IT	Theory	4
OP401	Total Quality Management	Theory	4
OP402	Strategic Supply Chain Management	Theory	4
OP403	Project Management (Operations)	Theory	4

[MB-101]: ACCOUNTING FOR MANAGERS

Course Objective:

The objective of this course is to provide an understanding of financial accounting fundamentals for prospective consumers of corporate financial information, such as managers, stockholders, financial analysts, and creditors.

1. Financial Accounting:

Overview: Importance and scope of accounting, Objectives for accounting, Users of accounting information, Basic terminologies, Accounting Concepts and conventions, Transactions and events, Accounting equation, Classification of accounts under Traditional approach, Classification of accounts, Accounting Standards, International Financial Reporting System. [5L]

2. Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts. [10L]

3. Depreciation Provisions and Reserves : Concept of depreciation; Causes of depreciation; depletion, amortization and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation policy as per Accounting Standard, Provisions and reserves. [6L]

4. Cost Accounting & Activity Based Costing

Cost Accounting-Meaning-Scope- Financial Accounting Vs. cost accounting- Management Accounting Vs. Cost Accounting-Elements of Cost-Preparation of cost sheet- Activity Based Costing (ABC)-Concept, Purpose, Benefits, Stages, Relevance in decision making. [6L]

5. Financial Planning & CVP Analysis

Applications of Marginal Costing and managerial decision making-- Factors that underpin the decisions involving alternative choices- Usage of CVP analysis to respond to changes in the business environment. [8L]

6. Introduction to Tally

Introduction to Accounting software-Tally(Application of concept of Journal, Ledger, Balance Sheet with the help of Tally) [5L]

Suggested Readings:

TEXTBOOKS

1. S.Ramanathan, —Accounting for Management”, 1st edition, Oxford Higher education
2. Sumit Gulati &Y.P.Singh, —Financial ManagementI, 1st edition, Mcgraw Hill education.
- 3.Hanif& Mukherjee-Modern Accounting-Vol-1.TMH
4. Pandey, I.M, -Essentials of Management Accounting, Vikas Publishing House
5. Khan & Jain-Financial management, McGrow Hill
- 6.B.Banerjee-Cost Accounting-Theory and Practices-PHI

REFERENCES

1. Robert N Anthony, David Feb Hawkins & Kenneth A Merchant, —Accounting Text and CasesI, 12th Edition, McGraw Hill Higher Education
2. Robert Parrino, David Kidwell & Thomas Bates, —Corporate Finance”, 3rd Edition, Wiley India Pvt. Ltd.
3. Sawyers, Jackson, Jenkins & Arora, —Managerial AccountingI, 2nd Edition, Cengage Learning.
- James Jiambalvo, —Managerial AccountingI, 5th Edition, Wiley India Pvt. Ltd

Course Outcome:

1. Understand the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity) ;
2. Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements (e.g. accrual accounting vs. cash accounting, definition, recognition, measurement and disclosure of assets, liabilities, revenues, expenses; inventory valuation methods, provisions, depreciation; accounting for intangibles);
3. Ability to read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company;
4. Apply course concepts to analyse common business management decisions such as pricing and outsourcing decisions from a financial perspective;

[MB-1021: INFORMATION SYSTEMS FOR BUSINESS]

Course Objective:

This course is designed to provide necessary skills to successfully manage systems development projects and effectively use and administer Information Systems in different business settings. The course will also help students in acquiring and applying analytical skills which will enable them to visualize a complex business problem and make informed decisions based on available information and technology resources. Ultimately developing an understanding of the business and professional responsibilities related to the use of information systems in organizations is the overall objective of the course.

1. Systems concepts: [6L]

Systems, components of a system, interfaces & boundaries, environment of a system, Types of Systems (Real Time, Online and Batch Processing System). Systems Development Life cycle models: Waterfall model, Prototyping model, Spiral model.

2. Information System (IS): [12L]

Information system as a system, CBIS, Types of CBIS: OAS, TPS, MIS- Definition, Characteristics, Subsystems of MIS (Activity and Functional subsystems), Structure of MIS; Reasons for failure of MIS., DSS- Definition, Relationship with MIS, Characteristics & classification of DSS, EIS, Knowledge based system, Expert system.

3. Database Management System: [3L]

Overview of DBMS; Components of DBMS, RDBMS. Concepts of tables, records, attributes, keys, integrity constraints, SQL: DDL & DML concepts, SQL commands.

4. Introduction to Data Communication and Computer Networks: [5L]

Fundamentals of Data Communication: Analog and Digital, Bandwidth, Types of Transmission, Computer Networks: Advantages, types of computer networks, basic components of computer networks, Internet, concept of WWW, FTP, SMTP etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Internet applications in business.

5. E-Business: [6L]

Introduction, Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Threats, Concepts of security measures: firewall, encryption. Cyber security: meaning, importance, tools, etc.

6. Enterprise Systems: [3L]

ERP (Enterprise Resource Planning): Concepts, architecture, Generic modules, Applications; CRM (Customer Relationship Management): Concepts, Features; SCM (Supply Chain Management): Concepts, drivers, inbound & outbound SC, Concept of: eProcurement, eTailing, eLogistics, eCollaboration, eIntegration.

7. Data Warehousing and Data Mining : [5L]

Concepts of Data warehousing, data mart, meta data, multidimensional modelling, Online Analytical Processing (OLAP), Online Transaction Processing (OLTP), Data mining concepts.

Suggested Readings:

1. Management Information Systems by James A. O'Brien
2. Management Information System by Kenneth C. Laudon, Jane P. Laudon
3. Waman S Jawadekar: Management Information Systems – Text and Cases, McGraw Hill
4. Mahadeo Jaiswal & Monica Mittal: Management Information Systems, OUP.

Course Outcome:

1. Analyze and model the flow of information through business processes.
2. Formulate plans and architectures for the capture, storage and retrieval of data.
3. Apply networking concepts and technologies to support business needs.
4. Align information systems and services with business strategy and formulate plans for the retrieval and analysis of supporting data.
5. Document, monitor and assess the effectiveness of IT controls.

[MB-103]: MANAGING ORGANISATION

Course Objective:

The students will be able to understand the human interactions in an organization, find what is driving it and influence it for getting better results in attaining business goals.

1. Introduction: [8L]

Nature of Management - Social Responsibilities of Business-Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning → Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies -BCG,SWOT,GE Nine cell- Scope and Formulation - Decision Making - Techniques and Processes.

2. Organising: [8L]

Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation- Organisational Structure -Line, Staff, Line &staff

3. Perception and Learning: [8L]

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types- Process - Barriers - Making Communication Effective.

4. Group: [8L]

Group Dynamics -stages of group formation-Group & team-Leadership -Styles - theories- Approaches - Power and Politics - Organizational Climate and Culture -Organisational Change and Development.

5. Management Styles and approaches: [8L]

Comparative Management Styles and approaches -Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

Suggested Readings:

1. Organizational Behaviour, Fred Luthns, Mc Graw-Hill
2. Organizational Behaviour, Robbins and Judge, Pearson
3. Essentials of Management, Koontz, TMGH

Course Outcome:

1. Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
2. Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
3. Analyze the complexities associated with management of the group behavior in the organization
4. Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.

[MB-104]: ECONOMICS FOR MANAGERS

Course Objective:

The objective of this course is to develop the ability to apply the concepts, tools and techniques of economics in analysing and interpreting business decisions.

1. **INTRODUCTION:**

Meaning of Economics, Nature and Scope of Managerial Economics.

2. **THEORY OF DEMAND AND SUPPLY:**

Demand functions, Determinants of Demand, Individual and Market Demand, Indifference curve approach and Consumer's Equilibrium, Income and Substitution effects, Concepts of Supply, Shift in Demand and Supply curves, Determination of equilibrium price and quantity Elasticity of Demand and Supply.

3. **THEORY OF PRODUCTION:**

Production Function, Laws of Production: Law of Variable Proportions and Returns to Scale, Equilibrium of the Firm, Concept of Revenue.

4. **THEORY OF COSTS:**

Concept of Short run and Long run, Different Cost Curves, Relation between Average costs and Marginal Costs, Relation between Short Run costs and Long run costs, Break-even analysis.

5. **THEORY OF FIRM:**

Theory of Profit maximization, Managerial Utility maximization and Sales Revenue maximization.

6. **MARKET STRUCTURE:**

Features, Short run and Long run Equilibrium aspects under Perfect Competition, Monopoly and Monopolistic Competition, Concept of Oligopoly.

7. **MACRO ECONOMIC AGGREGATES AND CONCEPTS:**

GNP and GDP, Concepts and Measurement of National Income, Determination of National Income, Aggregate Consumption, Consumption Function.

8. **INFLATION:**

Causes and Remedies, Balance of Payments-components, Business Cycles-concepts.

Suggested Readings:

1. Elmasri, Navathe : Fundamentals of Database System, Pearson Education.
2. Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.
3. Date : An Introduction to Database System, Pearson Education.
4. Hopper, Prescott, Mc fadden : Modern Database Management, Pearson Education.
5. Molina, Ullman, Widom : Database System , Pearson Education.

Course Outcome:

1. Analyze the demand and supply conditions and assess the position of a company
2. Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
3. Analyze real-world business problems with a systematic theoretical framework.
4. Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

[MB-105]: OPERATIONS MANAGEMENT

Course Objective:

At the end of the course, the students can understand the situations in a production system environment that suggests the use of certain quantitative methods to assist in decision making on operations management and strategy.

1. Introduction: Nature and Scope of Operations Management: [4L]

Production design & Process planning: Plant Capacity - Capacity Planning - Make or Buy Decisions - Use of Crossover Chart for Selection Processes. Plant location: Factors to be considered in Plant Location - Choice of General Region, Particular Community and Site - Multiple Plant Location Decision - Plant Location Trends.

2. Layout of Manufacturing facilities: [5L]

Principles of a Good Layout - Layout Factors - Basic Types of Layout - Service Facilities - Principles of Materials Handling - Materials Handling Equipment. Human Factors in Job-Design: Consideration of Man and Machine in Job-Design, Adaptation of Machine to Man - Ergonomics - Working Environment - Worker Safety

3. Production and Inventory Control: [5L]

Basic types of production, Intermittent, Batch, Continuous - Routing, Scheduling, Activating and Monitoring - Basic Inventory Models - Economic Order Quantity, Economic Batch Quantity - Reorder point - Safety stock - Classification and Codification of stock - ABC classification - Procedure for Stock Control, Materials Requirement Planning (MRP). JIT. Implications for Supply Chain Management. Maintenance: Preventive vs. Breakdown
Maintenance - Break-down Time Distribution - Maintenance of Cost Balance - Procedure for Maintenance.

4. Methods Analysis and Work Measurement: [6L]

Group Dynamics -stages of group formation-Group & team-Leadership -Styles - theories- Approaches - Power and Politics - Organizational Climate and Culture -Organisational Change and Development.

5. Integrated Materials Management: [3L]

Need, scope, advantage, concept; materialsrequirement planning and budgeting; make or buy decision;. Materials RequirementPlanning (MRP - I, MRP - II)

6. Purchase Management: [4L]

Purchase Policy, Systems, Procedures; Vendor Selection;Negotiation; Vendor Development and Evaluation; Make or Buy decision; Legalaspects of purchasing.

7. Inspection and Quality Control: [6L]

Types and criteria of inspection; Statistical Quality Control; Control Charts, Total Quality Management (TQM) Concept.

8. Service Operations Management: Introduction: [3L]

Types of Service - Service Encounter - Service Facility Location - Service Facility Design and Layout - Service Operations Planning and Control - Resource Utilization - Managing Waiting Lines - Service Processes and Service Delivery.

9. Scheduling: [4L]

Gantt Chart, Johnson's Rule

Suggested Readings:

1. Bedi – Production and Operations Management (2nd edition); Oxford University Press
2. Buffa, E. S. and Sarin, R. K. – Modern Production /Operations Management; John Wiley
3. Chary, S.N. – Production and Operations Management (3rd edition); TMH
4. Chase, Jacobs, Aquilano and Agarwal – Operations Management for Competitive Advantage (11th edition); TMH
5. Dutta – Materials Management; PHI
6. Evans and Lindsay – The Management and Control of Quality (6th edition); Cenage Learning
7. Gaither and Frazier – Operations Management (9th edition); Thomson Learning
8. Gopalakrishnan and Sundaresan – Materials Management: An Integrated Approach; TMH
9. Hansen and Ghare – Quality Control and Applications; PHI
10. Krajewski, Ritzman and Malhotra – Operations Management (8th edition); Pearson Education
11. Mahadevan – Operations Management; Pearson Education

Course Outcome:

1. Describe the concept of operations management and productivity.
2. Apply the decision models to various real time problems
3. Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.
4. Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments
5. Develop aggregate capacity plans and MPS in operation environments.

[MB-106]: QUANTITATIVE METHODS FOR MANAGERS

Course Objective:

This subject aims to familiarize students towards perceiving and analyzing modern business & economic numerical and apply statistical techniques for arriving at sound management decisions. This is also intended to familiarize students with Operations Management concepts by introducing various optimization techniques with managerial perspective, to facilitate the use of Operations Research techniques in managerial decisions.

Module I

1. Linear Programming: [6L]

Formulating maximization/minimization problems, Graphical solution, Simplex method, Artificial Variables – Big M – Method, Special cases of LP, Duality of LP and its interpretation, Post Optimality/Sensitivity Analysis, Applications of LP.

2. Transportation Problems: [6L]

Introduction - Mathematical formulation of transportation problem - the Transportation method for finding initial solutions-North West Corner Method - Least Cost Method - Vogel's Approximation method - test for optimality - steps of MODI method-loops in transportation table - Degeneracy.

3. Assignment Problems: [4L]

Introduction - Mathematical statement of the problem-Hungarian method of solution - Maximization case in assignment problem—unbalanced assignment problem - restrictions on assignment - Travelling salesman problem.

4. Theory of Games: [4L]

Two person zero sum games - Pure strategies - games with saddle points - rules to determine saddle points - mixed strategies - Game without saddle points - the rules of dominance - Methods of solution for games without saddle points—algebraic methods, graphical methods.

Module II

5. Basic Statistics: [4L]

Basic Concept (Variables, Population v/s Sample, Central tendency, Dispersion, data Visualization, Simple Correlation and Regression.

6. Probability & Distribution: [6L]

Probability – Introduction, Rules of Probability, Conditional Probability (Baye's Theorem), Random Variables, Discrete and Continuous Distributions (Binomial, Poisson and Normal), Sampling – Types and Distribution.

7. Theory of Estimation: Estimation : [5L]

Estimation – estimation problems, standard error, margin of error, confidence error, confidence interval, characteristics of estimators, consistency un-biasedness, sufficiency and efficiency, most sufficient estimators. Point Estimation and Interval Estimation.

8. Statistical Inference: [5L]

Hypothesis Testing, Parametric Test – Z, F, t test, ANOVA, Non Parametric Test – Chi square test (goodness of fit, independence of attributes) Spearman's Rank Correlation Coefficient.

Suggested Readings:

1. Statistics by Wayne L. Winston
2. Business Statistics by GC Berry
3. Business Statistics, Problems & Solutions by JK Sharma
4. Operations Research by A Ravindran, Don T Philips and James J Solberg.
5. Operations Research by V K Kapoor
6. Operations Research by S K Kalavathy

Course Outcome:

1. Construct linear integer programming models and discuss the solution techniques.
2. Propose the best strategy using decision making methods under uncertainty and game theory.
3. Build and solve Transportation Models and Assignment Models.
4. Demonstrate the ability to apply fundamental concepts in exploratory data analysis.
5. Demonstrate an understanding of the basic concepts of probability and random variables.
6. Understand the foundations for classical inference involving confidence intervals and hypothesis testing.

IMB-1071: MANAGERIAL COMMUNICATION**Course Objective:**

The course recognizes that challenges exist for creating and implementing effective communication both inside organizations (between individuals and groups) and outside organizations (with markets, partners, and influential third parties). It is intended to help the students think strategically about communication and aid them in improving their writing, presentation, and interpersonal communication skills within a managerial setting. The goal of this course is to help students learn to communicate strategically within a professional setting. Students are asked to analyze their intended audience, the purpose of their communication, and the context in which they are operating before developing the message. The course focuses specifically on improving students' ability to write, speak, work in a team, and communicate across cultures in their roles as future managers.

1. Principles of Communication: [4L]

Definition, Purpose, Process, Types, Barriers to Communication, Listening, Feedback, Non-verbal Communication

2. Written Communication: [8L]

Composing Business Letters/email [Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement, Circulars, Notices, Memos, Agenda and Minutes, Resume/CV, Facsimiles (Fax)], Preparing Notes, Punctuation, Using simple words, Proof Reading, Vocabulary, Basic Grammar, Comprehension, précis, preparing user manual

3. Report Writing: [8L]

Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing, Annual Report.

Suggested Readings:

1. Business Correspondence & Report Writing, Sharma, TMH
2. Business Communication Strategies, Monipally, TMH
3. English for Technical communication, Laxminarayanan, Scitech
4. Business Communication, Kaul, PHI
5. Communication Skill for Effective Mgmt., Ghanekar, EPH
6. Hynes, G. E. (2016). *Managerial communication: Strategies and applications* (6th ed.). Thousand Oaks, CA: Sage.

Course Outcome:

1. Formulate an effective communication strategy for any message, in any medium, and in any situation.
2. Write clearly, concisely, and convincingly.
3. Create impressive formal presentations that are delivered with confidence and poise.
4. Give and receive feedback that will improve theirs and other's communication.
5. Listen for understanding.

IMB-2011: MARKETING MANAGEMENT

Course Objective:

This course addresses the management challenge of designing and implementing the best combination of marketing actions to carry out a firm's strategy in its target markets. Specifically, this course seeks to develop the students' skills in applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning; product offering; pricing; distribution channels and marketing communications.

1. Introduction: [4L]

Fundamentals of Marketing – need, want, demand, value, exchange, transaction, competition; Definitions of marketing; Evolution of marketing concepts(orientations); Marketing Mix – 4Ps and their sub-elements.

2. Marketing Environment and environment scanning: [4L]

SWOT Analysis; Product-Market Grid, Major components of the microenvironment and macro-environment

3. Market Segmentation, Targeting and Positioning: [6L]

Consumer Behaviour, Concepts of market segmentation and targeting; Various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies.

4. Product and Branding: [6L]

Product Classification, Service – characteristics and expanded service mix elements; Product Mix; Product Life Cycle and marketing strategies at different stages of PLC; New Product Development; Purpose of branding; Characteristics of good brand name, Brand equity; Branding strategies; Purpose of Packaging; Types of Packaging.

5. Pricing: [5L]

Procedure for price setting; Pricing objectives; Cost and demand consideration; Pricing methods; Modifying the price; Pricing Strategies and Tactics

6. Marketing Channels: [5L]

Importance of Marketing intermediaries; Types of intermediaries and their functions; Levels of marketing channels; Channel flows and functions; Channel design decisions.

7. Promotion: [6L]

Elements of Promotion Mix (advertising, sales promotion, personal selling, direct marketing, PR and publicity) – characteristics and their relative strengths and weaknesses; Concept of Integrated Marketing Concept.

8. Emerging Trends in Marketing: [4L]

An Introduction to Internet Marketing, Multi Level Marketing and Introduction of CRM, E-Marketing, Green Marketing, Event Marketing, Rural Marketing, Global Marketing.

Suggested Readings:

1. Marketing Management - A South Asian Perspective, Philip Kotler, Kevin Lane Keller, Paper Back
2. A Framework for Marketing Management, Philip Kotler, Paper Back 15
3. Marketing Management - Text and Cases, S. Jayachandran, Paper Back

Course Outcome:

1. To critically analyse an organisation's marketing strategies
2. To evaluate marketing implementation strategies
3. To formulate and assess strategic, operational and tactical marketing decisions
4. To plan and conduct an investigation into an organisation's marketing strategy, and communicate findings in an appropriate format.

IMB 2021-HUMAN RESOURCE MANAGEMENT

Course Objective:

The objective of the course is to teach the basic principles of strategic human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

- 1. Human Resource Management: [2L]**
Scope and Coverage, Structure and functions of HR Department, Role of HR manager.
- 2. Human Resource Planning: [4L]**
Supply and Demand Forecasting methods, Manpower Inventory, Career Planning, Succession Planning, Personnel Policy, Human Resource Information System (HRIS)
- 3. Recruitment and Selection: [4L]**
Process, Sources, Methods of selection, Interviewing Method, Skills and Errors.
- 4. Human Resource Development: [4L]**
Policy and Programs, Assessment of HRD Needs, HRD Methods: Training and Non-Training.
- 5. Performance Appraisal Systems : [4L]**
Purpose, Methods, Appraisal instruments, 360 degree Appraisal HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview.
- 6. Compensation Management: [4L]**
Wages - Concepts, Components; System of Wage Payment, Fringe Benefits, Retirement Benefit.
- 7. Industrial Relations in India: [5L]**
Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Machineries, Role of Government, Labour Policy in India.
- 8. Workers' Participation in Management: [4L]**
Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities.
- 9. Discipline Management: [5L]**
Misconduct, Disciplinary action, Domestic Enquiry, Grievance Handling
- 10. Time Management: [4L]**
Definition, Importance, Benefits, Techniques, Time Management in Corporate, Role of Managers in Time Management.

Suggested Readings:

1. Aswathappa. K., Human Resource Management Text and Cases, 6th Ed, TMH.
2. Durai, P., Human Resource Management, Pearson Education.
3. Dessler, G., & Varkkey B., Human Resource Management, 12th Ed, Pearson Education.
4. Mamoria C.B., Rao V.S.P., Personnel Management Text and Cases, Himalaya Publishing House

Course Outcome:

1. Define and identify the basic concepts, functions and processes of human resource management
2. Describe the role, functions and functioning of human resource department of the organizations.
3. Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behaviour.
4. Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy.
5. Evaluate the developing role of human resources in the global arena.

[MB-203]: FINANCIAL MANAGEMENT

Course Objective:

The objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. This course introduces the core concepts and skills needed in financial management. It considers the main financial decision facing a company, approaches as to how these decisions are made and introduces analytical tools that can assist in financial decision-making.

1. INTRODUCTION: [6L]

Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age.

2. Time Value of Money: [12L]

Simple and Compound Interest Rates, Amortization, Computing more than once a year, Annuity Factor.

3. Cost of Capital: [3L]

Concept, Computation of Specific Cost of Capital for Equity - Preference - Debt, Weighted Average Cost of Capital - Factors affecting Cost of Capital.

4. Leverages: [5L]

Determination of operating leverage, financial leverage and total leverage, EBIT-EPS Analysis & Indifference Points.

5. Management of Working Capital: [6L]

Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Estimation of working capital requirements of a firm, Management of working capital - cash, receivables, and inventories.

6. Capital structure decisions: [3L]

Concept and Approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach.

7. Dividend Policy: [5L]

Factors influencing Dividend Policy, Forms of Dividends, Stock Dividends and Stock splits, Dividend Theories like Gordon's Model, Walters Model, M-M Approach and Residual Approach, Legal Consideration of Paying Dividends.

8. Investment Decision:

Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting.

Suggested Readings:

1. Bhalla, V.K. (2009). *Financial Management*. New Delhi: Anmol Publications.
2. Chandra, P. - *Financial management* (7th ed.). New Delhi: Mc-Graw Hill.
3. Pandey, I M. - *Financial management* (9th ed.). New Delhi: Vikas Publishing House.
4. B.Banerjee-Fundamentals of Financial Management, PHI

Reference Books:

1. Brealey, R. R., Myers, S., Allen, F., & Mohanty, P. (2009). Principles of corporate finance (8th ed.). New Delhi: Tata Mc-Graw Hill.
2. Brigham, E. F., & Davis, P. (2009). Intermediate financial management (10th ed.). USA: South Western.
3. Brigham, E. F., & Houston, J. F. (2007). Fundamentals of financial Management (11th ed.). USA: Thomson.
4. Hickman, K. A., Hunter, H. O., & Byrd, J. W. (2008). Foundations of corporate finance (2nd ed.). USA: South Western.

Course Outcome:

1. Demonstrate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure.
2. Apply the Leverage and EBIT EPS Analysis associate with Financial Data in the corporate.
3. Analyse the complexities associated with management of cost of funds in the capital Structure.
4. Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems pertaining to LSCM Sector.

[MB-204]: LEGAL ASPECT OF BUSINESS

Course Objective:

On completion of the course, the students can learn the various legal elements associated with business. As a Manager, later in their career, they can take legally correct business decisions.

1. Introduction to Business Law: [5L]

Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law.

2. Indian Contract Act, 1872: [7L]

Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of Agency, Case Studies

3. Negotiable Instruments Act, 1881: [6L]

Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques, case studies.

4. Sale of Goods Act, 1930: [6L]

Classification of goods, Conditions & Warranties, Passing of ownership rights, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods, case studies, case studies.

5. Companies Act, 1956: [6L]

Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies, case studies.

6. Consumer Protection Act, 1986: [5L]

Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty, case studies.

7. Intellectual Property Laws: [5L]

Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement, case studies.

Suggested Readings:

1. H.K. Saha Ray- Law of Contracts – Eastern Law Book House
2. P. P. S. Gogna : A Textbook of Business Law, S. Chand & Co.
3. Commercial Law- Bharat Law House, New Delhi
4. M. S. Pandit & S. Pandit : Business Law, Himalaya Publishing.
5. K. R. Bulchandani : Business Law, Himalaya Publishing.

Course Outcome:

1. Demonstrate an understanding of the Legal Environment of Business.
2. Apply basic legal knowledge to business transactions.
3. Communicate effectively using standard business and legal terminology.

[MB205]: BUSINESS ANALYTICS AND SPREAD SHEET

Course Objective:

This course is planned to develop an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. This will make students familiar with the processes needed to develop, report, and analyze business data. And last but not the least it will make them learn how to use and apply Excel and Excel add-ins to solve business problems.

1. Foundations of Business Analytics: [10L]

Introduction to Business Analytics: - Definition, Market, Trends and People - The Paradigm Shift from Data to Insight and from Business Intelligence to Business Analytics – Descriptive - Predictive and Prescriptive Analytics, Analytics on Spread sheets.

2. Business Analytics in Practice: [8L]

Financial Analytics, Human Resource Analytics, Marketing Analytics, Supply Chain Analytics, Analytics for Govt. and Non-profits, Web Analytics I

3. Predictive Analytics: [8L]

Predictive Modeling and Analysis, Regression Analysis, Forecasting Techniques, Simulation and Risk Analysis, Introduction to Data Mining

4. Prescriptive Analytics: [8L]

Linear Optimization, Applications of Linear Optimization, Integer Optimization, Nonlinear and Non-Smooth Optimization, Optimization Models with Uncertainty

5. Big Data: [6L]

Introduction to Big Data: Structuring of Big Data, Elements of Big Data-Business Applications of Big Data, Handling Big Data Technologies-Data Mining and Text Mining

Suggested Readings:

1. Elmasri, Navathe : Fundamentals of Database System, Pearson Education.
2. Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.
3. Date : An Introduction to Database System, Pearson Education.
4. Hopper, Prescott, Mc fadden : Modern Database Management, Pearson Education.
5. Molina, Ullman, Widom : Database System , Pearson Education.

Course Outcome:

1. Recognise, understand and apply the language, theory and models of the field of business analytics
2. Critically analyse, synthesise and solve complex unstructured business problems
3. Apply descriptive, predictive, and prescriptive analytics to business problems for input into management decision-making processes.
4. Utilize spread sheet software to enhance efficiency in decision making.

IMB-2061: RESEARCH METHODOLOGY

Course Objective:

To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve the business/Research problem.

1. Introduction to Research Methodology: [7L]

Research – Qualities of Researcher – Components of Research Problem – Various Steps In Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

2. Data Collection: [7L]

Sources of Data – Primary Data – Secondary Data- Procedure Questionnaire – Sampling Methods – Merits and Demerits – Experiments – Observation Method – Sampling Errors - Type-I Error & Type-II Error.

3. Statistical Analysis: [10L]

Introduction To Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests– One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard Deviation – Co-Efficient of Variations .

4. Statistical Applications: [10L]

Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

5. Research Reports: [6L]

Structure and Components of Research Report– Types of Report, Characteristics of Good Research Report, Pictures and Graphs, Introduction To SPSS.

Suggested Readings:

1. **Panneerselvam, R.,** RESEARCH METHODOLOGY, *Prentice hall of India, New Delhi, 2004.* Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.
2. **Kothari CR,** RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern Ltd., Delhi, 2009.

Course Outcome:

1. To remember basic knowledge on qualitative research techniques
2. To develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
3. To demonstrated measurement & scaling techniques as well as the quantitative data analysis
4. To implement data analysis-and hypothesis testing procedures

CORE PAPERS

[MB-301]: BUSINESS STRATEGY

Course Objective:

After completion of the course, the students can learn about various Business Strategies and importance of Strategic Management in context with business leadership

1. Introduction:[4L]

Business policy and strategy, Nature and Scope of Strategic Management, Vision, Mission, Goal, Objective, Strategic Management process.

2. Environmental Scanning:[6L]

SWOT Analysis, External Environment Analysis (Economic, Legal, Govt, Political, Social, Geographic, Technical); Internal Environment Analysis- Strategic Advantage Factors (Finance, Marketing, Production, HR, R & D, etc.) .

3. Competitive Strategy:[6L]

Porter's Five Forces Theory, Generic strategies, Competitive Advantage, Value chain analysis, Mc Kinsey's 7S Model, Balance Score card.

4. Organizational change and innovation:[5L]

Planned and unplanned change, causes or forces of organisational change, managing planned change, choosing a change strategy, creativity and innovation in organisations, organizational creativity and innovation process, learning organization.

5. Formulating Strategies:[5L]

Corporate, Administrative/Executive and Operating Levels, Developing Functional Strategies – Production/Operations, Finance, Marketing, HR, Materials, R & D; Portfolio analysis - BCG & GEC matrix.

6. Strategic Implementation and actions:[5L]

Stability, Growth, Turnaround, Retrenchment, Diversification, vertical integration, Horizontal integration, Strategic alliance, merger and acquisition, Divestment, Joint Ventures, De-Merger.

7. Strategic evaluation and control:[4L]

Evaluation of strategy and strategic control, why strategy evaluating, criteria for evaluation and the evaluation process, strategic control process, types of external controls.

8. Case Studies:[5L]

Suggested Readings:

1. Ansoff, H.I. & McDonnell, E.J. : Implementing Strategic Management, Prentice Hall
2. Banerjee, Bani P. : Corporate Strategies, OUP
3. Das, Ranjan : Crafting the Strategy, Tata McGraw Hill
4. Kazmi, A. : Business Policy & Strategic Management, Tata McGraw Hill
5. Mellahi, K., Frynas, J.G. & Finlay, P. : Global Strategic Management, OUP
6. Porter, Michael E. : Competitive Strategy, The Free Press
7. Roy, Dilip : Discourses on Strategic Management, Asian Books

Course Outcomes:

1. The students can apply scope, cost, timing and quality of the project.
2. To analyze strategic management knowledge, processes, life cycle and the embodied concepts, tools and techniques in order to achieve.
3. To apply technology tools for communication, collaboration, information management And decision support.
4. Understand the entrepreneurial decision making process – from business model design to the launch of the new venture.
5. The students can apply entrepreneurial and teamwork skills in finding, evaluating and beginning the process of implementing new venture concepts.

[MB-401]: FINANCIAL REPORTING, STATEMENTS AND ANALYSIS

Course Objective:

This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

1. Significant Accounting Policies, Accounting Standards: [6L]

Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization, Certain Special Features of Corporate Accounting.

2. Form and Contents of Financial Statements and Interfaces with Companies Act:[12L]

Creative Accounting and Implications thereof.

3. Analysing and Interpreting Financial Statements: [10L]

Techniques ,Concepts and objectives

4. Tools of Financial Analysis: trend analysis, common size statements, comparative statements, Ratio analysis-Liquidity, solvency, profitability, turnover ratios.

5. Cash Flow : [8L]

Introduction, Meaning of Cash Flow Statement , Purpose of Cash Flow Statement , Preparation of Cash Flow Statement , Format of Cash Flow Statement (AS3: Revised Method) , Cash Flow from Operating Activities , Cash Flow Statement under Direct Method , Different between Cash Flow Analysis and Fund Flow Analysis, Uses of Cash Flow Statement.

6. Fund Flow : [4L]

Introduction, Meaning of Funds Flow Statement, Ascertainment of flow of funds, Technique of preparing funds flow statement, Schedule of Changes in Working Capital, Adjusted Profit and Loss account, Funds Flow Statement.

Suggested Readings:

1. Ahuja, N. L. and Dawar, V. 'Financial Accounting and Analysis' Taxmann Publishers
2. Khan and Jain, 'Management Accounting', Tata McGraw.
3. J. Madegowda, 'Accounting for Managers', Himalaya Publishing.
4. 4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Ramchandran, 'Financial Accounting for Management', Tata McGraw

Course Outcome:

1. Developing skills for interpretation business information and application of financial theory
in financing related decisions
2. To familiarise the students with financial statements and principles underlying them
and to
develop their skills in reading Annual Reports.

3. To acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
4. To lay a foundation for developing their skills in interpreting financial statements.

ELECTIVE PAPERS

MARKETING SPECIALISATION

IMM-3011: CUSTOMER RELATIONSHIP MANAGEMENT

Course Objective:

The purpose of this course is to prepare students to deal with these changes in the corporation and the global market place - by exploring issues related to challenges of developing and managing relationship marketing strategies and programs. This course explores a variety of factors and actions that drive successful partnering relationships and in turn lead to higher customer satisfaction, market share and net cash flow. Strategic, organizational, informational, operational and financial perspectives are brought to bear on the issue of building successful business relationships.

1. CRM concepts: [6L]

Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

2. CRM in Marketing: [8L]

One-to-one Relationship Marketing - Cross Selling & Up Selling, - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement

3. Sales Force Automation: [8L]

Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

4. Analytical CRM: [8L]

Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts, Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering

5. CRM Implementation: [10L]

Defining success factors -Preparing a business plan requirements, justification and processes.- Choosing CRM tools -Defining functionalities, Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

Suggested Readings:

1. Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011
2. S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
3. Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
4. V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, Willey India, 2008 32

Course Outcome:

1. To Appreciate and evaluate Customer Relationship
2. To Analyze the Success factor of CRM
3. To create insight and new learning in the area of customer relationship management.
4. To equip students with both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.
5. To discuss the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.

[MM302]: SALES AND RETAIL MANAGEMENT

Course Objective:

The course aims to impart knowledge about sales management and train the students to identify problems in retail management and come up with solutions apply their managerial skills.

1. Sales Management:[5L]

Nature, Meaning and Scope, Objectives of Sales Department , Sales as a function of Marketing Management , Theories of Selling – Buyer Seller Dyads, AIDAS Theory, Right Set of Circumstances Theory, Buying Formula Theory, Behavioral Equation Theory.

2. Selling Process:[3L]

Prospecting, Planning the Sales call, Selecting the Presentation Method, Making the Sales Presentation, Handling Sales Objections, Closing the Sale, Follow up. Role of Relationship Marketing in Personal Selling, Value Added Selling.

3. Sales Organization:[2L]

Need & Structure, Sales Management Functions & Responsibilities.

4. Sales Force Management:[4L]

Recruitment and Selection, Training of Sales People, Determination of sales force size, Sales Force Motivation, Designing Sales Compensation plans, Evaluation of Sales Force.

5. Physical Distribution System:[3L]

Introduction, Need & Benefits, Distribution as link between Sourcing and Marketing, Distribution as Service function - Needs and Levels, Recent Developments in Sales and Distribution scenario.

6. Channel Management Decisions:[4L]

Selection & Compensation of Channel Members. Managing Channel Conflicts, Co-operation vs. Competition in Channels, Marketing Channel Policies and Legal Issues.

7. Time and Territory Management:[2L]

Designing Sales Territories, Routing and Scheduling.

8. Project Management Concepts:[4L]

Concept and Characteristics of a Project, Importance of Project Management.

9. Sales Quota:[3L]

Purpose, Importance & Types.

10. Retail Planning:[3L]

Marketing and strategic management, operations and finance in retailing, HRM in retailing, legal and compliances for a retail store, mall management.

11. Retail Sales Techniques and Promotion:[3L]

Advertising communications and promotions, promotion impact, tactical analysis, sales promotion technique, retailer.

12. Case Studies:[5L]

Suggested Readings:

1. Fundamentals of selling, Charles Futrell, McGraw Hill
2. Marketing Channels , Louis W Stern and Adel L Ansary, Thomson Publishing
3. Sales Management-Still and Cundiff and Giovonni, Prentice Hall
4. Selling and sales management, Jobber, Prentice Hall
5. Professional Sales Management, Andersen R, McGraw Hill Education
6. Strategic Marketing Channel Management, Bowersox and Coope, - McGraw Hill

Course Outcomes:

1. To understand key concepts and theories of Sales and Retail Management.
2. To evaluate how different aspects of the environment influence Sales and Retail Management.
3. To apply marketing strategy
4. To apply the core theories of Sales Management in both consumer and organizational markets
5. To apply knowledge in the marketing planning process, particularly in market segmentation, positioning, and marketing mix development.

IMM-3031: INTEGRATED MARKETING COMMUNICATION

Course Objective:

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

1. An Introduction to Integrated Marketing Communication (IMC): [8L]

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 behavior **Case Study**

2. Understanding communication process: [8L]

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 involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model

Case Study

3. Planning for Marketing Communication: [8L]

Establishing marcom Objectives and Budgeting for Promotional Programmes-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.

4. Developing the Integrated Marketing Communication Programme: [8L]

Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC Case Study

5. Digital Media & Advertising: [8L]

Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR **Advertising Laws & Ethics:** Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI.

Suggested Readings:

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill
2. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
3. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press

Course Outcome:

1. To introduce students to the principle and basic concept of marketing communication process in a streamlined integrated marketing strategy.
2. To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.
3. To analyze and evaluate the fast-changing field of advertising and promotion which affects global marketing, society and economy.
4. To develop positive communication skills by extending the marketing communication approaches and techniques into effective marketing strategy and programs which are necessary to communicating to target audiences.

MM401: CONSUMER BEHAVIOUR

Course Objective:

On completion of the course, the students can evaluate how different aspects of the environment influence consumer behavior and apply marketing strategy to influence consumer behavior.

1. Introduction to Consumer Behaviour:[4L]

Defining consumer behaviour, Reasons for Studying Consumer Behaviour, Environmental Influences on Consumer Behaviour: Culture, Subcultures, Social Class, Reference Group and Family Influences, Personal Influences and Diffusions of Innovations.

2. Consumer Decision Process:[5L]

Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty.

3. Individual determinants of Consumer Behaviour:[6L]

Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.

4. Family Influences on Buyer Behaviour:[4L]

Factors affecting the need of the family, family life cycle stage and size.

5. Culture Subculture and Social Class :[5L]

Nature of culture, Types of subculture and their influence on behaviour, Nature of social class.

6. Reference Groups, Opinion Leaders and Social Influences:[5L]

Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation and diffusion.

7. Models of Consumer Behaviour:[6L]

Howard-Seth Model, Angle-Blackwell-Kollat (Multimediation Model), Nicosia Model.

8. Case Studies:[5L]

Suggested Readings:

1. Assael, H.: Consumer Behaviour & Marketing Action; South-Western
2. Blackwell, R.D., Miniard, P.W. & Engel, J.F.: Consumer Behaviour; South-Western
3. Hawkins, D.I., Best, R.J., Koney, K.A. & Mookerjee, A.: TMH
4. Kumar: Conceptual issues in Consumer Behaviors; Pearson Education
5. Loudon & Bitta, Della: Consumer Behaviour; TMH
6. Shiffman & Kanuk: Consumer Behaviour; Pearson Education
7. Solomon, M. R., Consumer Behaviour, Pearson Education

Course Outcomes:

1. To understand key concepts and theories of consumer behaviour.
2. To evaluate how different aspects of the environment influence consumer behaviour.
3. To apply marketing strategy to influences consumer behaviour.
4. To apply the core theories of consumer behaviour in both consumer and organisational markets
5. To apply knowledge in the marketing planning process, particularly in market segmentation, positioning, and marketing mix development.

IMM-4021: INTERNATIONAL MARKETING

Course Objective:

The principal objective of this course is to help you develop a critical appreciation of both the opportunities and challenges associated with the increasing globalization of markets. During the semester, you will learn about the key environmental forces shaping consumer needs and preferences, the impact of foreign political and economic factors on companies, the influence of international competition, market segmentation and strategy decisions specific to international marketing.

1. Introduction: [4L]

Definition of international marketing, Domestic vs. international marketing, Benefits of international marketing, Process of internationalization, EPRG framework.

2. International marketing environment: [4L]

Business Practices and Ethics, Cultural, Political, and Legal Environment, Minimizing Environmental Risk

3. Trade Theories: [8L]

Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

4. International Institutions: [6L]

WTO, World Bank, IMF, ADB, UNCTAD, EEC, SAPTA, NAFTA etc.

5. International Product Policy: [6L]

New product policy, International product life cycle, Productline policies, Branding, packaging and labelling

6. International Pricing Strategies: [4L]

Factors in pricing, Alternative strategies, Forfeiting, Transfer pricing, Dumping, Counter trade.

7. Export Import Process: [4L]

Export Documentation -certificate of origin, bill of lading, mates receipt, letter of credit, line of credit, Methods of payment

8. Overseas Distribution system: [4L]

Alternative Middleman Choices - Home country, Foreign country and Government affiliated Middlemen, Selection of Agents, Locating, Selecting & Motivating Channel Members.

Suggested Readings:

1. International Marketing-Analysis and strategy ,Onkvsit, Sak and Shaw,TMH
2. Global Marketing Management, Keegan ,Pearson
3. International Marketing, Rajagopal ,Vikas
4. International Marketing and Export Management, Albaum, Duer&Strandskov, Pearson
5. International Business Management, Si nha&Sinha, Excel Books
6. International Marketing, P K Vasudev, Excel Books

Course Outcome:

1. To develop knowledge and understanding of key issues associated with international marketing
2. To develop skills in researching and analyzing international marketing opportunities
3. To develop a high level of analytical skills and critical thinking in an international marketing context: defining problems, identifying opportunities and interpreting their implications for decision making.
4. Be able to assess an organization's ability to enter and compete in international markets.

IMM-4031: SERVICE MARKETING

Course Objective:

The objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. Problems commonly encountered in marketing services -- such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality -- will be addressed. Strategies used by successful services marketers to overcome these difficulties will be discussed. The emphasis in the course will be on service universals rather than on any particular industry (such as bank marketing). However, concepts will be illustrated using cases, examples, and exercises in service industries such as banking, health care, financial planning, consulting, the professions, and communication as well as manufacturing and high tech industries (both of which depend heavily on services to provide value).

1. Introduction: [5L]

Definition, Differences between Services and Goods, Tangibility Spectrum, Distinctive Characteristics of Services, Categories of Service Providers, Marketing Implications of Service Characteristics, Services Marketing Mix – People, Physical Evidence & Process.

2. The Gap Model of Service Quality: [8L]

The Customer Gap, The Provider Gap, The Customer Expectations of Service, The Zone of Tolerance, Customers Perception of Quality and Customer Satisfaction, SERVQUAL.

3. Understanding Customer Requirements: [8L]

Listening to Customers through Research, Building Customer Relationship, Service Recovery, Factors Necessary for Appropriate Service Standards, Types of Customer - Defined Service Standards

4. Physical Evidence and Servicescape: [8L]

Meaning, Types of Servicescapes, Strategic Roles of Servicescape, Guidelines for Physical Evidence Strategy, Strategic Roles of Servicescape .

5. Employees and Customers Role in Service Delivery: [4L]

Service Culture, Importance of Service Employees and Customers in Service Delivery

6. Managing Demand and Capacity:[3L]

Capacity Constraints, Demand Patterns, Strategies for matching Capacity and Demand.

7. Marketing Communication:[4L]

Need for Coordination in Marketing Communication, Promotion in Services Marketing, Logistics and Distribution in Services Marketing.

Suggested Readings:

1. Services Marketing, Ziethmal&Bitner, McGraw Hill
2. Services Marketing, Lovelock, Pearson
3. ServicesMarketing ,Jauhari&Dutta, Oxford
4. Services ,GovindApte, Oxford
5. Services Marketing, Lovelock, Pearson

Course Outcome:

1. To explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
2. To design service quality measurements to build customer loyalty and evaluate the

effectiveness and efficiency of customer service offerings.

3. To explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
4. To discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.
5. To integrate course concepts into individual performance to become better customer service representatives in the service environment.

FINANCE SPECIALISATION

[FM-301]: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective:

This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and to provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

1. Introduction [2L]

The Investment Environment, Financial Instruments, The Securities Trading – Market & Mechanism.

2. Security Analysis: [10L]

Macroeconomic and Industry analysis, equity Valuation Models, Company analysis, Brief Overview of Technical Analysis (Charts, Line Charts, Line & Volume, Charts, Point & Figure Charts, Bar Chart, Candlestick Chart, Various Patterns, Dow Theory & Elliot wave Theory).

3. Portfolio Theory: [8L]

Concepts of Risk & Return, Diversification of Risk, Optimum Portfolio Selection Problem - Markowitz Portfolio Theory - Mean Variance Criteria (MVC) - MVC and Portfolio Selection - Portfolio Selection.

4. Equilibrium in Capital Markets: [10L]

The Capital Asset Pricing Model, Index Models, Arbitrage Pricing Theory and Multifactor Models of Risk and Return, Market Efficiency and Behavioral Finance, Empirical Evidence on Security Returns.

5. Bond Portfolio Management : [3L]

Bond Prices and Yields, the Term structure of Interest Rates, Managing Bond Portfolios.

6. Active Portfolio Management: [7L]

Portfolio Performance Evaluation, International Diversification, The Process of Portfolio Management, The Theory of Active Portfolio Management.

Suggested Readings:

1. Bodie, Kane, Marcus,; Mohanty : Investments, Tata McGraw-Hill
2. Chandra: Investment Analysis and Portfolio Management, Tata McGraw-Hill
3. Fischer & Jordan: Security Analysis & Portfolio Management, Pearson Education/PHI
4. Ranganatham & Madhumati: Investment analysis & Portfolio Management, Pearson education.
5. Rielley & Brown: Investment analysis & Portfolio management, Thomson Learning
6. Sashidharan and Alex Mathew-Security Analysis And Portfolio Management-TMG Publication.

Course Outcome:

1. Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.
2. Designing and managing the bond as well as equity portfolios in the real word.

3. Students will be able to analyze and price different securities.
4. Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

[FM-302]:ManagingBanksandFinancialInstitutions

Course Objective:

Students will demonstrate critical thinking skills in identifying and evaluating problems and opportunities in the banking environment and apply analytical techniques to formulate creative solutions utilizing relevant discipline specific knowledge.

1. Bank and Banking: [6L]

Permissible banking activities – Types of banks in India – Role of RBI as a regulator – Money Market Instruments- Concept of NPA and Prudential Norms.

2. The Insurance Service [4L]

Need and importance Life and non-life insurance-Players in life and non-life insurance – Essentials of insurance contracts – Risk appraisal and selection – Life and non-life insurance products including unit linked plans – Role of IRDA.

3. Merchant Banking: [6L]

SEBI guidelines for merchant bankers (basic ideas) – Issue Management – Equity issues – Rights issues – Debenture Issues – Book building – Private Placements – Pre & Post issues activities – Raising capital from International markets: ADRs, GDRs, ECB etc. (Basic concepts).

4. Lease and Hire purchase: [8L]

Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax – Problems on leasing – Hire Purchasing – Concepts and features – Tax and Depreciation implications – Problems on Hire Purchasing.

5. Credit Rating : [4L]

Definition and meaning – Process of credit rating of financial instruments-Rating methodology-Rating agencies-Rating Symbols of different companies- Role of SEBI.

6. Mutual Funds: [4L]

Concept - Types - Nature – NAV – Trends in Indian Mutual Fund Market -Regulatory Framework and Role of SEBI.

7. Other Financial Institutions:[4L]

NBFC- Public Financial Institutions- Foreign Institutional Investors

8. Global Banking- Basel Norms:[4L]

Recent Trends

Suggested Readings:

1. Baye M. and Jansen D. (1995)"Money, Banking and Financial Markets", Houghton Mifflin Co.
2. Brown C., Mallet D., Taylor M. (1993) "Banks", London.
3. Cance D. (1995): "Introduction to Options and Futures", Dryden Press, Florida.
4. Ernst & Young (1993): "International Bank accounting", Vol. 1, 2, 3rd ed.
5. Hempel G. and Simonson D. (1999): "Bank Management", John Wiley & Sons, Inc. New York.
6. Papadeas, P.(2011) Banking activities and derivatives in accordance with the banking sector chart of accounts, 4th ed.,Athens.
7. Know Your Banking - I -Basics Of Banking, Indian Institute of Banking & finance.

Course Outcome:

1. Comprehend the need, definition, functions and economic significance of financial institutions and markets.
2. Understand the interdependence between financial markets and interest rates
3. Comprehend the behavioral analysis of interest rates: risk, liquidity and term structure.
4. Identify the role played by the Central Bank and instruments of credit control.

IFM-3031: CORPORATE FINANCE

Course Objective:

In today's global economy, identifying and responding to fast-moving financial developments requires an objective framework to analyze and evaluate the opportunities and risks. Senior-level finance executives need a firm grounding in issues like capital structure, risk management, financial technologies, and mergers and acquisitions, to remain competitively relevant. Corporate Finance offers a deep dive into the areas of corporate finance required for senior finance executives to make informed decisions and mitigate financial risk, including a macroeconomic view of today's global economy.

1. Alignment of Managers and Owners Goal: [6L]

Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency Problem, Measuring and Rewarding Performance: EVA, Pros and Cons of EVA

2. Capital Budgeting and Risk:: [12L]

Company and Project Costs of Capital, Measuring the Cost of Equity, Capital Structure and the Company Cost of Capital, Risk Adjusted Discount Rate , Sensitivity Analysis, Monte Carlo Simulation, Real Options and Decision Trees.

3. Market efficiency and Corporate Financing :[3L]

Basics of EMH, The Anomalies, The lessons for the Corporate Manager

4. The Financing Decision: [5L]

The Financing Process, The financing Mix: Tradeoffs and Theory, The Optimal Financing Mix, The Financing Mix and Choices, Concept of Asset Beta, Corporate Tax Shield – APV.

5. Valuation: [6L]

Principles and Practice of Valuation, Value Enhancement: Tools and Techniques, Acquisitions and Takeovers.

6. Strategic Finance Decisions: [8L]

Mergers & Acquisitions, Buy-backs, Spin Off, Divestitures.

Suggested Readings:

1. Brearly, Myers , Mohanty: Corporate Finance, Tata McGraw-Hill
2. Copeland Weston Shastri: Financial theory & Corporate Policies, Pearson Education
3. Damodaran: Corporate Finance, Wiley
4. Ehrhardt & Brigham: Corporate Finance- a Focused approach, Thomson Learning
5. Megginson, Smart & Gitman: Principles of Corporate Finance, Thomson Learning
6. Ross, Westerfield & Jaffe: Corporate Finance, Tata McGraw-Hill

Course Outcome:

1. Understand the implications of the overarching strategic objectives of the organisation for the finance function.
2. Be able to described and evaluate the different sources of corporate finance (e.g. equity, debt, retained earnings and so on ...), and be able to explain the relative advantages and disadvantages of each source.

3. Analyse a range of real-life financial situations using the concepts, frameworks and theories learned throughout the course;
4. Assess the external and internal influences on a corporation's capital structure, payout policy and policy in respect of risk management (via insurance, derivatives, and other instruments).

IFM-4011: CORPORATE TAXATION & TAX PLANNING

Course Objective:

To provide a strong conceptual framework for management students to appreciate the significance and impact of taxation on managerial decision making.

PART-A INCOME TAX

1. Definition: [4L]

Cannons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Gross Avoidance, Planning, Exemption, Planning, Exemption, Deduction, Rebate, Relief.

2. Residential Status & Tax Incidence: [4L]

Individual & Corporate.

3. Income Exempted from Tax: [4L]

Individual & Corporate.

4. Computation of Taxable Income of Individual, Firm & Corporate [6L]

a) Heads of Income – Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources.

b) Deduction from Gross Total Income – 80CCC, 80D, 80DDB, 80E, 80G, 80GG, 80GGA, 80C, 80U.

c) Set Off & Carry Forward of Losses – Principles, Meaning, Inter – sources & Inter – head Set Off, Carry Forward and Set Off of Losses under sections 71, 72 & 73.

5. Computation of Tax for Individual, Firm & Corporate: [3L]

a) Rate of Tax and Surcharge.

b) Tax Rebate.

c) Tax Management – Submission of Return and Procedure of Assessment, Pan, Tan, Preliminary ideas of Deduction and Collection of Tax at Source, Advance Payment of Tax, Refund of Tax.

d) Minimum Alternate Tax.

Indirect Tax

6. Central Sales Tax Act, 1956. [5L]

a) Definition: Dealer, Sale, Turnover, Sale Price, Sale or Purchase in course of interstate Trade or Commerce, Sale or Purchase outside a state, Sale or Purchase in the course of Import or Export.

b) Incidence & Levy of Tax, Exemption, Determination of Turnover.

c) Registration of Dealers & Procedures thereof.

7. Customs Act and Valuation:[2L]

Basic Concepts only.

8. Central Excise Act, 1944:[2L]

Definitions – Broker or Commission Agent, Central Excise Officer, Excisable Goods, Factory, Manufacture, Sale & Purchase, Wholesale Dealer & Cenvat.

Part – B: [10L]

Tax Planning

- 9.** Scheme of Tax Planning.
- 10.** Tax Planning for Salaries.
- 11.** Tax Planning for Profits and gains of Business or Profession.
- 12.** Tax Planning for Capital Gains.
- 13.** Tax Factor in Dividend Policy.
- 14.** Tax Planning for Employee's Remuneration.
- 15.** Tax Planning different forms of Business Organization.

Suggested Readings:

- 1. Lal & Vasisht: Direct Taxes, Pearson Education
- 2. Singahnia: Direct Taxes, Taxman
- 3. Singhanian: Indirect Taxes, Taxman

Course Outcome:

- 1. Demonstrate knowledge of the components of the basic income tax formula for individuals and business entities, understand when income and deductions are recognized, and describe when they are excluded (or disallowed) or deferred.
- 2. Apply analytical reasoning tools to assess how taxes affect economic decisions for individuals and business entities.
- 3. Demonstrate the ability to conduct tax research.
- 4. Understand tax-related statutory, regulatory, and professional ethics obligations and identify tax-based community service opportunities.
- 5. Explain basic tax policy considerations underlying common tax regimes.

[FM-402]: FINANCIAL DERIVATIVES AND RISK MANEGEMENT

Course Objective:

This module provides advanced analyses of derivative instruments and their usefulness in financial markets to a range of market participants. It provides a critical examination of the seminal models and approaches used in the pricing, valuation and use of derivative instruments including interest rate, equity, and currency forwards, futures, options, swaps and embedded derivatives.

1. Introduction [6L]

Forward contracts, Futures contracts, Options and other derivatives.

2. Forward and Futures: [12L]

Markets; use of futures for hedging; Risk Management Using Futures and Forwards; pricing- Cost of Carry Model; interest rate futures.

3. Options [3L]

Markets; Payoffs; Risk Neutral Valuation; Binomial Option Pricing Model; Black Scholes Option Pricing Model; Put Call Parity; Uses of Options; Option Strategies.

4. Management of market risk :[5L]

Stop loss; Delta hedging; Theta; Gamma; Vega; Rho; Scenario Analysis; Portfolio insurance, VaR.

5. Other derivatives: [6L]

Swaps, Warrants, Convertibles

6. Risk Management in Financial Institutions: [8L]

Overview of BASEL –II, Market Risk, Credit Risk and Operational risk elements.

Suggested Readings:

1. Khatri Dhanesh Kumar :Derivatives And Risk Management Paperback – 2016,PHI
2. M. Ranganatham, R. Madhumathi: Derivatives and Risk Management (English, Paperback),PEARSON.
3. Janakiramanan :Derivatives and Risk Management,Pearson
4. David A. Dubofsky & Thomas W. Miller JR. :Derivative-Valuation and Risk Management: RCM Study Materials.
5. BSE website, NSE website, sites on Chicago Option trading.
6. John F. Marshall & Bipul K. Bansal. :Financial Engineering, PHI
7. John C Hull. :Option, Futures and other Derivatives, PHI

Course Outcome:

1. Analyse and price diverse derivatives products to generate an optimal risk management strategy.
2. Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.
3. Explain the binomial model and its extension in continuous time to the Black-Scholes model.
4. Demonstrate an understanding of pricing forwards, futures and options contracts

[FM403]: INTERNATIONAL FINANCE

Course Objective:

The primary themes include understanding the nature of international financial markets, risk management and hedging by firms with international operations, the advantages and disadvantages of the diverse sources of funds available from international financial markets and issues related to cross-border and multi-currency valuation.

1. International Dimensions of Financial Management : [3L]

The Emergence of the MNC, Nature of the MNC, Objectives of the Firm & Risk Management, Domestic Financial Management & International Financial Management.

2. International Monetary System: [10L]

History of International Monetary System, Present Day Currency Regimes, Regime Choices for Emerging markets, Birth of EMU and EURO.

3. Balance of Payments (BOP): [3L]

Principles of BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP and Economic Performance, Capital ,Mobility and Capital Account Convertibility.

4. The Foreign Exchange Market, Exchange Rate Determination, and Currency Derivatives: [5L]

The Foreign Exchange Market – Functions, Participants and Transactions – Exchange Rates and Quotations – Indian foreign Exchange Market, Foreign Currency Derivatives – Currency Options , Futures, Forwards, Swaps – Foreign Currency Derivatives in India , International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Foreign Exchange Rate Determination.

5. Foreign Exchange Exposure & Risk Management: [6L]

Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates), Types of exposure Measuring and Managing Economic Exposure, Transactions Exposure & Translation Exposure : (a) internal hedging strategies. (b) External or market based Hedging strategies.

6. International banking Services [3L]

Ordered Capital Adequacy Standards-International Money Markets, International Equity Sources - Global Equity Markets- Methods of Sourcing - Cross-listing in Secondary Markets- New Equity Issues, International Debt Sources- Debt Management and Funding Goals - International Debt Instruments- International Bank Loans - Euronotes- International Bond Market

7. Financial Management of MNCs: [5L]

Foreign Direct Investment and Cross- Border Acquisitions; International Capital structure and the cost of Capital- An Overview- Impacts of Internationalization on the Cost of Capital- Improving Market Liquidity- Overcoming Market Segmentation- Causes of Segmentation- International Diversification and the cost of capita l-International Cost of Capital Models- The Theory of Optimal Financial Structure- Impact of Internationalization on Optimal Financial Structure - Financial Structure of Foreign Affiliates.

8. Multinational Capital Budgeting:[5L]

Capital Budgeting: An overview- Capital Budgeting for Foreign Projects - Two methods- Foreign Complexities- Parent vs project valuations; Multinational Cash Management- The Management of Multinational Cash Balances- Cash Management Systems in Practice- Transfer Pricing & Related Issues- Blocked Funds.

Suggested Readings:

1. David K.Eiteman, Multinational Business Finance, Pearson Publication
2. J.A Avadhani, International Finance, Himalaya Publication
3. V.J. Banerjee, International Finance (Theory and Practice), Centrum Press
4. James C Vanhorne, Financial Management, Pearson Education Limited
5. Bearley Miers, Financial Management, McGraw Hill Education

Course Outcome:

1. Explain the organisation and institutional details of foreign exchange and international money markets.
2. Explain and apply orthodox theories of exchange rates and open economy macroeconomics, up to and including the Dornbusch overshooting model.
3. Analyse the causes of historical exchange rate movements, and some of the contributory factors to a variety of financial crises, with reference to the models covered.
4. Apply the theories and models covered to the issue of optimal currency areas, with specific reference to the design and operation of the euro.

HR SPECIALISATION

IHR-3011: STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objective:

The objective of this course is to provide students with the knowledge and skills that they can apply to effectively manage human resources to achieve organizational goals with updated strategies regarding Human Resource Management in future .

1. Introduction to Strategic HRM: [4L]

Definition, Need and Importance, Introduction to business and corporate strategies, Integrating HR strategies with business strategies, Developing HR plans and policies.

2. Human Resource Environment: [5L]

Technology and structure, Workforce diversity, Demographic changes, Temporary Contract Labour, Global Environment, Global Competition, Global sourcing of labour, WTO and labour standards.

3. Recruitment and Retention Strategies: [5L]

Online recruitment, Employee referrals, Recruitment process outsourcing, Headhunting, Executive education, Flexi timing, Telecommuting, Quality of work life, Work – life balance, Employee empowerment, Employee involvement, Autonomous work teams.

4. Training and Development Strategies: [5L]

Creating learning organization, Competency mapping, Multiskilling, Succession planning, Cross cultural training.

5. Performance Management strategies: [4L]

Defining key result areas (KRA) - Result based performance, Linking performance to pay, Merit based promotions.

6. Reward and Compensation Strategies: [5L]

Performance based pay, Skill based pay - Team based pay, Broad banding Profit sharing, Executive compensation, Variable pay.

7. Retrenchment strategies: [4L]

Downsizing, Voluntary retirement schemes (VRS), HR Outsourcing, Early retirement plans, Project based employment.

8. Human Aspects of Strategy implementation: [6L]

Behavioural issues in strategic implementation, Matching culture with strategy, Human side of mergers and acquisitions, Leadership, power and politics, Employee morale, Personal values and business ethics.

9. Global HR Strategies: [2L]

Introduction to global HR strategies, Developing HR as a value added function.

Suggested Readings:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM- Charles Greer, Pearson Education Asia , New Delhi
3. Strategic HRM-Michael Armstrong, Kogan Page, London
4. Strategic HRM- Agarwal, Oxford University Press, New Delhi
5. Human Resource Management- Garry Desseler, PHI, New Delhi

Course Outcome:

1. Identify the key HRM functions and operations
2. Define, explain, illustrate and reason with the key human resource management concepts
3. Identify the linkages between HRM functions and operations and organisational strategies, structures and culture
4. Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM.
5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

[HR302]: HUMAN RESOURCE PLANNING

Course Objective:

The objective of the course is to impart the knowledge to the students about the basic understanding of Human Resource Planning and its various dimensions both at the micro level of an organization.

1. Basics in HR Planning : [4L]

Macro Level Scenario of HRP, Concepts and Process of HRP, Consideration Technology, Finance, Product Demand.

2. Methods and Techniques: [8L]

Demand Forecasting: Managerial Estimates, Trend Analysis, Utilization Analysis: Work Study, Job Analysis, Supply Forecasting: Inventory Analysis, Wastage Analysis, Markov Analysis, Balancing Supply & Demand, Issues of Shortage and Surplus.

3. Human Resource Information System (HRIS) : [4L]

Concept and Procedures.

4. Strategic HRP : [6L]

Planning, Tools and Evaluation.

5. Job Analysis & Job Evaluation : [5L]

Job Analysis - Concepts, Process, Job Description, Job Specification, Uses, Limitations; Job Evaluations – Concepts, Methods, Limitations

6. Measurements of HR Planning: [4L]

HR Audit, HR Accounting

7. HR Plan: [5L]

Implementation Strategies – Recruitment, Redeployment, Redundancy, Retention, Productivity Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan.

8. Case Studies on HR Planning: [4L]

Suggested Readings:

1. Bennis, M. & Casson, J. : The Manpower Planning Handbook, McGraw Hill.
2. Bell, D. J.: Planning Corporate Manpower, Longman.
3. Bohlander, G., Snell, S., Sherman, A.: Managing Human Resources, Thomson.
4. Mellow, Jeffrey A. : Strategic Human Resource Management, Thomson
5. Pettman, B. O. & Taverneir, G. : Manpower Planning Workbook, Gower.

Course Outcome:

1. Analyze the theory and concepts of human resource planning.
2. Identify the evolution of HRP throughout the organization.
3. Relate and apply models and methods used in forecasting.
4. Describe the applications of a Human Resources Information System.
5. Evaluate the organization's planning program.

[HR303]: INDUSTRIAL RELATIONS

Course Objective:

The objective of the course is to impart knowledge about Industrial relation between various industries and to learn about various laws and legislations related to the various industrial affairs.

1. Industrial Relations: [2L]

Concept, Approaches to IR, Parties to IR, System Model of IR

2. Laws regulating Establishment: [5L]

Factories Act, 1948; Mines Act, 1952; Plantations Labour Act, 1951; Shops & Establishment Act.

3. Laws relating to Remuneration: [6L]

Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.

4. Trade Unionism in India: [5L]

Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organisations in India, Managerial Associations.

5. Collective Bargaining: [5L]

Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement-content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India.

6. Workers' Participation in Management: [6L]

Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India.

7. Laws relating to Industrial Relations: [6L]

Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946; Trade Unions Act, 1926.

8. Laws relating to Social Security: [5L]

Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Funds & Misc. Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972.

Suggested Readings:

1. Marchington, M.: Managing Industrial Relations, McGraw Hill.
2. Monappa, Arun: Industrial Relations, Tata McGraw Hill.
3. Venkata Ratnam, CS: Industrial Relations, OUP
4. Agarwal, S. L. : Labour Relations Law in India, McMillan
5. Pathak, A. : Legal Aspects of Business, Tata McGraw Hill
6. Garg, Ajay. : Labour Laws One should Know, Nabhi Publication

Course Outcome:

1. Demonstrate descriptive knowledge of the field of industrial relations.
2. Analyse the dynamic legal context in which employment relationships are enacted.
3. Recognise and consider the social, historical and equity issues within industrial relations.
4. Develop and evaluate critically the analysis of various industrial issues within the periphery of industrial laws and legislations.
5. Apply aspects of employment law to real workplace situations.

IHR-4011: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objective:

Due to the movement of human resource across the countries as well as within the countries there is a need to understand the various aspects of it and to critically analyze the issues related to it. So, the objective of the course is to provide and teach about the basic understanding of such aspects to deal with to the students.

1. Understanding International Business Operations: [5L]

Cross-Cultural and HRM issues in International Business Operations –Differences between Domestic & International HRM–Culture and International HRM: Different models, Impact of culture on IHRM.

2. International Recruitment and Selection: Important issues: [8L]

Expatriate Selection and Selection Criteria–Training and Development vis-à-vis International HRM –Expatriate training: Important Issues and Concerns.

3. Performance Management: Issues and Concerns in International HRM: [7L]

Standards for performance appraisal of International employees–appraisal of HCNs — Employee Reward in International HRM—Objectives of and Approaches to Employee Reward in International HRM –Key Components of a compensation program–International evidence on best practices in reward.

4. Employment Relations and Communications in International HRM: [8L]

Trade unions and Employment Relations in International context– Flexibility and work-life balance in International context.

5. Managing Diversity and Cross-cultural issues in International context: [6L]

Managing Diversity in International Perspective–Cross-cultural issues in Merger and Acquisition and other strategic issues.

6. Cross cultural and International HRM trends and future challenges: [6L]

Global cross-cultural and knowledge management strategies

Suggested Readings:

- 1.N. Sengupta & Mousumi, S.Bhattacharya, International HRM, Excel Books
2. P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi
3. Edwards - International HRM, Pearson Education.
4. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd
5. P. Subba Rao, International Human Resource Management Himalaya Publishing House Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi

Course Outcome:

1. Identify issues, opportunities and challenges pertaining to international HRM.
2. Apply competency in dealing with cross cultural situations.
3. Discuss the strategic and functional roles of HRM in various international contexts,

especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation.

4. Classify external forces that have the potential to shape international HRM.
5. Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically, conducting research for the purpose of discussing specific cases relating to international HRM, evaluating alternative approaches and defending the recommendations with evidence, and developing confidence in conducting training workshops.

[HR402]: COMPENSATION AND BENEFITS MANAGEMENT

Course Objective:

The objective of the course is to teach the various dimensions of Compensation and benefits management and to familiarise the role of various bodies involved in it.

1. Compensation management – An Introduction: [6L]

Definition of Compensation, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

2. Job Evaluation, Grading and Compensation Structure: [5L]

Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback).

3. Wages and Salary Administration at Macro (National) Level: [3L]

Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration.

4. Incentive Schemes: Pay for Performance: [5L]

Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of effective incentive schemes, Merits and Demerits of Incentives, Pay for Performance Plans.

5. Benefits and Services: [6L]

Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package

6. Determining External Competitiveness and Benefits Management: [8L]

Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & VRS.

7. Performance Based Compensation System: [7L]

Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives, Compensation of Special Groups, Compensation Strategies for Special Groups.

Suggested Readings:

1. Richard I. Derson. I. Richard, Compensation Management, Pearson Education,
2. Martocchio J. Joseph , Employee Benefits: A Primer for Human Resource

Professionals, TMH

3. Goel Dewakar, Performance Appraisal and Compensation Management, PHI Learning, New Delhi.
4. Henderson I. Richard, Compensation Management in a knowledge based world, Prentice Hall India, New Delhi.
5. Thrope Richard & Homen Gill, Strategic Reward Systems, Prentice Hall India, New Delhi.

Course Outcome:

1. Analyze the theory and concepts of compensation management
2. Use Qualitative & Quantitative methods in conducting a job evaluation & its contribution in developing an effective salary structure.
3. Enumerate the benefits available to an employee in a workplace
4. Discuss the different benefits available to an employee in a workplace
5. Identify the legal and administrative issues in global compensation.

[HR-403]: HUMAN RESOURCE DEVELOPMENT

Course Objective:

The overall objective of this course is to gain a comprehensive view of human resource development through a critical assessment of the field through both discussion and case studies.

1. Human Resource Development: [5L]

Meaning, Scope and Purpose, HRD Process, Techniques of Assessment of HRD Needs – Organizational Analysis, Task Analysis, Individual Analysis.

2. Strategies of HRD: [4L]

Organizational Development, Individual Development, Team Development, Organizational Culture Building.

3. Individual Development through Training: [6L]

Designing Training Programme; On-the-Job, Off-the-Job; Methods –Lecture, Case Analysis, Role Play, Games, Exercises; Role of Trainer, MDPs, Out-Bound Training.

4. Evaluation of Training: [5L]

Need, Principles, Criteria, Technique of Evaluation, Impediments to Effective Training, Improving Effectiveness of Training.

5. Individual Development through Non – Training: [6L]

Job Redesign Programme; Job Enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Career Planning, Counselling.

6. Team Development Programmes: [6L]

Methods and Schemes: Role of Staff and Line Managers in HRD, Quality Circle, Kaizen, Autonomous Small Group Activities.

7. Competency Management: [4L]

Planning, Mapping, Measurement.

8. HRD Experiments and Cases: [4L]

In India and Other Countries

Suggested Readings:

1. Desimone, R. L., Werner, J. M. & Harris, D. M. : Human Resource Development, Thomson.
2. Pareek, Udai& Rao, T. V.: Designing and Managing Human Resource Systems, Oxford & IBH.
3. Rajsekharan, N.P. : Competency Web, Universities Press
4. Rao, T. V. : Readings in HRD, Oxford & IBH.
5. Silvera, D. M. : Human Resource Development – The Indian Experience-Publisher

Course Outcome:

1. Differentiate between human resource development (HRD) and other human resource management functions.
2. Explain and apply significant concepts and theories underpinning HRD
3. Develop skills in identifying HRD needs and in designing, implementing and evaluating HRD programs.

4. Explain the strategic importance of HRD in the success of organisations within the context of social and environmental pressure.
5. Analyse and evaluate contemporary HRD practices.

INFORMATION SYSTEMS SPECIALISATION

ISM-3011: DATABASE MANAGEMENT

Course Objective:

The course, Database Management Systems, provides an introduction to the management of database systems. The course emphasizes the understanding of the fundamentals of relational systems including data models, database architectures, and database manipulations. The course also provides an understanding of new developments and trends such as Internet database environment and data warehousing. The course uses a problem-based approach to learning.

1. DBMS: [6L]

What is a DBMS? Need for using DBMS. Concepts of tables, records, attribute, keys, integrity constraints, 3-schema architecture, data independence. Data models – Hierarchical, Network, Relational

2. The Relational Model, Language & Systems: [8L]

The Relational Data Model & Relational Algebra.

SQL: DDL, DML, & DCL concepts, SQL commands (ANSI standard).

3. Integrity and Security: [3L]

Integrity constraints, concept of triggers, stored procedures (theoretical concepts only)

Database Security & Authorization (concept of GRANT / REVOKE).

4. Database Design: [5L]

ER modeling [Entity-Relationship Diagrams (ERD), construction of tables], Functional Dependencies & Normalization (upto 3NF; concept of BCNF), Denormalization. Case Study on Normalization.

5. System Implementation Techniques: [6L]

Query Processing & Optimization (concept only).

Transaction Processing Concepts, Concurrency Control and Recovery Techniques (concept only).

6. Indexing concepts: [3L]

Ordered indices (primary, secondary, dense, sparse, multilevel), concepts of hashing (static, dynamic)

7. Advanced Data Models & Emerging Trends : [5L]

Advanced Data Modeling Concepts, Object-Oriented Databases, Distributed Databases & Client Server Architecture, XML.

8. Application development and administration: [4L]

web interfaces to databases, performance tuning

Suggested Readings:

1. Elmasri, Navathe : Fundamentals of Database System, Pearson Education.
2. Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.
3. Date : An Introduction to Database System, Pearson Education.
4. Hopper, Prescott, Mc fadden : Modern Database Management, Pearson Education.

Course Outcome:

1. Define program-data independence, data models for database systems, database schema and database instances.
2. Recall Relational Algebra concepts, and use it to translate queries to Relational Algebra statements and vice versa.
3. Identify Structure Query Language statements used in creation and manipulation of Database
4. Analyse, design and evaluate a real database application using a database management system.

[SM-302]: MANAGING SOFTWARE PROJECTS

Course Objective:

This course will focus on the issues that are crucial to the development of good quality software. It will look at several approaches to the process of software development and issues they attempt to address. Students will understand what the important steps in the development of software are and how to perform them. They will learn how to perform the task of software project management. Since any project management task is incomplete without cost and time estimation, students also will learn some of the approaches, which have been developed to do so.

1. Software Project Planning: [4L]

Project Process Groups (Initiating, Planning, Executing, Controlling and Closing Processes). Project Management Methodology, Software Project Management Plan (SPMP).

2. Project Scope Management: [10L]

Definition, Project Initiation – strategic planning & project selection, Project Charters, the scope statement, Work Breakdown Structure - approaches (using guidelines, the Analogy Approach, Top – Down & bottom – up Approaches), Scope Verification and Scope change Control.

3. Project Time Management: [3L]

Project Schedule, Project Network Diagrams (AOA or ADM, PDM), Activity duration Estimating, Gantt Charts, Critical Path method, PERT.

4. Project Cost Management: [5L]

Importance, Basic Principles, Cost Estimating (Types), Techniques and Tools, Problems with Cost Estimates, Cost Control, Earned Value Management.
Estimation Techniques: COCOMO (Basic, Intermediate & complete COCOMO Model), Halstead's Software Science, Putnam Model, Jensen Model

5. Quality Management: [6L]

Quality Planning, Assurance & Control, Leadership - Cost of Quality, Organizational Influences, Work Place factors & Quality, Maturity Models, [CMM, CMMi, Six Sigma], Zero defect, Quality assurance.

6. Project Human Resource Management: [3L]

Managing People (Motivation Theories, Influences & power, Improving Effectiveness), Organizational Planning, Staff Acquisition & Team Development.

7. Disaster Recovery Planning & Risk Management: [5L]

Importance, Risk Management Planning, Sources of Risk, Risk Identification, Qualitative & Quantitative Risk, Risk Response Planning, Risk Monitoring & Control.

8. Project Procurement Management: [4L]

Importance, Planning, Solicitation Planning, Solicitation, Contract Administration & Close Out.

Suggested Readings:

1. Senn: Analysis & Design of Information Systems, McGraw Hill International.
2. Hoffer: Modern System Analysis & Design, Pearson Education.
3. Kendall: System Analysis & Design, Pearson.
4. Roger Pressman: Software Engineering - A Practitioner's Approach , TMH

Course Outcome:

1. Define roles and responsibilities by PM process group (initiating, planning, executing controlling, closing).
2. Articulate the purpose and benefits of project management (PM).
3. Work in groups to analyze a project and implement a solution
4. Explain quality management and process improvement in the context of software development projects.

[SM-303]: ENTERPRISE RESOURCE PLANNING

Course Objective:

This course will enable student understanding of issues and decisions that must be made when embarking upon a ERP selection and implementation journey. It will also lead to an understanding the challenges associated with managing extant ERP systems.

1. ERP overview: [6L]

Introduction, Business Function and Business Processes, Integrated Management Information, Business modeling, Integrated Data Model, Common ERP Myths, History, Advantages, Future of ERP packages.

2. Risks and Benefits of ERP: [12L]

Risks Factors of ERP implementation, Technological Issues, Implementation Issues, Benefits of ERP.

3. ERP and Related Technologies: [3L]

Business Process Reengineering, Management Information system, Decision Support System, Executive Information System.

4. Functional Modules: [5L]

Functional Modules of ERP software. Integration of ERP, SCM and CRM.

5. ERP Implementation: [6L]

Basics, Technological, Operational, Business Reasons for ERP implementation, ERP Implementation Life Cycle, Objectives, Phases.

6. ERP and e-Business: [3L]

e-Business-SCM, Process Model, ERP, Internet and WWW-ERP II

7. ERP-A Manufacturing Perspective : [5L]

ERP, CAD/CAM, MRP, BOM, MTO, MTS, ATO, ETO, CTO Case Studies: SAP at TATA Steel, J D Edwards At HP

Suggested Readings:

1. ERP Demystified, Alexis, Leon, Tata McGraw Hill.
2. ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications.
3. ERP: A Managerial perspective, Sadagopan, S ,Tata McGraw Hill.
4. Enterprise Resource Planning, Shankar, Ravi & Jaiswal, S , Galgotia

Course Outcome:

1. Know and be able to apply key technical terminology in enterprise information systems as they apply in different ERP products and development methods
2. Analyze a current architecture and perform an effective gap analysis before an ERP implementation
3. Effectively describe problems typical of ERP implementation projects and translate this information and use this information
4. Be able to evaluate the progress of an ongoing ERP implementation project.

[SM-401]: INFORMATION SECURITY AND PRIVACY

Course Objective:

This course is designed to impart the skills needed to provide security to the system. Student will learn: Various types of threats, Risk analysis, Physical security of infrastructure, providing authorization using biometrics, Network security and cryptography techniques, Database security and Web security issues.

1. Information Systems: [6L]

Meaning, Importance. Global Information Systems: Role of Internet and Web Service. Information System Security & Threats.

2. Threats: [3L]

New Technologies Open Door Threats. Level of Threats: Information, Network Level. Threats and Attacks. Computer Viruses. Classifications of Threats and Assessing Damages.

3. Building Blocks of Information Security: [3L]

Principles, Terms, Three Pillars of Information Security. Information Classification. Risk Analysis: Risk Management & Risk Analysis, Approaches and Considerations.

4. Physical Security: [4L]

Need, Meaning, Natural Disasters, Controlling Physical Access, Intrusion Detection System. Controlling Visitors. Fireproof Sales, Security through cables and locks.

5. Biometrics Controls for Security: [3L]

Access Control, User Identification & Authentication. Meaning, Biometric Techniques. Key Success factors.

6. Network Security: [4L]

Intro, Network Types, Basic Concepts: Computer Security, Network Security, Trusted and UnTrusted Networks. Unknown Attacks.

7. Cryptography & Encryption: [4L]

Meaning, Applications of Cryptography, Digital Signature, Cryptographic Algorithms. Firewalls: Meaning, Demilitarized Zone. Proxy Servers. Packet Filtering, Screening Routers. Application Level Firewalls, Hardware Level Firewalls.

8. Databases Security: [5L]

Introduction, Need, Mobile Databases Security, Enterprise Database Security. Database Security Policy.

Security Models & Frameworks: Intro, Terminology. Intro to ISO 27001. COBIT, SSE-CMM. Methodologies for Information System Security: IAM, IEM, SIPES.

9. Security Metrics: [4L]

Intro, Basic, Security Matrix, Classification.

Privacy: Meaning, Business Issue, Privacy Vs. Security, Related Terms. Information Privacy Principles.

10. Privacy Technological Impacts: [4L]

Implications of RFID. Use with Bio-Metrics. Smart Card Applications.

Web Services and Privacy: Privacy on Internet, Web Services, Privacy Aspects of SOA.

Suggested Readings:

1. Principles of Information Security by Michael E. Whitman and Herbert Mattord
2. Managing Enterprise Information Integrity: Security, Control and Audit Issues, By IT Governance Institute
3. An Introduction to Computer Security: The NIST Handbook

Course Outcome:

1. Analyze the vulnerabilities in any computing system and hence be able to design a security solution.
2. Identify the security issues in the network and resolve it.
3. Evaluate security mechanisms using rigorous approaches, including theoretical
4. Compare and Contrast different IEEE standards and electronic mail security

ISM-4021: E-COMMERCE & DIGITAL MARKETING

Course Objective:

This course will provide the students with an analytical and technical framework to understand the world of e-commerce. It will also focus on various Social media and digital marketing techniques and real-world application of digital marketing and e-commerce methods.

Module-I

1. Introduction to E-commerce: [4L]

E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework, Evolution of E-commerce

2. Network Infrastructure: [4L]

Network Infrastructure overview, The Internet Hierarchy, Basic Blocks of e-commerce, Networks layers & TCP/IP protocols.

3. E-commerce Infrastructure: [4L]

E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network, Website.

4. e-Commerce Process Models: [4L]

Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model

5. Electronic Payment Systems: [4L]

Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems

Module-II

6. Introduction to Digital Marketing: [4L]

Benefits of Digital V/s Traditional Marketing; Digital Marketing Platforms; Defining Digital Marketing Goals; Latest Digital Marketing Trends. Email Marketing; Affiliate Marketing; Inbound Marketing.

7. Search Engine Optimization: [4L]

Introduction to Search Engines; How Search Engine works; Search Engine Optimization & its Benefits; Search Engine Marketing; Google Adwords; Google Adsense; Display Advertising; Keyword Optimization.

8. Social Media Marketing: [4L]

What is Social Media; SMM v/s SMO; Benefits of SMM; Social Media Strategy; Facebook Marketing; Twitter Marketing; Youtube Marketing; Instagram Marketing; Google+ Marketing; LinkedIn Marketing; Pinterest Marketing.

9. Analytics: [4L]

Basic Concept of Analytics; Need for Analytics; Google Analytics; Traffic Reports; Behavior Reports; Audience Reports; Conversion Tracking; Alexa.

10. Online Reputation Management: [4L]

What is ORM; Need of ORM; Examples of ORM; Areas to Analyze ORM; Generate ORM Report; Case Study of Good and Bad ORM; Tools for managing Online Reputation.

Suggested Readings:

1. Kalakota, Whinston : Frontiers of Electronic Commerce , Pearson Education.
2. Loshin Pete, Murphy P.A. : Electronic Commerce , Jaico Publishing Housing.
3. Bhaskar, Bharat : Electronic Commerce - Technologies & Applications.TMH
4. Digital Marketing: Strategy, Implementation & Practice by Dave Chaffey and Fiona Ellis-Chadwick
5. Digital Marketing: Strategy, Implementation & Practice By ave Chaffey & Fiona Ellis-Chadwick.

Course Outcome:

1. Leverage the E-Commerce platforms to enhance current business or incubate new businesses.
2. Use E-Commerce innovations to help in developing competitive advantage.
3. Analyze and evaluate importance of security, privacy, and ethical issues as they relate to E-Commerce
4. Explain the role and importance of digital marketing in a rapidly changing business landscape.
5. Discuss the key elements of a digital marketing strategy
6. Illustrate how the effectiveness of a digital marketing campaign can be measured.
7. Demonstrate advanced practical skills in common digital marketing tools such as SEO, SMM, Social media and Blogs

ISM-4031: STRATEGIC MANAGEMENT OF IT

Course Objective:

The objective of this course is to arm the students, from both Business and Technology sides, with the knowledge to create substantial shareholder value by creating a well thought out and clearly articulated IS Strategy i.e. aligning IT capability with business strategy.

1. Technology trends and models for management of information technology[4]
2. Information Systems Strategy Formulation; CSF/KPI Theory[2]
3. IT Architecture Planning; Open Source Architecture[3]
4. Leadership in Information Technology[2]
5. Information Systems Management Issues [3]
6. National Information Infrastructure [2]
7. Digital Signatures and Certifications [4]
8. Strategic Information Systems Planning [3]
9. Learning Organizations [2]
10. Outsourcing IT Function [3]
11. IT for Strategic Alliances [2]
12. Organizational Transformation through IT [2]
13. Data Warehousing, Knowledge Management [3]
14. Business Intelligence [2]
15. Case Studies to learn from Indian Successes and Failures [3]

Suggested Readings:

1. Chew, Eng K., & Gottschalk, P. (2009). Information technology strategy and management: Best practices. New York: Information Science Reference.
2. HBS. (1999). Business value of IT. Boston: Harvard Business School Press.
3. Parker, M. M. (1996). Strategic transformation and information technology: paradigms for performing while transforming. New Jersey: Prentice Hall.

Course Outcome:

1. Debate how strategic information systems SCM and CRM provide sustainable competitive advantage to firms.
2. Analyze and evaluate management of Data, Information and Knowledge, Data Base Management Systems, Data Warehouses and Data Marts.
3. Discuss privacy and ethical issues in relation to Information systems.
4. Work collaboratively between business and IT

OPERATIONS AND SUPPLY CHAIN SPECIALISATION

[OP301]: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT

Course Objective:

This course uses a logical approach to present discussions of this topic from perspectives like: Purchasing, Logistics, Innovation/Sustainability. The objective is to make students think about how Global Trade and Supply Chain Management impact all of the areas and processes of the firm and its trading partners.

1. Introduction to Concepts in Supply Chain Management: [4L]

Decision Phases in a Supply Chain, Processes of a Supply Chain, The Macro Processes of a Supply Chain

2. Scope, Performance and Strategic Fit: [4L]

Achieving a Strategic Fit, Issues affecting Strategic Fit, Expanding Strategic Scope

3. Drivers and obstacles: [4L]

The Role of Drivers in achieving Strategic Fit, The Obstacles in Strategic Fit Achievement

4. Designing a Supply Chain Distribution Network: [4L]

Factors affecting the Distribution Network Design, Types of Distribution Network Designs, Selecting a Distribution Network Designs, Distributors in the Supply Chain The Indian Perspective

5. Forecasting Demand: [4L]

Role played by Forecasting in a Supply Chain, Characteristics of a Forecast, Forecasting Components and Various Methods of Forecasting, Steps involved in Demand Forecasting, Time Series Forecasting, Measures to determine Forecasting Error

6. Managing Inventory: [4L]

Types of Inventory, Managing Inventory under Conditions of Certainty, Managing Inventory under Conditions of Uncertainty, Calculating Appropriate Safety Inventory, Calculating Fill Rate in Inventory, Symptoms of Poor Inventory Levels, Cycle Inventory Costs in Practice

7. Optimal Level of Product Availability: [4L]

Factors influencing Optimal Product Availability, Improving Supply Chain Profitability, Impact of Various Contracts on Supply Chain Profitability, Achieving Optimal Levels of Product Availability in Practice, ABC Analysis for Inventory Management.

8. Sourcing: [4L]

Supplier Scoring and Assessment, Supplier Selection and Contracts, Contracts in Supply Chain, Product Design Collaboration, Procurement in Supply Chain, Sourcing Planning and Analyzing

9. Transportation: [4L]

Factors influencing Transportation Decisions, Various Modes of Transport, Design Options in Transportation, Transportation Design Trade-offs, Routing and Scheduling, Tailored Transportation

10. E-business and the Supply Chain: [4L]

Role of E-business in a Supply Chain, The E-business Framework, B2B E-business and BC E-business

Suggested Readings:

1. Supply Chain Management: Strategy, Planning, and Operation 6 th edition by Chopra and Meindl. Pearson
2. N. Chandrasekaran, SUPPLY CHAIN MANAGEMENT, Oxford University Press, 2010

Course Outcome:

1. Demonstrate operational purchasing methods and techniques on supplier management and supply in specific business contexts.
2. Explain the strategic importance of logistic elements and describe how they affect supply chain management.
3. Advice management on the organization of E-commerce, logistics, import taxes, risk, customs and legal aspects of global trading.
4. Analyze the creation of new value in the supply chain for customers, society and the environment.

TOP-3021: LOGISTIC AND DISTRIBUTION MANAGEMENT

Course Objective:

This course provides an overview of how firms use distribution intermediaries to gain a competitive advantage in local and global markets through the integration of logistics management. The management of the physical flow of products and information throughout the entire supply chain is examined, including physical distribution, transportation, warehousing, customer service, materials management, and third-party logistics systems planning, and operations and management of the supply chain.

1. Physical Distribution: [6L]

Introduction to Distribution, Need for Channel Intermediaries, Distribution and Logistics Management, Functions of Distribution, Components of Distribution, Levels of Distribution Channels

2. Distribution Channels: [6L]

Introduction to Distribution Channels, Channel Types, Vertical Marketing System, Horizontal Marketing Systems

3. Wholesaling: [3L]

Introduction to Wholesaling, Wholesaling Functions, Types of Wholesalers, Selection of Manufacturers by Wholesalers, Selection of Wholesalers by Manufacturer

4. Retailing: [5L]

Introduction to Retailing, Types of Retail Formats, Functions of Retail Formats, Types of Franchising

5. Logistics Management: [6L]

Introduction to Logistics, Gaining Competitive Advantage through Logistics, Introduction to Reverse Logistics, Introduction to 3PL, Introduction to 4PL, Comparison of 3PL and 4PL

6. Inventory Management: [3L]

Introduction to Inventory, Advantages and Disadvantages of Inventory, Constituents of Inventory Costs, Economic Order Quantity (EOQ) Selective Control of Inventory, Inventory Turnover Ratio

7. Packaging : [5L]

Introduction to Packaging, Functions of Packaging, Problems of Packaging, Types of Packaging, Packaging Machines and Materials, Labelling and Symbols in Packaging.

8. Warehousing : [5L]

Introduction to Warehousing Types of Warehouses, Functions of Warehousing, Cost of Warehousing, Warehouse Locations, Warehouse Layout, Identification of Material in a Warehouse

9. Modern Concepts in Logistics: [6L]

Introduction to Cross Docking, Introduction to Barcoding, Introduction to RFID (Radio Frequency Identification), Introduction to Smart Cards, Introduction to ECR (Efficient Consumer Response), Introduction to VMI (Vendor Managed Inventory)

Suggested Readings:

1. Sahay B S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
2. Contemporary Logistics, 10th edition. Coyle, Langley, Murphy & Wood.
3. Alan Rushton, Phil Croucher, Dr Peter Baker: The Handbook of Logistics and Distribution Management: Understanding the Supply Chain

Course Outcome:

1. Remember and identify the principles of logistics management
2. Interpret the logistics role in the economy and the organization
3. Distinguish and differentiate between the concepts of logistics
4. Combine the theoretical knowledge with practical knowledge.

IOP3031: LEGAL ASPECT OF SUPPLY CHAIN MANAGEMENT

Course Objective:

On completion of the course, the students can learn the various legal elements associated with supply chain management that will help them to take legally correct business decisions.

1. The Standards of Weights and Measures Act, 1976: [6L]

Introduction, Important Definitions, Establishment of Standards of Weights and Measures, Inter-state Trade or Commerce, Import and Export of Weights and Measures, Offences and their Trial, Other Provisions of the Act

2. Insurance Laws : [4L]

Introduction, Definitions of Important Insurance Terms, Marine Cargo Policy, Export Credit Guarantee Summary

3. Insurance Cover: [6L]

Introduction, Indian Insurance Industry, Life Insurance, Health Insurance, Motor Vehicle Insurance, Shopkeeper's Policy Summary

4. Income Tax Act : [7L]

Introduction, Important Definitions, Income from Salary, Income from House Property, Income from Business, Income from Capital Gain, Income from Other Sources, Fringe Benefit Tax, Tax Deduction at Source, Filing of Returns

5. Negotiable Instruments Act, 1881P: [6L]

Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques, case studies..

6. Basics of Labour Laws: [5L]

Introduction; The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Bonus Act, 1965; The Payment of Gratuity Act, 1972; The Employee's Provident Funds and Miscellaneous Provisions Act, 1952; The Employee's State Insurance Act, 1948; The Workman's Compensation Act, 1923, Case studies

7. The Motor Vehicles Act, 1988 and Documentation Laws: [6L]

Basic provisions under MV Act and other laws Part -I: Introduction; Provisions regarding Driving License; Provisions regarding Conductor's License; Registration of Vehicles; Part -II: Introduction; Types of Documents; Stamp Duty on Documents; Laws Applicable to Documents

Suggested Readings:

1. H.K. Saha Ray: Law of Contracts – Eastern Law Book House
2. P. P. S. Gogna: A Textbook of Business Law, S. Chand & Co.
3. Commercial Law- Bharat Law House, New Delhi
4. M. S. Pandit & S. Pandit: Business Law, Himalaya Publishing.
5. K. R. Bulchandani: Business Law, Himalaya Publishing.

Course Outcomes:

1. At the end of the course, the students will be able to understand the meaning and differences of Negotiable Instruments..
2. The students would be able to understand the various Labour Laws.
3. They can apply various provisions of Motor Vehicles Act, 1988.
4. At the end of the course, students will understand various Insurance Laws.

[OP-401]: TOTAL QUALITY MANAGEMENT

Course Objective:

To give the students an overview of quality and TQM and explaining the salient contributions of Quality Gurus like Deming, Juran and Crosby. General barriers in implementing TQM.

1. INTRODUCTION TO QUALITY MANAGEMENT: [8L]

Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

2. PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT: [8L]

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

3. STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY: [8L]

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TPM) – relevance to TQM. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

4. TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT: [8L]

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Benchmarking and POKA YOE.

5. QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION: [8L]

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

Suggested Readings:

1. Dale H. Besterfield, et al., "Total Quality Management", Pearson Education Asia, Third Edition, Indian Reprint (Pg. 2006).
2. James R. Evans and William M. Lindsay, "The Management and Control of Quality", 6th Edition, South-Western (Pg. Thomson Learning), 2005.
3. Oakland, J.S. "TQM – Text with Cases", Butterworth – Heinemann Ltd., Oxford, 3rd Edition
4. Janakiraman, B and Gopal, R.K, "Total Quality Management – Text and Cases", Prentice Hall (Pg. India) Pvt. Ltd.

Course Outcome:

1. To Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
2. To Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality.
3. To create Critically appraise the organisational, communication and teamwork requirements for effective quality management
4. To Critically analyse the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans.

IOP-4021: STRATEGIC SUPPLY CHAIN MANAGEMENT

Course Objective:

This course is intended to introduce the major building blocks, major functions, major business processes, performance metrics, and major decisions (strategic, tactical, and operational) in supply chain networks and to provide an insight into the role of Internet Technologies and Electronic Commerce in supply chain operations and to discuss technical aspects of supply chain management.

1. Relationship concerns in integrated Supply Chain Management: [4L]

Managing Supply Chain Relationships, Internal Supply Chain Relationship Management, Roles and Skills for managing Logistics Relationships, External Relationships in Supply Chain Management, Types of Supply Chain Relationships

2. Supplier Relationship Management (SRM): [3L]

Current Business Scenario, Supplier Relationship Management, The New Supply Environment, Challenges in Supplier Relationship Management, World-Class Supplier Relationship Management, Supply Chain Relationship Management Software

3. Customer Relationship Management: [3L]

Customer Relationship Management Strategy, Evolution of CRM, The CRM Process, CRM Architecture, Technical Aspects of CRM, Widening Scope of CRM Systems, Selecting the Right CRM System, Implementing CRM Systems

4. Strategic Sourcing: [4L]

Supply Chain Sourcing Strategy framework, Developing Successful Sourcing Strategies, The Strategic Sourcing Process, Strategic Sourcing Initiatives

5. Facility Location and Network Design: [4L]

Facility Location Strategies, Critical Location Factors, Facility Location Models, Strategic Importance of Logistics Network Design, Logistics Network Design Process

6. Supply Chain Integration Coordination and Collaboration: [4L]

Supply Chain Business Process Integration, Supply Chain Management Components Integration, Buyer-Seller Relationship, Efficient Consumer Response

7. Collaborative Planning, Forecasting and Replenishment: [5L]

CPFR Origins, CPFR Model, CPFR Activities, CPFR Organisational Implications, CPFR Technology, Supply Chain Integration: Challenges and Good Practices.

8. Global Logistics for Effective Supply Chain Management: [5L]

Emergence of Global Logistics and Supply Chain, Global Logistics Process, Incoterms, Containerisation, Types of Containers, Logistics Outsourcing, Supply Chain through 4PL

9. Global Supply Chain Management: [4L]

Overview of Global Supply Chain, Global Supply Chains under Uncertainties/Risks, Global Competitiveness through Lean SCM, Challenges in Global SCM, Import Supply Chain

10. IT & IS in Supply Chain Management: [4L]

Information Technology in Supply Chain Management, Barcodes, Internet, Intranet, Extranet, Web Portals, E-Business and the Supply Chain, Electronic Data Interchange (EDI), Enterprise Resource Planning

Suggested Readings:

1. Strategic Supply Chain Management: The Five Core Disciplines for Top Performance, Second Edition Hardcover – 16 Jul 2013 by Shoshanah Cohen, Joseph Roussel
2. Supply Chain Management Best Practices Hardcover 2010 by David Blanchard
3. Essentials of Supply Chain Management (Essentials Series) ,2018 by Michael H. Hugos

Course Outcome:

1. Take decisions with regards to the supply chain that reflect the overall corporate strategy that the organization is following.
2. Apply theories, concepts and models to analyze practical situations, suggest improvements in actual practice and design a supply chain management set-up for firms in different industries and situations.
3. Identify structure and discuss a complex theoretical issue within the supply chain management arena.
4. Ability to competently and intelligibly give recommendations on improvement of corporate supply chain management practice.
5. Manage a complex network of companies that we call the supply chain.

[OP403]: PROJECT MANAGEMENT (OPERATIONS)

Course Objective:

The objectives of this course are to make the students able to plan monitor and control project and project related activities

1. Project Management Concepts:[4L]

Concept and Characteristics of a Project, Importance of Project Management.

2. Resource Allocation and Levelling:[4L]

3. Project Scheduling:[6L]

Importance of Project Scheduling, Work Breakdown Structure and Organization Breakdown Structure, Scheduling Techniques - Gantt chart and LOB, Network Analysis - CPM/PERT.

4. Project Buying: [5L]

Projects Procurement Process, Life – cycle Costing, Project Cost Reduction methods, Project Stores, Organization & HRD issues, Computerization.

5. Investment Feasibility Studies:[8L]

Managing Project Resources Flow; Project Cost – Capital & Operating; Forecasting Income, Estimation of Investment & ROI, Project Evaluation, Financial Sources, Appraisal Process.

6. Issues in Project Management:[4L]

Project Monitoring & MIS, Cost Control, Real Time Planning, Intangibles

7. Project Quality Management:[4L]

Concept of Project Quality, TQM in Projects, Project Audit.

8. Project Management :[5L]

Case Studies

Suggested Readings:

1. Gopalkrishnan P. and Rama Mmoorthy: Text Book of Project Management, Macmillan
2. Nicholas John M.: Project Management for Business and Technology - Principles and Practice, Prentice Hall India, 2nd Edn.
3. Levy Ferdinand K., Wiest Jerome D.: A Management Guide to PERT/CPM with GERT/PDM/DCPM and other networks, Prentice Hall India, 2nd Edn.
4. Mantel Jr., Meredith J. R., Shafer S. M., Sutton M. M., Gopalan M. R.: Project Management: Core Text Book, Wiley India, 1st Indian Edn.
5. Maylor H.: Project Management, Pearson, 3rd Edn.
6. Nagarajan K.: Project Management, New Age International Publishers, 5th Edn.
7. Kelkar. S.A, Software Project Management: A concise Study, 2nd Ed., PHI
8. Chandra, Prasanna – Projects (6th Edition); TMH
9. Clements and Gido – Effective Project Management; Thomson Learning
10. Clifford F. Gray and Erik W. Larson – Project Management (3rd edition); TMH

Course Outcomes:

1. The students can apply scope, cost, timing and quality of the project.
2. To analyze project management knowledge, processes, life cycle and the embodied concepts, tools and techniques in order to achieve.
3. To apply technology tools for communication, collaboration, information management And decision support.
4. Understand the entrepreneurial decision making process – from business model design to the launch of the new venture.
5. The students can apply entrepreneurial and teamwork skills in finding, evaluating and beginning the process of implementing new venture concepts.

GUIDELINES
FOR PREPARATION AND PRESENTATION OF
PROJECT REPORT
MB108 & MB207

PROJECT WORK

1. INTRODUCTION

As a student of Master of Business Administration (MBA) you are required to undertake a major individual piece of research work - the Project or Dissertation. In contrast to the other elements of your programme, where you are guided fairly closely, the aim of the Project is to give you the opportunity to learn independently and show that you can identify, define and analyse problems and issues and integrate knowledge in a business context. It is an important part of the programme that tests your ability to understand and apply the theory, the concepts and the tools of analysis to a specific problem situation. This project handbook has been compiled to clarify the framework of the project and suggest some ways of assuring success.

The only precise rule on what constitutes an acceptable project is that it should be an ordered critical exposition, which affords evidence of reasoning power and knowledge of the relevant literature in an approved field falling **within the subject matter of the programme - Management**. The emphasis should be on applied research and the investigation of some practical problem or issue related to the situation in which an organisation or system operates.

Please note that the project must not be treated as just another assignment. The Project provides the opportunity to judge the student's time and self-management skills and his/her ability to successfully undertake a long and in-depth study. Hence it is not only the product that is important, but also the process itself. Students must therefore ensure that they maintain **regular contact with their supervisor** and also that they provide the supervisor with drafts of their work at regular intervals. Finally, to keep yourself up-to-date and under control as regards your project, it is imperative that you **meet your supervisor regularly**.

2. DEFINITIONS AND OVERVIEW OF PROJECT

The project is a practical, in-depth study of a problem, issue, opportunity, technique or procedure – or some combination of these aspects of business. Typically, you will be required to define an area of investigation, carve out research design, assemble relevant data, analyse the data, draw conclusions and make recommendations. Your project should demonstrate organisational, analytical and evaluative skills, and, where appropriate, an ability to design a suitable implementation and review procedure.

The project is the longest **(24,000 words)** and most original piece of work you will undertake in your post-graduate study. It will occupy, with varying degrees of commitment, a period of two semesters.

3. GUIDELINES AND REQUIREMENTS FOR THE PROJECT

The purpose of the project is to give students the opportunity to carry out an in-depth study of an applied nature, synthesizing various elements, yet pursuing one area of interest in depth. Your project report should make clear what you have attempted and why you have attempted it; the methods that you have used to collect, collate and analyze the information obtained; and how you have evaluated it. Any recommendations made should be supported by the evidence presented and by logical argument using deductive and inductive reasoning. For a Project to be of a high quality it is imperative to avoid detailed description devoid of analytical content. The **assessment criteria for the Project** are shown in the Project Grading Sheet attached as **Appendix B** to this Handbook. You should ensure through the entire period that you work on your project that it meets these requirements.

4. CHOOSING A TOPIC

Choosing your topic is probably the hardest thing you will do. **The choice of topic is up to you, with guidance from your supervisor, but, he/ she is**

not there to make the decision for you. To a large extent, your ideas will be influenced by your situation. If you are in employment you may be able to research into a real life problem or, if you are not employed, you may choose a more general business issue. In either case, initial ideas are likely to originate in a vague form and may lack a clear focus. These then need to be developed into something manageable and practical by consideration of available literature/ texts and discussion with your project supervisors once allocated.

4.1. Most Project ideas come from:

Personal experience of employment: this is an obvious starting point for the project because in every organisation there would be some issue that can be researched into. An example of a project originating from this way could be an evaluation of the Training Department of your organisation or an evaluation of the performance appraisal systems used for salesmen in your organisation.

Observation of events: Personal observation of events in the organisation/ environment can serve as a starting point for a project idea. An example of this could be that as an employee you observe that the employee turnover in your organisation is very high and as your project you could research into the reasons for this and make suitable recommendations.

Issues of current interest: Reviewing key issues of broader relevance may be another useful indicator for a project idea. Specific consideration of the aspects of the effect of a government policy or a phenomenon on the performance of an organisation/segment/system may provide suitable ideas for a Project. You need to take care when dealing with issues such as these. It may be necessary to confine yourself to an aspect of the issue or you could find yourself tackling something that is too big to handle effectively and gives you a very wide project area, which inevitably lacks depth of analysis.

Whatever the source of your project idea, familiarity with the area is imperative for the successful completion of the project.

5. SCOPE OF THE PROJECT

An acceptable project will normally fall into one of the following categories:

Exploratory- a study that involves carrying out original research in order to meet the organization's continual need for new information for forward decision-making. The main issues may be human, economical, functional etc, but the construction and/or application of some kind of research instrument are the focus of the study. The analysis of the research findings (e.g. client's responses to questionnaire about changing product specifications) should take place, resulting in proposals about how to manage relevant aspects of the organisation's future.

Explanatory- a study, which would involve studying relationships between different variables like a cause & effect relationship study.

Descriptive- a study that would need an in-depth portrayal of an accurate profile of events or situations from the business environment.

6. ORGANISATION OF PROJECT REPORT

This section presents some of the norms associated with a project. It is strongly recommended that you **follow these guidelines**. The final report should be presented in the following sequence:

Title page

Student's Declaration (Annexure-I)

Supervisor's Certificate (Annexure-II)

Abstract

Acknowledgements

Table of Contents:

List of Tables

List of figures

List of Appendices

Chapter 1. Introduction: This chapter includes the research problem, need for study/significance of the project, objectives, hypotheses, methodology – scope, sample design, sources of information, tools and techniques of analysis, structure of the study with sound justifications/explanations.

Chapter 2. Literature Review: This chapter should reflect the student's understanding of the relevant theoretical and empirical background of the problem. Focus should be more on the logical presentation of the empirical evolution of conceptual and methodological issues pertaining to research problem. Also highlight the methodological clues drawn through this review for your project.

Chapter 3. The company/Organisation/System: This chapter should contain a brief historical retrospect about the entity of your study.

Chapter 4 & 5: Present your data analysis and inferences

Chapter 6. Summary and Conclusions: Gives an overview of the project, conclusions, implications and recommendations. Also specify the limitations of your study. You may indicate the scope for further research.

Bibliography: List the books, articles, websites that are referred and useful for research on the topic of your specific project. Follow Harvard style of referencing.

Appendices

APPENDIX A: Harvard Style Referencing

Referencing is a standardised method of acknowledging sources of information and ideas that you have used in your report in a way that uniquely identifies their source. Direct quotations and figures, as well as ideas and theories, both from published and unpublished works must be referenced.

This appendix provides a brief guide to the Harvard Referencing style.

For Textbooks:

In the references and bibliography sections of the Project report, the referencing to material used from text should appear as follows:

The author, year of publication followed by the title of the textbook (in italics), publisher, location of the publisher.

e.g.

Saunders, M. et al (2003), *Research Methods for Business Students* (3rd edition), Pearson Education, Harlow.

In the text of the Project report the reference would appear as follows:

.....being identified by Saunders (2003)

If a direct quote is included in the text the page number where it can be found should also be included while referencing.

e.g.

"When drafting your literature review you therefore need to focus on your research question(s) and objectives." (Saunders 2003, p47)

For journal articles:

In the references and bibliography sections of the Project report, the referencing to material used from journals should appear as follows:

The author's name, followed by the title article, journal name in italics, volume number.

e.g.

Storey, J, Cressy, P, Morris, T and Wilkinson, A (1997) ' Changing employment practices in UK banking; case studies', *Personnel Review*, 26:1, pp24-42.

In the text of the project report the same reference would appear as follows:

.....being identified by Storey et al (1997) and

For websites:

In the references and bibliography sections of the Project report, the referencing to material used from websites should appear as follows:

If you are referring to a specific article, it should be detailed as for journal articles as mentioned above, but with the additional information as to where it is available on the Internet.

e.g.

Jones A and Smith A (eds) 2001 'What exactly is the Labour Force Survey?' (online) (cited 20 December 2001). Available from URL: http://www.statistics.gov.uk/nbase/downloads.theme_labour/what_exactly_is_LFS1.pdf

typical BIBLIOGRAPHY is given hereunder for a better understanding:

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- Board, J L G and Sutcliffe, C M C (1988). "The Weekend Effect in UK Stock Market Returns," *Journal of Business Finance and Accounting*, 15(2), 199-213.
- Broca, D (1992). "Day of the Week Patterns of the Indian Stock Market," *Decision*, 19(2), 57-64.
- Choudhury, S K (1991). "Seasonality in Share Returns: Preliminary Evidence on the Day of the Week Effect," *Chartered Accountant*, November, 407-409.
- Fama, E (1995). "The Behaviour of Stock Market Prices," *Journal of Business*, 38(1), 34-105.
- French, K (1980). "Stock Returns and the Weekend Effect," *Journal of Financial Economics*, 8(1), 55-70.
- Gibbons, M R and Hess, P (1981). "Day of the Week Effects and Asset Returns," *Journal of Business*, 54(4), 579-596.
- Gultekin, M N and Gultekin, N B (1983). "Stock Market Seasonality: International Evidence," *Journal of Financial Economics*, 12(4), 469-482.
- Jaffe, J and Westerfield, R (1985). "Patterns in Japanese Common Stock Returns: Day of the Week and Turn of the Year Effects," *Journal of Financial and Quantitative Analysis*, 20(2), 261-272.
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Please note that all sources referenced in the main text should also be fully detailed in the reference and bibliography section.

ANNEXURE – I

DECLARATION

I hereby declare that this Project Report titled _____ submitted by me to the Centre for Management Studies, JIS College of Engineering, Kalyani is a bonafide work undertaken by me and it is not submitted to any other University or Institution for the award of any degree diploma / certificate or published any time before.

Name and Address of the Student
Student

Signature of the

ANNEXURE – II

CERTIFICATION

This is to certify that the Project Report title _____ submitted in partial fulfilment for the award of MBA Programme of the Centre for Management Studies, JIS College of Engineering, Kalyani was carried out by _____ under my guidance. This has not been submitted to any other University or Institution for the award of any degree/diploma/certificate.

Name and address of the Guide

Signature of the Guide