



Master of Business Administration **COURSE STRUCTURE**

Programme Code: MBA

Duration: 2 Years

FROM SESSION: 2025-2026 ONWARDS

**Detailed Syllabus with Scheme of
Examination**

**Department of Business Management
Faculty of Commerce, Management & Hospitality**



PROGRAM OBJECTIVES :

1. To enable the students to acquire the knowledge, skills, and competence required for successful practice of management
2. To acquaint and equip students with the knowledge and understanding of emerging issues & trends in Business Management
3. To equip the students to occupy the important positions and fulfill their personal ambitions, professional goals and societal needs.

Evaluation Scheme:

1. Every subject will be evaluated on the basis of 70:30 Patterns (Semester-End and Internal assessment).
2. Theory exam will be conducted at the end of each semester which will be called Semester-End exam.
3. Semester End Exam will hold for 70 marks and evaluated on the basis of Grades.
4. The question paper pattern will be shared to students in advance.
5. Internal Assessment will be for 30 marks and will be done on the basis of two mid- term exams along with other parameters /performance of continuous assessment such as class test, attendance and learning aptitude of student , mini-projects/live projects, presentations, assignments, quizzes, debates, management games etc. Criteria of continuous assessment may vary depending on the subject /topic.

Master of Business Administration (MBA) 2025-26 onwards

Two Years (4 semesters)

Course Structure

Duration of the Programme: The MBA programme shall consist of two academic years divided into four semesters. The Programme consists of 27 subjects: Core Courses 15 and 12 Elective Courses, Internship and 1 Projectwork. **Total credits-108**

Specializations Offered: *Finance/Marketing/Human Resource Management/Information Technology*

The student is required to choose the specialization in Semester III and continue with the same specialization in Semester IV.

MBA Semester 1

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSC	MBAM10101	Principles of Management	4	30	70	100	4
DSC	MBAM1020	Human Resource Management	4	30	70	100	4
DSC	MBAM1030	Marketing Management	4	30	70	100	4
DSC	MBAM1040	Financial Management	4	30	70	100	4
DSC	MBAM1050	Managerial Economics	4	30	70	100	4
DSC	MBAM1060	Business Statistics	4	30	70	100	4
DSC	MBAM1070	Management Information Systems	4	30	70	100	4
DSC	MBAM1000	Communication Skills	2	30	70	100	2
	Total Credit Hours		30	240	560	800	30

(IA: Internal assessment , UE: University Exam /Term End exam)

MBA Semester 2

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSC	MBAM2000	Business Environment	4	30	70	100	4
DSC	MBAM2010	Organizational Behavior	4	30	70	100	4
DSC	MBAM2020	Business Research Methodology	4	30	70	100	4
DSC	MBAM2030	Operations Management	3	30	70	100	3
DSC	MBAM2040	Operations Research	3	30	70	100	3
	Select Any Two						
DSE	MBAM2050	Stress Management	3	30	70	100	3
DSE	MBAM2060	Business Laws	3	30	70	100	3
DSE	MBAM2070	Ethics & CSR	3	30	70	100	3
DSE	MBAM2080	Environmental Management	3	30	70	100	3
DSE	MBAM2090	Micro & Small Enterprise Management	3	30	70	100	3
ISC	Summer Internship		2			100	2
	Total Credit Hours		26	210	490	700	26

MBA Semester 3

Specialization will start from Semester III onwards.

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSC	MBAM3000	Strategic Management	4	30	70	100	4

Specializations

MBA (Finance) Choose any 3 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAF3010	Financial Products and Services	4	30	70	100	3
DSE	MBAF3020	Financial Regulations	4	30	70	100	3
DSE	MBAF3030	Security Analysis & Portfolio Management	4	30	70	100	3
DSE	MBAF3040	Corporate Valuation and Mergers	4	30	70	100	3
DSE	MBAF3050	Management Control Systems	4	30	70	100	3
DSE	MBAF3060	International Trade & Finance	4	30	70	100	3
DSE	MBAF3070	Behavioral Finance	4	30	70	100	3
DSE	MBAF3080	Taxation	4	30	70	100	3
	Total Credit Hours		12			300	09

MBA (Marketing) Choose any 3 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAK3050	Services Marketing	4	30	70	100	3
DSE	MBAK3060	Digital & Social Media Marketing	4	30	70	100	3
DSE	MBAK3070	Social Marketing	4	30	70	100	3
DSE	MBAK3080	International Marketing	4	30	70	100	3
DSE	MBAK3010	Consumer Behavior & Marketing Research	4	30	70	100	3
DSE	MBAK3020	Sales & Distribution Management	4	30	70	100	3
DSE	MBAK3030	Product & Brand Management	4	30	70	100	3

DSE	MBAK3040	B2B Marketing	4	30	70	100	3
	Total Credit Hours		12				09

MBA (HRM) Choose any 3 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAH3010	HR Planning, Recruitment & Selection	4	30	70	100	3
DSE	MBAH3020	Training & Development	4	30	70	100	3
DSE	MBAH3030	Performance Management	4	30	70	100	3
DSE	MBAH3040	Career Management	4	30	70	100	3
DSE	MBAH3050	Knowledge management	4	30	70	100	3
DSE	MBAH3060	Strategic HRM	4	30	70	100	3
DSE	MBAH3070	H R Audit	4	30	70	100	3
DSE	MBAH3080	Global HRM	4	30	70	100	3
	Total Credit Hours		12			300	09

MBA (IT) Choose any 3subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAT3010	Enterprise Resource Planning	4	30	70	100	3
DSE	MBAT3020	Software Project Management	4	30	70	100	3
DSE	MBAT3030	Business Analytics	4	30	70	100	3
DSE	MBAT3040	Information Security	4	30	70	100	3
DSE	MBAT3050	Decision Support Systems (System)	4	30	70	100	3
DSE	MBAT3060	Database management	4	30	70	100	3
DSE	MBAT3070	E – Commerce	4	30	70	100	3
DSE	MBAT3080	Cloud Computing	4	30	70	100	3
	Total Credit Hours		12			300	09

MBA (Logistics and Supply Chain Management) Choose any 3 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAL3050	International Business and Trade	4	30	70	100	3
DSE	MBAL3060	Multimodal Transportation Management	4	30	70	100	3
DSE	MBAL3070	Supply chain Software	4	30	70	100	3
DSE	MBAL3080	Supply Chain Risk Modeling and Management	4	30	70	100	3
DSE	MBAL3010	Logistics concept and Planning	4	30	70	100	3
DSE	MBAL3020	Supply Chain Management	4	30	70	100	3
DSE	MBAL3030	Warehousing and Inventory Management	4	30	70	100	3
DSE	MBAL3040	Sales and Distribution Management	4	30	70	100	3
	Total Credit Hours		12			300	09

MBA (Pharmaceutical) Choose any 3 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAP3010	Economic Analysis for Pharmaceutical Industry	4	30	70	100	3
DSE	MBAP3020	Marketing for Medical Representative	4	30	70	100	3
DSE	MBAP3030	E-Commerce and Digital Markets for Pharmaceutical	4	30	70	100	3
DSE	MBAP3040	Pharmaceutical Entrepreneurship Development	4	30	70	100	3
DSE	MBAP3050	Pharmaceutical Marketing & Research	4	30	70	100	3

DSE	MBAP3060	Pharma Logistics Management	4	30	70	100	3
DSE	MBAP3070	Legal Framework in Pharma Environment	4	30	70	100	3
DSE	MBAP3080	Start-up & New Venture for Pharmaceuticals Management	4	30	70	100	3
	Total Credit Hours		12			300	09

MBA (Hospital Management) Choose any 3 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAHM3010	Healthcare Environment & Management	4	30	70	100	3
DSE	MBAHM3020	Patient Care Management	4	30	70	100	3
DSE	MBAHM3030	Innovation Technology Management	4	30	70	100	3
DSE	MBAHM3040	Health care Laws, Ethics and Medical Terminology	4	30	70	100	3
DSE	MBAHM3050	Hospital Operations Management	4	30	70	100	3
DSE	MBAHM3060	Purchase Management & Inventory Control for Hospitals	4	30	70	100	3
DSE	MBAHM3070	Public Health System & Outreach Programmes	4	30	70	100	3
DSE	MBAHM3080	Hospital Information System	4	30	70	100	3
	Total Credit Hours		12			300	09

MBA (Operations Management) Choose any 3 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAO3010	Introduction to Production Planning & Control	4	30	70	100	3
DSE	MBAO3020	Basics of Supply chain & Logistics Management	4	30	70	100	3
DSE	MBAO3030	Production Management.	4	30	70	100	3
DSE	MBAO3040	Product Design & Development	4	30	70	100	3
DSE	MBAO3050	Applied Operations Research	4	30	70	100	3
DSE	MBAO3060	Business Process Management	4	30	70	100	3
DSE	MBAO3070	Quality Management	4	30	70	100	3
DSE	MBAO3080	Material Management	4	30	70	100	3
	Total Credit Hours		12			300	09

MBA (Business Analytics) Choose any 3 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAB3010	Business Analytics	4	30	70	100	3
DSE	MBAB3020	Data Visualisation	4	30	70	100	3
DSE	MBAB3030	Big Data and Cloud Computing	4	30	70	100	3
DSE	MBAB3040	Data Warehousing and Data Mining	4	30	70	100	3
DSE	MBAB3050	Using Python for Analytics	4	30	70	100	3
DSE	MBAB3060	Artificial Intelligence and Machine Learning	4	30	70	100	3
DSE	MBAB3070	Supply Chain Analytics	4	30	70	100	3
DSE	MBAB3080	Social Media Analytics	4	30	70	100	3
	Total Credit Hours		12			300	09

MBA Fintech (Financial Technology) Choose any 3 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAFT3010	Financial Statement Analysis and Reporting	4	30	70	100	3
DSE	MBAFT3020	Fundamentals of Data Analytics	4	30	70	100	3
DSE	MBAFT3030	Programming with Python and R (Lab)	4	30	70	100	3
DSE	MBAFT3040	Financial Information System with Big Data (Lab)	4	30	70	100	3
DSE	MBAFT3050	Strategic Financial Management	4	30	70	100	3
DSE	MBAFT3060	Investment Management	4	30	70	100	3
DSE	MBAFT3070	Financial Technology Services & Management	4	30	70	100	3
DSE	MBAFT3080	Business Intelligence	4	30	70	100	3
	Total Credit Hours		12			300	09

MBA (Digital Marketing) Choose any 3 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBADM3010	Fundamentals of Digital Marketing and Digital Markets	4	30	70	100	3
DSE	MBADM3020	Affiliate Marketing	4	30	70	100	3
DSE	MBADM3030	Search Engine Optimization	4	30	70	100	3
DSE	MBADM3040	Content Marketing	4	30	70	100	3
DSE	MBADM3050	Lead generation and Marketing Automation	4	30	70	100	3
DSE	MBADM3060	Digital marketing using social media	4	30	70	100	3
DSE	MBADM3070	Start-ups and Digital Business Management	4	30	70	100	3

DSE	MBADM3080	Cyber Laws	4	30	70	100	3
	Total Credit Hours		12			300	09

MBA Semester 4:

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSC	MBAM4000	Project Management	4	30	70	100	4
ISC	MBAM4023	Capstone Project (1004 Marks)	4	50	50	100	4

Specializations

MBA (Finance) Choose any 2 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAF4010	Commercial Banking	4	30	70	100	3
DSE	MBAF4020	Risk & Insurance Management	4	30	70	100	3
DSE	MBAF4030	Wealth Management	4	30	70	100	3
DSE	MBAF4010	Commercial Banking	4	30	70	100	3
DSE	MBAF4020	Risk & Insurance Management	4	30	70	100	3
DSE	MBAF4030	Wealth Management	4	30	70	100	3
	Total Credit Hours		8			200	06

MBA (Marketing) Choose any 2 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAK4010	Advertising & Sales Promotion	4	30	70	100	3

DSE	MBAK4020	Customer Relationship management	4	30	70	100	3
DSE	MBAK4030	Marketing of Banking & Financial Services	4	30	70	100	3
DSE	MBAK4010	Advertising& Sales Promotion	4	30	70	100	3
DSE	MBAK4020	Customer Relationship management	4	30	70	100	3
DSE	MBAK4030	Marketing of Banking & Financial Services	4	30	70	100	3
Total Credit Hours			8			200	06

MBA (HRM) Choose any 2subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAH4010	Compensation and Benefit management	4	30	70	100	3
DSE	MBAH4020	Talent Management	4	30	70	100	3
DSE	MBAH4030	Organizational Development	4	30	70	100	3
DSE	MBAH4010	Compensation and Benefit management	4	30	70	100	3
DSE	MBAH4020	Talent Management	4	30	70	100	3
DSE	MBAH4030	Organizational Development	4	30	70	100	3
Total Credit Hours			8			200	06

MBA (IT) Choose any 2 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAT4010	Database Management System & Data Warehousing	4	30	70	100	3
DSE	MBAT4020	Enterprise Management System	4	30	70	100	3

DSE	MBAT4030	Big Data and Business Analytics	4	30	70	100	3
DSE	MBAT4010	Database Management System & Data Warehousing	4	30	70	100	3
DSE	MBAT4020	Enterprise Management System	4	30	70	100	3
DSE	MBAT4030	Big Data and Business Analytics	4	30	70	100	3
Total Credit Hours			8			200	06

MBA (Logistics and Supply Chain Management) Choose any 2 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAL4010	International Logistics & Management of Global Supply chain	4	30	70	100	3
DSE	MBAL4020	Management of Inventory, stocks & Purchase	4	30	70	100	3
DSE	MBAL4030	World Class Manufacturing	4	30	70	100	3
DSE	MBAL4010	International Logistics & Management of Global Supply chain	4	30	70	100	3
DSE	MBAL4020	Management of Inventory, stocks & Purchase	4	30	70	100	3
DSE	MBAL4030	World Class Manufacturing	4	30	70	100	3
Total Credit Hours			8			200	06

MBA (Pharmaceutical) Choose any 2 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAP4010	Research Technology for	4	30	70	100	3

		Pharmaceutical					
DSE	MBAP4020	Epidemiology And Public Health Management	4	30	70	100	3
DSE	MBAP4030	Pharmaco-Economics	4	30	70	100	3
DSE	MBAP4010	Research Technology for Pharmaceutical	4	30	70	100	3
DSE	MBAP4020	Epidemiology And Public Health Management	4	30	70	100	3
DSE	MBAP4030	Pharmaco-Economics	4	30	70	100	3
	Total Credit Hours		8			200	06

MBA (Hospital Management) Choose any 2 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAHM4010	Maintenance Management	4	30	70	100	3
DSE	MBAHM4020	Hospital Architecture, Planning and Maintenance	4	30	70	100	3
DSE	MBAHM4030	Hospital Material Management	4	30	70	100	3
DSE	MBAHM4010	Maintenance Management	4	30	70	100	3
DSE	MBAHM4020	Hospital Architecture, Planning and Maintenance	4	30	70	100	3
DSE	MBAHM4030	Hospital Material Management	4	30	70	100	3
	Total Credit Hours		8			200	06

MBA (Operations Management) Choose any 2 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAO4010	Maintenance Management	4	30	70	100	3

DSE	MBAO4020	Enterprise Resource Planning	4	30	70	100	3
DSE	MBAO4030	Inventory Control	4	30	70	100	3
DSE	MBAO4010	Maintenance Management	4	30	70	100	3
DSE	MBAO4020	Enterprise Resource Planning	4	30	70	100	3
DSE	MBAO4030	Inventory Control	4	30	70	100	3
Total Credit Hours			8			200	06

MBA (Business Analytics) Choose any 2 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAB4010	Data Modelling and Analysis using R	4	30	70	100	3
DSE	MBAB4020	Digital Transformation Management	4	30	70	100	3
DSE	MBAB4030	Marketing Analytics	4	30	70	100	3
DSE	MBAB4010	Data Modelling and Analysis using R	4	30	70	100	3
DSE	MBAB4020	Digital Transformation Management	4	30	70	100	3
DSE	MBAB4030	Marketing Analytics	4	30	70	100	3
Total Credit Hours			8			200	06

MBA Fintech (Financial Technology) Choose any 2 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBAFT4010	Blockchain and Cryptography	4	30	70	100	3
DSE	MBAFT4020	Financial Modelling using spreadsheet	4	30	70	100	3
DSE	MBAFT4030	Financial Information Security & Privacy	4	30	70	100	3
DSE	MBAFT4010	Blockchain and Cryptography	4	30	70	100	3

DSE	MBAFT4020	Financial Modelling using spreadsheet	4	30	70	100	3
DSE	MBAFT4030	Financial Information Security & Privacy	4	30	70	100	3
	Total Credit Hours		8			200	06

MBA (Digital Marketing) Choose any 2 subjects

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSE	MBADM4010	E-mail marketing, Mobile Marketing and Video Marketing	4	30	70	100	3
DSE	MBADM4020	Analytics-Web And Google	4	30	70	100	3
DSE	MBADM4030	Building Digital Brands	4	30	70	100	3
	MBADM4010	E-mail marketing, Mobile Marketing and Video Marketing	4	30	70	100	3
DSE	MBADM4020	Analytics-Web And Google	4	30	70	100	3
DSE	MBADM4030	Building Digital Brands	4	30	70	100	3
	Total Credit Hours		8			300	09

MBA Semester 1

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSC	MBAM10101	Principles of Management	4	30	70	100	4
DSC	MBAM1020	Human Resource Management	4	30	70	100	4
DSC	MBAM1030	Marketing Management	4	30	70	100	4
DSC	MBAM1040	Financial Management	4	30	70	100	4
DSC	MBAM1050	Managerial Economics	4	30	70	100	4
DSC	MBAM1060	Business Statistics	4	30	70	100	4
DSC	MBAM1070	Management Information Systems	4	30	70	100	4
DSC	MBAM1000	Communication Skills	2	30	70	100	2
	Total Credit Hours		30	240	560	800	30

(IA: Internal assessment , UE: University Exam /Term End exam)

Principles of Management

Course Code; MBAM1010

Course Objectives

- To enable the students to study the evolution of Management,
- To study the functions and principles of management and
- To learn the application of the principles in an organization .

Unit I - Introduction To Management And Organizations ; Definition of Management – Science or Art – Manager Vs Entrepreneur – types of managers – managerial roles and skills – Evolution of Management – Scientific, human relations , system and contingency approaches – Types of Business organization – Sole proprietorship, partnership, company-public and private sector enterprises – Organization culture and Environment – Current trends and issues in Management.

Unit II-Planning: Nature and purpose of planning – planning process – types of planning – objectives – setting objectives – policies – Planning premises – Strategic Management – Planning Tools and Techniques – Decision making steps and process.

Unit III -Organising: Nature and purpose – Formal and informal organization – organization chart – organization structure – types – Line and staff authority – departmentalization – delegation of authority – centralization and decentralization – Job Design – Human Resource Management – HR Planning, Recruitment, selection, Training and Development, Performance Management , Career planning and management.

Unit IV - Directing :Foundations of individual and group behaviour – motivation – motivation theories – motivational techniques – job satisfaction – job enrichment – leadership – types and theories of leadership – communication – process of communication – barrier in communication – effective communication – communication and IT.

Unit V - Controlling: System and process of controlling – budgetary and non-budgetary control techniques – use of computers and IT in Management control – Productivity problems and management – control and performance – direct and preventive control – reporting.

Course Outcomes:

- Understand the concepts related to Business.
- Demonstrate the roles, skills and functions of management.
- Analyze effective application of POM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
- Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.

Reference Books:

- Stephen P. Robbins & Mary Coulter, “Management”
- JAF Stoner, Freeman R.E and Daniel R Gilbert “Management”,
- Stephen A. Robbins & David A. Decenzo & Mary Coulter, “Fundamentals of Management”
- Robert Kreitner & Mamata Mohapatra, “Management”,
- Harold Koontz & Heinz Weihrich “Essentials of management”
- Tripathy PC & Reddy PN, “Principles of Management”

Human Resource Management

Course Code : MBAM1020

Course Objectives:

- To become familiar with the concepts of human resource management and employee friendly policy development.
- To expose the student to different functional areas of Human Resource Management to enhance the effectiveness
- To understand real world application and processes of talent management and retention.

Course Outline:

Unit 1 –Introduction to Human Resource Management: Introduction and Importance- Evolution – difference between Personnel Management and HRM- Strategic HRM- role of a HR Manager.

Unit 2 -Human Resources Planning: Objectives-Importance-HRP Process- Manpower Estimation-Job analysis-Job Description-Job Specification.

Unit 3 - Recruitment And Selection- Sources of Recruitment-Selection Process- Placement and Induction-Retention of Employee.

Unit 4 - Other important Concepts- Training & development, Performance management, Career planning, Succession planning, Compensation and benefits.

Unit 5 -Retirement/Separation: Superannuation, -Voluntary Retirement Schemes, Resignation, Discharge, Dismissal, Suspension, Layoff.

Course Outcomes:

- Students will become familiar with the concepts of human resource management and employee friendly policy development.
- Students will be exposed to different functional areas of Human Resource Management to enhance the effectiveness

- Students will be to design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and reward Systems, Compensation Plans and Ethical Behavior.

Reference Books:

- Human Resource Management, Arun Monappa And Mirza Saiyadin, TataMcGraw Hill Publishing Co.
- Personnel Management ,C. B. Gupta,Sultan Chand And Company Limited
- Personnel Management And Human Resources, C. S. Ventataraman And B. K. Srivastave, Tata Me. Graw Hill, New Delhi.
- Human Resource Management, Geets.D., Deshpande A.D.&Mrs. Deshpande Asmita A., Niraliprakashan,
- Human Resource Management, Text & Cases, By Aswathappa K., Tata McGraw-Hill Publishing Company Ltd.
- Personnel Management – C.B Mamoria

Marketing Management

Course Code : MBAM1030

Course Objectives

- To understanding the concepts & scope of marketing.
- To analyse the marketing environment and the competition.
- To apply the concepts, models, tools & techniques for formulating & implementing marketing strategies.

Course Outline:

Unit 1 - Introduction to Marketing: Definition & Functions of Marketing. Evolution of marketing, Core concepts of marketing (Need, Want, Desire, Demand, Value, Goods – Services Continuum, Product, Market etc) Approaches to Marketing, Selling versus marketing. customer Satisfaction, Customer Delight & Customer Value.

Unit 2- Consumer Behaviour: Definition of a customer, types of customers, Customer Vs Consumer, Importance of Consumer Behaviour to marketers, Categorisation & Determinants of Consumer Behaviour, Consumer buying process, Models of Consumer Behaviour, Consumer Adoption process.

Unit 3- Marketing Environment: Definition & components of marketing environment, PEST analysis, Analysis of competition, marketing process,

Unit 4- Market segmentation: (a)Consumer markets -Meaning, Need & importance of market segmentation, Effective segmentation criteria, Patterns of segmentation, Bases for market segmentation,

target marketing & Product positioning. (b) Business marketing: Definition, B2B Vs Consumer markets, Bases for segmentation, Industrial/Business buying process.

Unit 5- Marketing Mix: Definition of each of the Four P's. Components of each P. Extended 7Ps for services. Product Decisions– Product Life Cycle, & Brand , Pricing Decisions, Distribution Decisions and Promotion Decisions – Integrated Marketing Communications Concept

Course Outcomes:

- Students will demonstrate strong conceptual knowledge in the functional area of marketing management.
- Students will demonstrate effective understanding of relevant functional areas of marketing management and its application.
- Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.

Reference Books:

- Principles of Marketing- Philip Kotler and Gary Armstrong
- Fundamentals of Marketing - Stanton
- Marketing Management – Rajan Saxena
- Marketing Management - V.S.Ramaswamy and S.Namakumari
- Marketing Concepts and Strategies, William M. Pride and O.C. Ferrel , Biztantra

Financial Management

Course Code : MBAM1040

Course Objectives

- To understand the concepts of finance and its management
- To analyse the financial statements and ability to calculate the working capital requirements
- To acquaint the students regarding financial management tools and techniques in financial decision making

Course Outline:

Unit 1 - Introduction To Financial Management: Meaning and Objectives, Scope and Functions of Financial Management. Risk-Return relationship, Financial Manager's Role.

Unit 2 - Financial Statement Analysis: Meaning & Definition of financial statements, Types of Financial Statement Analysis, Techniques of Financial Statement analysis (Comparative analysis, Common size analysis, Trend analysis , Ratio analysis, Fund flow & Cash flow statements).

Unit 3 - Capitalization : Under and Over Capitalization, Capital Structures – Computation of cost of capital, Trading on Equity, Leverages – Type and Significance

Unit 4 - Capital Budgeting : Nature and Significance, Time value of money- Discounting and Compounding
– Methods of evaluating Capital Expenditure proposals

Unit 5 – Working Capital Management : Nature of Working Capital Management, Need for working capital – operating cycle, Estimation of working capital requirement.

Unit 6 - Dividend Policy: Definition, Classification and Concepts

Course Outcomes:

- Students will understand the concepts of finance and its management
- Students will be able to analyze the financial statements and ability to calculate the working capital requirements
- Students will be acquainted with financial management tools and techniques in financial decision making

Reference Books:

- Financial Management – I.M.Pandey
- Financial Management – Khan & Jain
- Financial Management – Prasanna Chandra
- Financial Management- P.V. Kulkarni
- Financial management and Policy, Van Horn, James C.,

Managerial Economics

Course Code : MBAM1050

Course Objectives:

- To understanding the basic concepts managerial economics and its theories.
- To understand the dynamics of supply and demand, and relationship between costs, revenues, profits and losses .
- To apply the knowledge of managerial economics in policy formulation and managerial decision making.

Course Outline:

Unit 1 - Introduction to Managerial Economics-Basic concepts , Nature & scope of managerial economics, Relevance of managerial economics, Difference between micro macroeconomics, Relationship between micro & managerial economics.

Unit 2 - Demand Analysis : - Cardinal Utility Approach - Law of Diminishing Marginal Utility , Consumer's equilibrium, Derivation of Demand Curve, Law of Demand. Ordinal Utility Approach:- Indifference curve, Properties Consumer's equilibrium, Price, income & substitution effects, Derivation of Demand Curve. Revealed Preference Theory of Demand.

Unit 3 - Consumer Surplus and Elasticity of Demand: Consumer Surplus: - Meaning, Marshall's Measurement of Consumer Surplus, Measurement of Consumer Surplus through indifference Curve analysis, Critical Evaluation. Elasticity of Demand :- Meaning, Price Elasticity of Demand, Measurement of Price elasticity, Income Elasticity of Demand, Cross Elasticity of Demand, Numerical Problems

Unit 4 - Production Function: Concepts of product, Total product, Average product & marginal product. Production function in the long run and short run. Analysis of Costs- Types of costs

Unit 5 - Market Structure & Pricing Practices -Characteristics of perfect competition, Monopoly, Monopolistic competition & oligopoly, Profit maximization in different markets in the short run & long run, Price discrimination, Decisions under risk & uncertainty Game theory & strategic behavior Pricing practices

Unit 6 - Profit Management : Break Even analysis. Nature and measurement of profit, profit policies, Profit Forecasting.

Course Outcomes:

- Students will understand the basic concepts managerial economics and its theories.
- Easy to understand the dynamics of supply and demand, and relationship between costs, revenues, profits and losses .
- Students will apply the knowledge of managerial economics in policy formulation and managerial decision making.

Reference Books:

- Managerial Economics, D. N. Dwivedi ,
- Managerial Economics , Varshney & Varshney,
- Managerial Economics; Agarwal M. K.,
- Managerial Economics; Mittal Alka, .
- Managerial Economics; Mishra Rajan

Business Statistics

Course Code : MBA1060

Course Objectives

- To understand different statistical tools & techniques
- To understand importance of decision support provided by analysis techniques
- To understand the applications of Statistics in managerial decision making

Course Outline:

Unit 1 - Introduction: Meaning and Definition of Statistics-Role of Statistical Techniques in Decision Making. Measures of Central Tendency: Mean, Median & Mode - Measurement of Dispersion: Mean

Deviation & Standard Deviation.

Unit 2 - Probability and Probability Distribution: Concepts of Probability - Additive and Multiplicative Laws- Bayes's Decision Rule-Probability Distributions: Binomial, Poisson and Normal Distribution.

Unit 3 - Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Concept of Multiple and Partial Correlation. ii. Regression Analysis: Concept, Least Square fit of a Linear Regression, Two lines of Regression, properties of Regression coefficients. iii. Time Series Analysis: Components, Models of Time Series—Additive, Multiplicative and Mixed models- Trend analysis: Free hand curve, Semi averages, Moving averages, Least Square method.

Unit 4 - Sampling Theory and Tests of Significance: The basics of Sampling-Sampling Procedures: Random and Non-Random methods-Sample size determination-Sampling distribution-Central Limit Theorem- Hypothesis Testing -Large Sample test – Test for Proportions. Small Sample Test.

Unit 5 -Chi-Square Analysis: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction).

Course Outcomes:

- Students will Understand and critically discuss the issues surrounding sampling and significance.
- Students will be able to Discuss critically the uses and limitations of statistical analysis.
- Students can Solve a range of problems using the techniques covered.

Reference Books:

- Statistics for Management, Levin R.I., Rubin S. David,
- Statistical Methods, Gupta S.P, Sultan Chand & Sons.
- Statistics for Management, Keller, G, Cengage Learning,
- Business Statistics, J. K Sharma, Pearson.
- Statistical Methods in Business and Social Sciences, Shenoy , G.V. & Pant, M :

Management Information System

Course Code : MBA1070

Course Objectives:

- To develop an understanding of the structure and role of management information systems in business.
- To help the student to deal with data management and system management.

- To identify themes and trends in management information systems

Course Outline:

Unit 1 -Organisations and Computing: Introduction, Modern Organisation-IT enabled- Networked- Dispersed- Knowledge Organisation, Information Systems in Organisations- what are information systems?, Brief history of computing- ENIAC: Way to commercial computers- Advent of artificial intelligence- advent of personal computing-Free Software Movement- Advent of Internet, The role of internet- Internet and Web: they are different-the internet changes everything

Unit 2-Managing Information Systems in Organisations: Introduction, Managing in the Internet Era, Managing Information Systems in Organisation-the IT interaction model, Challenges for the manager-what information to build?-how much to spend on information systems?-what level of capabilities should be created with information systems?-how centralized should the services be?-what security levels are required?- Technology road map for the organization.

Unit 3- Data and Information: Introduction, data and information- measuring data, information as a resource, information in organisational functions, types of information technology, types of information systems- transaction processing systems-management information systems.

Unit 4 - Business Process Integration with IT: Introduction, Business Process Integration- Business processes-example of a complex process, Motivation for Enterprise Systems, Enterprise Resource Planning systems- finance and accounting module-human resource management module-manufacturing and operations module- sales and marketing module.

Unit 5-Managing Data Resources: Introduction , The Need for Data Management- History of data use, Challenges of Data Management- data independence- reduced data redundancy- data consistency- data access- data administration- managing concurrency-managing security- recovery from crashes- application development, Database Concepts- fields, records and files- basic architecture, Data Warehouses- data mining uses.

Course Outcomes:

- Students will develop an understanding of the structure and role of management information systems in business.
- Students can deal with data management and system management.
- students can identify themes and trends in management information systems

Reference Books:

- Management Information Systems, A O'Brien.
- Management Information System, W S Jawadekar.
- Management Information Systems, Laaudon and Ludon.
- Management Information Systems , Robert Schultheis and Mary Summer

Communication Skills

Course Code : MBA1000

Course Objectives:

- To acquaint the students with fundamentals of communication,
- To become a convincing and forceful public speaker & effective communicator.
- To sharpen the communication Skills essential in organizations involving decisionmaking and implementation.

Course Outline:

Unit 1 Communication in Business: Importance of Communication, Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference between Oral and Written Communication

Unit 2 -Oral Communication Skills: Fundamentals, Barriers and Gateways, Public Speaking, Effective Power point presentation, body language, non-verbal, facial expressions, voice modulation, eye contact, audience research, questions from the audience, Communication through Telephonic, video and Skype, Group Discussion and interview.

Unit 3 - Written Communication Skills: Writing an Effective Report: Stages of Writing, Style and Tone; Five Ws and one H of Report Writing, Divisions, Numbering and use of

Visual Aids, creativity in written communication, use of picture, diagram in written communication, Writing Commercial Letters, E- Mail Messages, Maintaining a Diary, Job applications & resume writing

Unit 4 - Listening Skills : Importance and need, types, active and empathic listening, listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, Features of a good Listener

Unit 5 - Presentation Skills & Conducting Meetings : Presentation skills; prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of

assertive behaviour. Conducting Meetings: Procedure – Preparing agenda, Minutes and Resolutions, Conducting Seminars & Conferences.

Course Outcomes:

- Students will be able to understand the fundamentals of communication,
- Students can sharpen the communication Skills essential in organizations involving decision making and implementation.

Reference Books:

- Business communication strategies, Monipally MM, McGraw Hill
- Basic Business Communication : Theory & Application , Lesikar RV & Pettit Jr. JD ,Tata McGraw Hill.
- Business communication – PC Bhatia – Ane books Pvt Ltd.,
- Business communication, principles and methods and Techniques – Nirmal singh,Deep and Deep publications Pvt Ltd,
- Contemporary Business Communication, Scot Ober, Biztantra
- Business Communication, Parag Diwan, Excel Book

MBA Semester 2

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSC	MBAM2000	Business Environment	4	30	70	100	4
DSC	MBAM2010	Organizational Behavior	4	30	70	100	4
DSC	MBAM2020	Business Research Methodology	4	30	70	100	4
DSC	MBAM2030	Operations Management	3	30	70	100	3
DSC	MBAM2040	Operations Research	3	30	70	100	3
	Select Any Two						
DSE	MBAM2050	Stress Management	3	30	70	100	3
DSE	MBAM2060	Business Laws	3	30	70	100	3
DSE	MBAM2070	Ethics & CSR	3	30	70	100	3
DSE	MBAM2080	Environmental Management	3	30	70	100	3
DSE	MBAM2090	Micro & Small Enterprise management	3	30	70	100	3
ISC	Summer Internship		2			100	2
	Total Credit Hours		26	210	490	700	26

Business Environment

Course Code : MBAM2000

Course Objectives:

- To understand the environmental factors affecting the business world.
- To understand political, economical, environmental, legal and social aspects of the environment
- To understand the environmental changes their causes, impacts & adaptation
- To understand the policy & planning frame work of economic system

Course Outline:

Unit– 1 –Business Environment: An Introduction-Introduction, Concept of Business, Levels of the Business Environment, Understanding the Environment, Macro & Micro Indicators.

Unit– 2 - Economic Environment: Introduction, Economic Environment of Business, The Global

Economic Environment, Economic Policies, Business and Economic Policies

Unit– 3 - Socio Cultural Environment: Introduction, Business and Society, Business and Culture , Indian Business Culture, Culture and Organizational Behavior

Unit– 4 - Political Environment: Introduction, Political Environment and the Economic system, Types of Political Systems, Indian Constitution and Business, Changing Profile of Indian Economy , Business Risks Posed by the Indian Political System

Unit– 5 -Legal Environment: Introduction: Legal Environment, Laws Impacting Industry in India, Intellectual Property Rights, Major Regulations Pertaining to Business.

Course Outcomes:

- Students will understand the environmental factors affecting the business world.
- student will get to understand the political, economical, environmental, legal and social aspects of the environment
- Students will understand the environmental changes, policy & planning frame work of economic system

Reference Books:

- The International Business Environment; Sundaram& Black:Prentice Hall.
- Business Environment; Chidambaram:Vikas Publishing.
- Business Environment, Upadhyay, S: Asia Books.
- Business Environment: Text & Cases; Cherunilam, Francis- Himalaya Publishing.
- Business Environment: Text & Cases; Paul, Justine- Tata McGraw-Hill.

Organizational Behavior

Course Code : MBAM2010

Course Objectives:

- To familiarize with the individual as well as the organizational level behavior.
- To able to understand ethical perspectives of management and business.
- To understand aspects of management skills and organizing business.
- To understand significance and importance of team management and leadership.

Course Outline:

Unit 1 : Organizational Behavior- Definition - features - process - models - of organizational behavior Employee morale. Meaning and definition of morale - morale - motivation and productivity. Factors affecting morale - Causes of low morale - factors improving morale nuses of attitude scale and opinion survey - Conflicts - managerial conflicts.

Unit 2 :Individual behaviour – personality, perception, learning, attitudes inter-personal behavior, –

Group and inter-group behaviour.

Unit 3 : Group decision making and development- Decision making - meaning - nature - types - steps - styles - advantages and disadvantages - techniques- influence process in groups. Five stages of group development. Group cohesiveness and dynamics, Meaning - factors influencing consequences of group cohesiveness. Definition - types of groups - theories of group formation - problems of informal group - group norms - its types - role conflicts.

Unit 4 : Organizational change and development- Meaning - forces of change - types of change - managing planned change. Human reaction to change causes of resistance to change. Individual, group and organizational over coming resistance to change. Meaning - types - techniques - evaluation and condition for success of organizational development.

Unit 5 : Leadership - Leadership style, theory of leadership, Motivation

Course Outcomes:

- Students will be familiarized with the individual as well as the organizational level behavior.
- Students will be able to understand ethical perspectives of management and business.
- Students will understand aspects of management skills and organizing business.
- Students will also understand the significance and importance of team management and leadership.

Reference Books:

- Organizational behavior-Korman Abraham K - Prentice Hall.
- Management of Business Organization –Hersy, Paul and Blanchand- K.H. Prenticehall.
- Organizational Behaviour – Fred Luthans – Tata McGraw Hill.
- Organizational Behaviour-Stephen, P. Robbin –Prentice Hall
- Understanding Organizational Behaviour – UdayPareek - Oxford.

Business Research Methodology

Course Code : MBAM2020

Course Objectives:

- To inculcate the analytical abilities and research skills
- To acquire skills to locate problem areas in organizational settings, and plan,organize, design, and conduct research to help solve the identified problems;
- To facilitate students in making their own research study.

Course Outline:

Unit 1 - Introduction to Research Methodology: Meaning and Objectives of Research. Types of Research, Concepts in Research (Variables, Qualitative and Quantitative Research), Research process. Characteristics of Good Research . Defining Research Problem and Formulation of Hypothesis, Experimental Designs.

Unit 2 -Literature Review: Effective literature studies, approaches, analysis, plagiarism, and research ethics.

Unit 3 - Data Collection and Measurement: Methods and Techniques of Data Collection, Sampling and Sampling Designs, Attitude Measurement and Scales

Unit 4 - Data Presentation and Analysis: Data Processing, Statistical Analysis and Interpretation of Data — Non-Parametric Tests, Multivariate Analysis of Data , Model Building and Decision Making

Unit 5 -Report Writing and Presentation: Substance of Reports, Report Writing and Presentation, Presentation of a Report

Course Outcomes:

- Students will inculcate the analytical abilities and research skills
- Students will acquire skills to locate problem areas in organizational settings, and plan, organize, design, and conduct research to help solve the identified problems;

Reference Books:

- Business Research Methods - Donald Cooper & Pamela Schindler, TMGH,
- Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
- Research Methodology - C.R.Kothari
- Research Methodology, D. K. Bhattacharya, Excel
- Business Research Methods – Naval Bajpai – Pearson Publications

Operations Management

Course Code : MBAM2030

Course Objectives:

- To provide a broad introduction to the field of operations management
- To explain the role of operations, and their interaction with the other activities of a firm

- To explain the concepts, strategies, tools and techniques of operations management for competitive advantage.

Course Outline:

Unit 1 - Introduction to Operations management: Meaning, Importance and Objectives , Systems View of Operation Management – Functions of Operations Management – Types of production Systems.

Unit 2 - Production Planning Controls : Aggregate planning – Master Production Schedule – Materials Requirements Planning – Bill of Materials – MRP II – Capacity Requirements Planning – ERP Packages.

Unit 3 - Inventory Control: Functions & Types of Inventory – Safety Stock – Service Level – Inventory control system – Economic Order Quantity Models – Batch Production, Quantity Discounts – Just In Time – Bottlenecks in Implementing Just In Time in Indian Industries.

Unit 4 - Inspection in Quality control : Purpose – Control charts for measuring variables – Control chart for measuring attributes – Acceptance sampling, Acceptance Quality Limit LTPD – Quality Circle – Total Quality Management – Six sigma concept – ISO 9000 concepts – ISO 14000 concepts.

Unit 5 - Ergonomics: Meaning : Importance – Work study – Time study – Motion study – Standard time – Time study analysis – Job designs

Course Outcomes:

- Students will be provided with a broad introduction to the field of operations management
- Students will understand the content of an operations strategy and the decisions involved.

Reference Books:

- Operations Management, William J Stevenson, Tata McGraw Hill
- Production & Operations Management - S.N.Chari
- Production and Operations Management, Aswathappa K and Shridhara Bhat K, Himalaya Publishing House
- Production and Operations Management, Kanishka Bedi, Oxford University.
- Production Management - Elwood S. Buffa
- Operations Management Theory and practice, Mahadevan B, Pearson Education,

Operations Research

Course Code : MBA2040

Course Objectives:

- To understand the meaning, purpose, and tools of Operations Research
- To provide understanding of scientific decision making, application and scope of various tools and techniques used in business decision making.

Course Outline:

Unit 1 -Introduction to Operations Research : Uses, Scope and Applications of Operation Research in managerial decision-making. Decision-making environments:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Unit 2 - Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality. Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution.

Unit 3-Assignment model: Algorithm and its applications. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

Unit 4- Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

Unit 5 -Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

Course Outcomes:

- Students will understand the meaning, purpose, and tools of Operations Research

- Students will provide understanding of scientific decision making, application and scope of various tools and techniques used in business decision making.

Reference Books:

- Operations Research, P. Sankara Iyer, Tata McGraw-Hill
- Operation Research and Quantitative Techniques, Apte, Excel Books
- Operations Research, Sharma J K , Pearson,
- Operation Research, S Kalawathy, Vikas
- Operation Research , Natarajan- Pearson
- Operations Research, P. K. Gupta and D. S. Hira, S. Chand & co.

Stress Management

Course Code : MBAM2050

Course Objectives:

- To understand the nature of stress, and the relationship between stress and managerial problems.
- To examine the various methods of assessing personal and organisational stress, and indicating ways of coping with stresses.

Course Outline:

Unit 1 - Understanding Stress : What is Stress, Stressors Personal causes of stress -Organizational causes of stress - The General Adaptation Syndrome - Fight or flight response

Unit 2 -Symptoms of stress: The three Ps - Consequences of Stress - Cultural differencecausing stress, constructive versus Destructive stress - Episodic versus chronic stress

Unit 3 - General Stress Interventions: Types of intervention - General coping strategies -Stress problem solving Sequence - ABCDE problem solving Model

Unit 4 - Stress In individuals: Types of personalities - Transactional Analysis - Locus of Control - Work life Balance

Unit 5 -Emotional Intelligence: Definition History and the measurement of emotional Intelligence - Impact of emotional Intelligence on business environment - Emotional intelligence skills - Business Solution and emotional intelligence

Course Outcomes:

- Students will understand the nature of stress, and the relationship between stress and managerial problems.
- Students will examine the various methods of assessing personal and organizational stress, and indicating ways of coping with stresses.

Reference Books:

- Stress Management & Emotional Intelligence- Daniel Goleman
- Emotional Intelligence and Your Success- Steven Stein and Howard
- Stress Management, Dutta, P.K., Himalaya Publication
- Stress And Coping : An Indian Experience, D.M. Pestonjee , Sage Publication
- Making Organizational Role Effective., Udai Pareek

Business Laws

Course Code : MBAM2060

Course Objectives:

- To understand the important provisions of some of the important business laws and their applicability
- To help the students to make right business decisions.

Course Outline:

Unit 1 -Indian Contract Act, 1872: Principles of Law of Contract, Contract of Indemnity and Guarantee, Contract of Bailment and Pledge and Contract of Agency.

Unit 2 -Sales of Goods Act, 1930 : Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale , Provisions relating to: conditions and Warranties ,transfer of property or ownership and performance of Contract of Sale, Rights of Unpaid Seller and Rules as to delivery of goods.

Unit 3 -The Negotiable Instruments Act, 1881 : Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course , Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument - Noting and Protest, Liability of parties on Negotiable Instrument.

Unit 4 -The Companies Act, 1956 : Company - Definition, Meaning, Features and Types of companies, Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus, Share Capital

Unit 5 -Other important laws : Important provisions of Income Tax Act 1961, The Consumer Protection Act, 1986, The Information Technology Act, 2000 and Patents Act.

Course Outcomes:

- Students will be able to demonstrate an understanding of the Legal Environment of Business.
- Students will be able to apply basic legal knowledge to business transactions.

- Students can Communicate effectively using standard business and legal terminology.

Reference Books:

- Business Laws - Balchandani
- Legal Aspects of Business – Akhileshwar Pathak
- Business Laws - S.D.Geet and M.S.Patil
- Business Laws - Gulshan Kapoor
- Business and Commercial Laws - Sen and Mitra
- Business Law for Managers – S.K. Tuteja
- Business Law – N.D. Kapoor

Ethics and Corporate Social Responsibility

Course Code ; MBAM2070

Course Objectives:

- To make the students aware about the importance of ethics in the business, practices of good governance.
- To encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.
- To promote Ethics in Business- it's action plan.

Course Content

Unit -I Introduction : Values-Concept, types and formation of values, Values of Indian Managers, Ethics- development of ethics, ethical decision making and decision making process, relevance of ethics and values in business.

Unit -II Management of Ethics : Management process and ethics, managerial performance, ethical issues, ethos of Vedanta in management, Code of Ethics, Benefits of Ethical codes, AIMA Code of conduct for professional managers.

Unit –III Corporate Governance : Concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

Unit -IV Corporate Social Responsibility & Consumer Protection : Corporate responsibility of business:

employees, consumers and comm. Moduley, Corporate Governance, Code of Corporate Governance, Consumerism, unethical issues, in sales, marketing and technology.

Unit -V Understanding Success : Definitions of success, Principles for competitive success, prerequisites to create blue print for success. Successful stories of business gurus.

Course Outcomes:

- Students will be familiarized with the importance of values and ethics in business and to apply those skills to the real and current challenges of professions.
- Students will promote Ethic in Business & it's action plan.

References :

- Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.
- Kaur, Tripat; Values & Ethics in Management, Galgotia Publishers.
- Manuel G Velasquez : Business ethics- concepts and cases Pearson.
- Kaur, Tripat; Values & Ethics in Management, Galgotia Publishers.
- Chakraborty, S.K.; Human values for Managers
- Dr. F.C. Sharma Business Values & Ethics, Shree Mahavir Book Depot (Publisher)

Environmental Management

Course Code : MBAM 2080

Course Objectives:

- To understand the significance of Environmental management in overall business management strategy.
- To adhere to the duty to protect and improve the natural environment for sustainable development.

Course Outline:

Unit 1 -Introduction to Environmental Management: Concept and Significance of environmental management - Sustainable development - Sustainability reporting - Environmental Planning and Management - Environmental Impact Analysis - Environment Management in India.

Unit 2 -Ecosystem & Biodiversity: Concept of an Ecosystem , ecosystem degradation, resource utilization; Structure & functions of an ecosystem-producers, consumers and decomposers; Ecological succession; Ecosystem types, biodiversity and Value of diversity.

Unit 3 - Environmental Economics: Principal and applications of energy costing and pricing, energy audits, energy management, Energy conservation.

Unit 4 - Environmental Concern and Corporation: Environmental risk - Industrial Pollution

- Natural environment and Business - Pollution prevention - Climate changes and global warming
- Natural resource management - Trade and environment.

Unit 5 - Eco-friendly Business practices: Concept of green business - Social

Entrepreneurships - Environmental management system (EMS) and ISO 14000.

Course Outcomes:

- Students will understand the significance of Environmental management in overall business management strategy.
- Students will be adhere to the duty to protect and improve the natural environment for sustainable development.

Reference Books:

- Textbook for Environmental Studies, Erach Bharucha, published by U.G.C, New Delhi and Bharti Vidyapeeth of Environment Education and Research, Pune
- Environment management, N K Uberoi”, Excel Books
- Fundamentals of Environmental Studies, Sinha, D. K, and Mukhopadhyay, A. D.
- Environment management, Dr. Swapan Deb”, Jaico Publishing House.
- Environmental Management, S K Agrawal”, A.P.H. publishing Corporation.

Managing Micro& Small Businesses

Course Code : MBAM2090

Course Objectives:

- To enable the students to know the importance of small scale business in a developing economy like India and motivate the students to become entrepreneurs .
- To understand the power & potentiality of micro& small businesses

Course Outline:

Unit 1: Basics of Small Business Enterprise Small Business – Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.

Unit 2: Dynamics of Small Business Concepts and Definitions of Small Scale Industries (SSIs) – Role

of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy.

Unit 3: Institutions Supporting Small Business Central - State and Other Institutional Support for SSI – Technological Up gradation and Institutional facility for SSI – Incentives and Subsidies for SSI.

Unit 4: Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.

Unit 5: Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises.

Course Outcomes:

- Students will enable to know the importance of small scale business in a developing economy like India and motivate the students to become entrepreneurs .
- Students will understand the power & potentiality of micro& small businesses

Reference Books :

- The Essence of Small Business, Barrow C, Prentice Hall of India, New Delhi.
- Economics of Small Scale Industries , Bedapatai Mohanty, Ashish, New Delhi.
- Charantimath P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.
- Small Business Management: A Planning Approach , Cormon J and Lussier R.N., , IRWIN, London.
- Indian Economy, Datt, Ruddar and Sundharam K.P.M. S.Chand, New Delhi.

MBA Semester 3

Specialization will start from Semester III onwards.

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSC	MBAM3000	Strategic Management	4	30	70	100	4

Specializations

SPECIALISATION

Finance Management

Financial Products & Services

Course Code : MBAF3010

Course Objectives:

- To understand different product and services provided by different financial institutions in India
- To comprehend various fund-based and fee-based services provided by financial institutions
- The syllabus provides adequate understanding about the roles of intermediaries and its regulating bodies and credit ratings

Course Outline:

Unit 1 Financial Services - Salient features, scope and problems; mutual funds; venture capital financing; concept of leasing and leasing procedures, Hire purchase finance and consumer credit, financial evaluation & issue management, role & activities of merchant banking. Factoring, forfeiting and bills discounting services. Wealth management services.

Unit 2 Credit rating: Concept - credit rating agencies and their role, rating process and methodology, rating symbols and grades.

Unit 3 Development Banks - Operational policies and practices IFCI, SIDBI; EXIM BANK; UTI; LIC; segments/instruments for money market.

Unit 4 Banking and Insurance - Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

Insurance products and services, Concept & principles of insurance, types, major products, market

players in Insurance.

Unit 5 - Mechanism of security trading - BSE, NSE, OTCEI, Scripless trading, depository system and custodial service; SEBI-its objectives, functions and powers.

Course Outcomes:

- Students will understand different product and services provided by different financial institutions in India
- Students will comprehend various fund-based and fee-based services provided by financial institutions
- Students will be provided with adequate understanding about the roles of intermediaries and its regulating bodies and credit ratings

Reference Books:

- “Financial Markets, Institutions and Financial Services”, Clifford Gomez.
- “Financial Services”, , M Y Khan, TMH.
- “Financial Management”, Ravi M. Kishore, Taxmann’s.
- Essentials of Financial Services , S Guruswamy.

Financial Regulations

Course Code : MBAF3020

Course Objectives:

- To impart the legal & regulatory framework of the financial system.
- To understand significance and importance of financial regulations for proper functioning.
- To have clarity on money laundering & regulatory guidelines to prevent it.

Course Outline:

Unit 1 Introduction to Financial Regulations- Need and significance of financial regulations, structure of financial regulations in India, Functioning of Financial Regulations, process of supervision , enforcement and resolution.

Unit 2 Reserve Bank of India (RBI) - Functions of RBI, credit control measures, , Regulatory measures taken by RBI to facilitate financial inclusion, Provisions of RBI Act 1935 ,Banking Regulation Act 1949 and Banking Companies [Acquisition an transfer of undertakings Act 1970 & 1980. RBI

guidelines on corporate governance.

Unit 3 –Securities and Exchange Board of India (SEBI) - Introduction to SEBI Act (1992), powers and functions of SEBI, Important Regulations related to capital markets.

Unit 4 Insurance Regulatory and Development Authority of India (IRDAI) - IRDAI Act, Salient features of the IRDAI Act, IRDAI (protection of policy holder interests) Regulations., Duties, power and functions of IRDAI .

Unit 5 Competition Commission of India: Concept of competition -Development of Competition Law, Competition Policy, Important provisions of Competition Act, 2002.

Unit 6 Foreign Exchange Management Act - Foreign contribution (Regulation) Act & Prevention of Money Laundering: Objectives of FEMA, FCRA & PMLA and their important provisions.

Course Outcomes:

- Students will be imparting the legal & regulatory framework of the financial system.
- Students will understand significance and importance of financial regulations for proper functioning.
- Students will have clarity on money laundering & regulatory guidelines to prevent it.

Reference Books:

- Indian Financial System and Markets , Siddhartha Shankar Shah.
- Principles of Financial Regulation, John Armour, Dan Awrey, Paul Davies, Luca Enriques, Jeffrey N. Gordon, Colin Mayer, and Jennifer Payne.
- Merchant Banking and Financial Services , Guruswamy.
- Principles of Financial Regulation, John Armour.

Security Analysis & Portfolio Management

Course Code : MBAF3030

Course Objectives

- To enable the student to understand the nuances of stock market structure & operations
- To understand the techniques for decision making on buying or selling of securities
- To understand the factors affecting the prices of different assets and to create an optimum portfolio.

Course Outline:

Unit 1 Introduction - Meaning of Investment, Characteristics and objectives of Investment, Types of Investment, Investment alternatives – Choice and Evaluation – Risk and return concepts, Risk and return analysis- Efficient Market Hypothesis.

Unit 2 Securities Markets - Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

Unit 2 Fundamental Analysis - Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

Unit 3 Technical Analysis- Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average –Exponential moving Average – Oscillators – Market Indicators .

Unit 5 Portfolio Management - Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

Course Outcomes:

- Students will enable to understand the nuances of stock market structure & operations
- Students will be able to understand the techniques for decision making on buying or selling of securities
- Students will understand the factors affecting the prices of different assets and to create an optimum portfolio.

Reference Books:

- Security Analysis and Portfolio Management, Bhalla, V.K.-Investment Management,S. Chand & Co. Ltd.
- Investment Analysis and Portfolio Management, Chandra Prasanna- Tata McGraw Hill, New Delhi.
- Security Analysis and Portfolio Management , Fischer and Jordan- Prentice-Hall.
- Securities Analysis and Portfolio Management, V.A.Avadhan, Himalaya Publishing House.

Corporate Valuation and Mergers

Course Objectives

- To impart basics of corporate valuation.
- To familiarize the students with the standard techniques of corporate valuation
- To learn to make strategic decisions to enhance a company's growth prospects.

Course Outline:

Unit 1 Corporate valuation-An Overview-Context of valuation-Approaches to Valuation- Features of the valuation process: Book value approach, Stock and debt approach, discounted cash flow approach, Relative valuation approach, option valuation approach-Features of the valuation process-Corporate valuation in practice.

Unit 2 Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis.

Unit 3 Relative valuation-Steps involved in Relative valuation-Equity valuation multiples- Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative valuation. Other Non DCF Approaches-Book Value approach-Stock and Debt approach-Strategic approach to valuation-Guidelines for corporate valuation.

Unit 4 Advanced issues in valuation-Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands.

Unit 5 Value Based Management- Methods and Key premises of VBM-Marakon approach- Alcar approach-Mckinsey approach-Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters.

Course Outcomes:

- Students will understand the basics of corporate valuation.
- Students will be familiarized the students with the standard techniques of corporate valuation
- Students will learn to make strategic decisions to enhance a company's growth prospect

Reference Books:

- Mergers & Acquisitions and Corporate Valuation ,Manu Sharma
- Corporate Valuation and Value Creation, Prasanna Chandra, , Tata McGraw Hill.

Management Control Systems

Course Code : MBAF3050

Course Objectives

- To develop the ability to analyse management control systems.
- To assess the different models and methods in management control.
- To enable to take the decisions regarding organisational development.

Course Outline:

Unit 1 Characteristics of Management Control System - Evolution of control systems in an organization - Relating system to organizational objectives - Strategic Planning, Management Control and Operational Control - Goal Congruence - Cybernetic Paradigm of Grissinger - Functions of the Controller

Unit 2 - Responsibility Centers - Types of Responsibility Centers - Expense Centers, Profit Centers and Investment Centers - Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs - Approaches to budgeting w.r.t. Engineered and Discretionary costs - Benchmarking and Total Cost Management

Unit 3 - Transfer Pricing (Market based and Cost Based) - Related numerical problems - Return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to management performance measurement

Unit 4 - Introduction to Audit Function- as a control tool covering Financial Audit, Internal Audit and Cost Audit - Management Audit - Principles and Objectives

Unit 5 - Financial and Non-financial performance measures- Balance Score Card (Rock Water's Model), Long Range Planning - Converting corporate vision into a long-range plan - Input Output Relationship.

Course Outcomes:

- Students will develop the ability to analyse management control systems.
- Students will assess the different models and methods in management control.
- Students will enable to take the decisions regarding organisational development.

Reference Books:

- Management Control Systems, 10th Ed. - Anthony and Govindrajn
- Financial Management - Prasanna Chandra

- Practical Auditing - B.N.Tandon
- ‘Security Analysis and Portfolio Management’, Fisher&Jordan,
- Management Control Systems - Kirby

International Trade & Finance

Course Code : MBAF 3060

Course Objectives:

- To understand the dynamics underlying the global economic environment, trade policies and barriers, cross-border flows of capital.
- To learn the concepts and process of international finance and foreign exchange markets.
- To understand the regulatory framework for financing international operations.

Course Outline:

Unit 1 International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy-IMF

Unit 2 Export And Import finance - Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

Unit 3 Forex Management- Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

Unit 4 Documentation in International Trade & Export Promotion Schemes - Export Trade Documents: Financial Documents – Bill of Exchange- Types of Commercial Documents. Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House

Unit 5 International Equity Markets & International Debt Markets: Global depository receipts and American depository receipts, foreign currency convertible bonds, foreign direct investments and foreign portfolio investments, participatory notes. International bond markets features of foreign bonds, features of euro bonds.

Course Outcomes:

- Students will understand the dynamics underlying the global economic environment, trade policies and barriers, cross-border flows of capital.
- Students will learn the concepts and process of international finance and foreign exchange markets.
- Students will understand the regulatory framework for financing international operations.

Reference Books :

- International Financial Management, Apte P.G., Tata McGraw Hill.
- International Corporate Finance, Jeff Madura, Cengage Learning.
- Multinational Financial Management, Alan C. Shapiro, PHI Learning.
- International Financial Management: An Analytic Framework, Siddaiah.

Behavioural Finance

CourseCode: MBAF3070

Course Objectives:

- To provide the student with sufficient knowledge to understand difference between the classical financial theory and behavioural finance.
- To help students appreciate the limitations of ‘rational’ models of investment decision making.
- To introduce students to an alternate framework for understanding price discovery in the markets.

Course Outline:

Unit 1 Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting.

Unit 2 Utility/ Preference : Functions - Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.

Unit 3 Behavioral Factors and Financial Markets - The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability – The Concept of limits of Arbitrage Model - Asset management and behavioral factors – Active Portfolio Management: return statistics and sources of systematic underperformance. – Fundamental information and technical analysis – the case for psychological influence.

Unit 4 Behavioral Corporate Finance - Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate decision making. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human

psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

Unit 5 *Emotions and Decision Making* -Experimental measurement of risk-related - Measuring Risk
- Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking.
Personality traits and risk attitudes in different domains.

Course Outcomes:

- Students will develop the conceptual understanding for corporate financial analysis for value creation.
- Students will develop the analytical skills for financial decisions and risk analysis the goal of this course is to develop nuances involved in short term corporate financing.
- Students will understand and analyze the financial problems of the firm in the market driven environment.

Reference Books:

- Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
- The Psychology of Investing by John R.
- Understanding Behavioral Finance by AckertNofsinger,
- What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman,
- Handbook of Behavioral Finance – Brian R. Bruce.

Taxation

Course Code : MBAF3080

Course Objectives:

- To impart basics of taxation management and planning.
- To equip the candidates with comprehensive and up-to-date knowledge of Direct and Indirect taxes.
- To understand aspects of income tax and others with tax planning in business.

Course Outline:

Unit 1 *Introduction to Taxation Management* -types of Taxes, concept, objectives and factors to be considered for Tax Planning. Tax Planning, Tax Evasion and Tax Avoidance. Tax Planning of Specific Categories of Income, Income from House Property and Income from business are also discussed.

Unit 2 *Structure, Taxable and Exempt Incomes, Set-offs* – Broad Scheme of Income Tax Law, Finance Acts. Rates of Taxes Applicable to Different Types of Taxpayers are also dealt.

Unit 3 Income Tax – Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

Unit 4 Taxation of Salaried Income- definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income are dealt.

Unit 5 Taxation of Capital Gains - meaning of Capital Gains and Capital Losses, types of Assets, meaning of ‘Asset Transfer’, Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax.

Unit 6 Tax Planning for Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms’ book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons (AOPs).

Course Outcomes:

- Students will be able to understand basics of taxation management and planning.
- Students will be equipped with the candidates with comprehensive and up-to-date knowledge of Direct and Indirect taxes.
- Students will understand the aspects of income tax and others with tax planning in business.

Reference Books:

- Income Tax Law & Practice,; Prasadi, Bhagwati, Wiley Publication, New Delhi,
- Corporate Tax Planning & Management, Sahitya Bhawan Publications.
- Students Guide to Income Tax, Singhanian V.K., Taxman, Delhi
- Income Tax Law & Accounts ; Mehrotra H.C: Sahitya Bhawan, Agra.
- Income Tax Law and Practice; Chandra Mahesh and Shukla D.C: Pragati Publications, New Delhi,

SPECIALISATION

Marketing Management

Services Marketing

Course Code MBAK3050

Course Objectives:

- To understand the marketing Concept, Strategies and Practices in Services.
- To help students to understand application of the concepts to various industries in service sector.
- To enhance knowledge about emerging issues and trends in the service sector.

Course Outline:

Unit 1 Services Marketing - Meaning and Concept – Characteristics of Services – Services Management – Growth of Services Sector with reference to India – Goods versus Services – LPG Syndrome.

Unit 2 Services Strategy – Strategic planning process – market oriented service strategy – the service triangle - Services marketing mix – Strategy implementation and Control.

Unit 3 Managing physical evidence – physical evidence – Service Scope – Role of evidence in services marketing – guidelines for physical evidence strategies.

Unit 4 Customer Relationship Management – Meaning - traditional marketing vs relationship marketing – marketing of relationship – CRM in Marketing – Successful approaches to CRM.

Unit 5 : Application of Service Marketing : Application of Service Marketing to banks, Hospitals, Educational Institutions and Tourism.

Course Outcomes:

- Students will understand the marketing Concept, Strategies and Practices in Services.
- Students will understand application of the concepts to various industries in service sector.
- Students knowledge will be enhanced about emerging issues and trends in the service sector.

Reference Books:

- Services Marketing by Lovelock, Wirtz & Chatterjee
- Services Marketing –Zeithamal V., M. J. Bitner and D.Gremeler
- Services Marketing , K.Rama Mohan Rao, Pearson Education .
- Services Marketing and Management, S., Dr. B. Balaji, Chand publishers .

- Services Marketing Text & Cases, Harsh V. Verma, Pearson Education in South Asia

Digital & Social Media Marketing

Course Code :MBAK3060

Course Objectives:

- To able to define various concepts related to Digital Marketing.
- To develop the capability to form Digital Marketing strategy
- To enable the participants to use new media such as Search Engine and SocialNetworking

Course Outline:

Unit 1- Introduction -Introduction to marketing in the digital environment, Types of web presence, website development and management issues, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfillmentoptions and strategies, Introduction to payment gateways and PayPal

Unit 2 -Web Analytics- Audience profiling and segmentation, Internet usage patterns , Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies

Unit 3- Search Engine Marketing- Email campaign creation and management, Google Ad words, search and display on search engines, pricing models online, Introduction to page rankings, Google Ad words analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization.

Search Engine Marketing – Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo - Search Methodology. Copy writing for Online Advertisements.

Unit 4- Social Media and e-PR- Social Media Platforms - Face book, LinkedIn, Twitter, YouTube, Content guidelines for online communications, Social Media measuring,monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Online PR and Reputation Management.

Unit 5 -Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing – Affiliate Marketing – Participatory Communication Networks
 – Social Media Communities – Consumer Engagement – Co-Created Content Management – Interactive Digital Networks – Customer led Marketing Campaigns – Legal and Ethical aspects related

to Digital Marketing

Course Outcomes:

- Students will be able to define various concepts related to Digital Marketing.
- Students will develop the capability to form Digital Marketing strategy
- Students will enable the participants to use new media such as Search Engine and Social Networking

Reference Books:

- The Art of Digital Marketing – Ian Dodson – Wiley Publication
- Digital Marketing – Vandana Ahuja – Oxford Publication
- Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation – Damian Ryan – Kogan Page
- A Complete Guide To Search Engine Optimization , Deepak Bansal , B.R Publishing Corporation,

Social Marketing

Course Code MBAK3070

Course Objectives

- To describe and explain the meaning and nature of social marketing
- To analyse social marketing problems and suggest ways of solving these
- To assess the role of branding, social advertising and other communications in achieving behavioural change.

Unit 1: Type and concept of Social Marketing, nature and scope of social marketing, Basic principles of marketing and the "4 Ps" of Social marketing, Understanding Social marketing effort, Various stages.

Unit 2: Application of Social marketing, Identifying areas of social marketing, Process of Social marketing campaign,

Unit 3: Drivers of effective social marketing, Understand your target group, Contacting target groups, Research methodology in social marketing,

Unit 4: Designing and developing effective social marketing communication, tools directing to target

audience, Challenges in social marketing

Unit 5: Social marketing to bring behavioural changes and benefits, Monitoring progress through social marketing, controlling campaigning of social marketing

Course Outcomes

- Describe and explain the meaning and nature of social marketing
- Analyse social marketing problems and suggest ways of solving these
- Recognise the range of stakeholders involved in social marketing programmes and their role as target markets
- Assess the role of branding, social advertising and other communications in achieving behavioural change.

Reference :

- Kotler, Ph., Lee, N. Social Marketing: Influencing Behaviors for Good , Sage Publications
- Marvin E. Goldberg; Martin Fishbein; Susan E. Middlestadt: Social Marketing: Theoretical and practical perspectives.
- Breakthrough Nonprofit Branding, Kristian Darigan Merenda, et.al.,

International Marketing

CourseCode: MBAK3080

Course Objectives:

- To explain global aspects of business with dynamic motion of market.
- To understand international trade, regulations, applications
- To understand international business environment and cross cultural aspects of global business.

Course Outline:

Unit 1: International Marketing – Definition and Scope – Reasons and Motivations – Global Vs Domestic Marketing – Concepts related to the management of international marketing function – World Trade and India's foreign trade: an overview – Institutional framework for exports in India.

Unit 2: Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications Global marketing environment – cultural Environment Political and Legal Environment Economic Environment.- Modes of entry in to foreign business

Unit 3: International Product Policy and Planning – Need for product planning, Product adaptation, Product Standardization, Cross country segmentation, Product life cycle in International Marketing,

International Packaging, International Market selection – International Marketing Research – International marketing Planning and control.

Unit 4: International Pricing and Promotion decisions- International pricing decisions-International promotional decisions-Evaluation of international marketing performance- coordination of international marketing performance

Unit 5: International distribution strategy: International Channels – Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision – International Retailing – Role of Logistics

Course Outcomes:

- Students will develop an understanding into the concept and practices in the Banking & Financial Services
- Students will understand the role of customer service and satisfaction in the banking industry
- Students will understand various Financial Services available in India.

Reference Books:

- International Marketing management: Varshney and Bhattacharya.
- Marketing Management, Philip Kotler.
- International Marketing, David Carson.
- International Management: Managing Across Borders and Cultures, Deresky, Helen.

Consumer Behavior & Marketing Research

Course Code : MBAK3010

Course Objectives:

- To develop an understanding of the pre and post purchase consumer behaviour
- To develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.
- To enable to establish the relevance of consumer behaviour theories and concepts to marketing decisions

Course Outline:

Unit 1: INTRODUCTION: Nature – scope- marketing concept and the role of consumer – consumer decision process – models of consumer behavior - economic model, learning theory, Psychoanalytical theory, Sociological, Howard -Sheth model, Nicosia model

Unit 2: LEARNING, PERCEPTION & PERSONALITY INFLUENCES: Learning theory - the learning process - Pavlov's and skinner theory of learning – Cognitive theory of learning - Perception

- Concept – role – perceptual mapping – perceived risk – cognitive processes – attribution process - Personality and consumer behaviour – self concept - SR approach – trait and factor theories

Unit 3: CONSUMER MOTIVATION & ATTITUDE: Consumer motivation – Maslow’s motivational theory - Attitudes – concept – components of attitudes – development of attitudes – functional nature of attitudes– cognitive dissonance – attitudinal change and behavioural change.

Unit 4: GROUP INFLUENCES: Group influences – group conformity – reference groups and their relevance – opinion leadership – class and culture – social stratification – Warner’s six class system – social class and consumer behavior - Culture, Sub - culture, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

Unit 5: MARKETING RESEARCH: Identifying and understanding the consumer - Steps in conducting marketing research -Method

Course Outcomes:

- Students will develop an understanding of the pre and post purchase consumer behaviour
- Students will develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.
- Students will enable to establish the relevance of consumer behaviour theories and concepts to marketing decisions

Reference Books:

- Consumer Behaviour and Marketing Action. Assael, H. Ohio.
- Consumer Behaviour. Engle, J F.etc.Chicago.
- Consumer Behaviour, Bennet and Kassarian
- Consumer Behaviour, Michael R. Solomon,
- Consumer Behaviour, Ramanuj Majumdar,
- Beri, Marketing Research

Sales & Distribution Management

Course Code : MBAK3020

Course Objectives:

- To able to define Marketing Channels and Functions.
- To able to analyzes the Sales Force, Recruitment, selection and training the salesforce.
- To able to prepare & execute Sales Planning and Sales Forecasting & Budgeting, Sales Quotas and Targets.

Course Outline:

Unit 1 Nature and Scope of Sales Management - Objectives and functions of Sales management; Prospecting for customers; Modes of sales presentation, Designing and delivering of sales presentation; Recruiting and selecting Sales Personnel – Methods and administering selection procedures.

Unit 2 Developing Sales Training Programmes - Executing and Evaluating sales training programmes; Motivating Sales Personnel; Compensating sales personnel, Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes, Comparing standards with actual performances of sales personnel.

Unit 3 Objective and Types of Quotas - Quota setting procedure, administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories, An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution.

Unit 4 Channel Dynamics - Channel Planning and organizational Patterns in Marketing Channels; Channel Design Process and Channel Management Decisions.

Unit 5 Channel Intermediaries - Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions; Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management; Assessing Performance of Marketing Channels.

Course Outcomes:

- Students will able to define Marketing Channels and Functions.
- Students will able to analyzes the Sales Force, Recruitment, selection and training the sales force.
- Students will able to prepare & execute Sales Planning and Sales Forecasting & Budgeting, Sales Quotas and Targets.

Reference Books:

- Sales management, Tanner, J; HoneycuttED; Erffmeyer Robert C, Pearson Education.
- Sales Management, Anderson, R. Professional. Englewood Cliff, New Jersey,Prentice Hall Inc.
- Professional Personal Selling, Anderson, R. Englewood Cliff, New Jersey, PrenticeHall Inc.
- Management of Sales Force, Buskirk, R H and Stanton, W J. Homewood Illonois,Richard D Irwin.

Product & Brand Management

CoursCode:MBAK3030

Course Objectives:

- To understand the key issues in Product and Brand Management.
- To understand competition at product level as well as brand level.
- To expose and sensitize the students with the practices of product andbrandmanagement.

Course Outline:

Unit 1 Introduction to Product - Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio

Unit 2 Product Management & New Product Development - New product development process, New product strategy, commercialization, managing Growth, Managing the mature product.

Unit 3 Branding & Brand Management - The concept of Brand Equity, Creating brands in a competitive market, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Leveraging Secondary Brand Associations

Unit 4 Growing and Sustaining Brand Equity - Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches

Unit 5 Brand rejuvenation and re-launch - brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co- branding. Designing and implementing branding strategies – Case studies.

Course Outcomes:

- Students will understand the key issues in Product and Brand Management.
- Students will understand competition at product level as well as brand level.
- Students will understand the practices of product and brand management.

Reference Books:

- Managing Brand Equity, Aaker, David, A,. New York, Free Press.

- Brand Management-Indian Perspective, YLR Murthy, Vikas Publishing.
- Brand Management,H. V. Verma,New Delhi: Excel Books.

B2B Marketing

Course Code : MBAK3040

Course Objectives:

- To understand the unique needs of business customers and succeed in marketing and management roles within B2B businesses.
- To develop B2B marketing skills & understand organizational buying and selling models.
- To create ability to analyze, synthesize and anticipate solutions and consequences of customer behavior on an implementation and management in the organization.

Course Outline:

Unit 1 Introduction to B2B Marketing: Business marketing, Business market customers, Characteristics of business markets, Organizational buying and buying behaviour, The buying process, Strategic role of marketing, Organizational markets of India: Organizational and business markets, Government as a customer, Commercial enterprises, Commercial and institutional customers.

Unit 2 Managing innovation for business markets: Management of Innovation, Managing technology, Determinants of new product performance, Product strategy: Product policy, Industrial product strategy, Technology adoption, Building B2B brands, Holistic brand management.

Unit 3 Managing service for business markets: Understanding the customer experience, Delivering effective customer solutions, Pre and post sales service, Pricing in B2B marketing: Pricing process, Competitive bidding.

Unit 4 Pricing of new products: Managing marketing communications for business markets: B2B Advertising, Digital marketing, Trade shows, exhibitions, business meets, Managing the sales force, Managing the sales force o Deployment analysis.

Unit 5 Managing Channels: Business marketing channels and participants, Channel design and management decisions, E-commerce for business marketing channels, Market logistics decisions, B2B logistics management.

Unit 6 Customer care for business markets: Total delivered value, Relationship marketing and CRM, Customer Value Management, Marketing of Projects: Characteristics of project management, Competitive bidding for projects, PPP Projects.

Course Outcomes:

- Students will understand the unique needs of business customers and succeed in marketing and management roles within B2B businesses.
- Students will develop B2B marketing skills & understand organizational buying and selling models.
- Students will create ability to analyze, synthesize and anticipate solutions and consequences of customer behavior on an implementation and management in the organization.

Reference Books:

- Transforming B2B Marketing to Meet the Needs of the Modern Buyer, by Carlos Hidalgo
- B2B Marketing Strategy, Taylor Heidi,
- Principles of Marketing, Kotler, Philip and Armstrong, Gary.

Market-Driven Strategy: Process for Creating Value. Day, George S. .

SPECIALISATION

H R Management

HR Planning , Recruitment & Selection

Course Code : MBAH3010

Course Objectives:

- To familiarize the students with the basic concepts, tools and techniques of work study
- To assess the human resources requirements quantitatively.
- To provide the students recruitment and knowledge of the process.

Course Outline:

Unit 1- Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining

Senior Management Support, Meeting the Organization's Goals and Objectives.

Unit 2 - Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting.

Unit 3- .Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements.

Unit 4- Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India.

Unit 5.- Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan.

Unit 6.- Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications.

Course Outcomes:

- Students will be familiarized the students with the basic concepts, tools and techniques of work study
- Students will be able to assess the human resources requirements quantitatively.
- Students will be provided the students recruitment and knowledge of the process.

Reference Books:

- Recruitment and selection, VanitaRane, Himalayan Publications.
- Strategic HRM by Mabey and Salama .
- Development Human Resources by Mabey and Thompson .
- Human Resource Information System: Development and Application by Kavanagh.

Training & Development

Course Code MBA H3020

Course Objectives:

- To provide the students, basic knowledge about the T & D concepts
- To orient the students to tailor themselves to meet the specific needs of the organisations in training and development activities
- To provide information about the prevailing T & D system in India.

Course Outline:

Unit - 1 : Training: Introduction - Conceptual framework of training - approaches on training - Difference between Training and Development - Training and applied psychology - principles of training - Learning and skills acquisition - Transfer and retention of skills - Training practices in India - Practices in PSU - Practices in Pvt. companies.

Unit - 2 : Need for Training - Methods of Identification of Training needs - Training policy - Planning and organising the training programmes - Methods of Training - supervisory Development Programmes (SDP) - Techniques of SDP - Training and education for operative personnel skill training, National Apprenticeship Training - Evaluation of the training centre.

Unit - 3 : Management Development (MD) and Organizational Development (OD) - Difference between MD and OD - Aims and objectives of MD and OD - Methods of MD - OD interventions - Succession Planning and Career development.

Unit - 4 Professional bodies for Management Education and Training - AIMA, NIPM, ISTD, IIMS, School of Management Studies, NPC, NITIE and ASCI - Training and TQM and ISO 9000 - Training Aids - Types of aids and Audio visual aids - Budget Estimation on Training.

Unit - 5 : Role of Computers in Training - Training needs of 21st century.

Course Outcomes:

- Students will get basic knowledge about the T & D concepts
- Students will be oriented to tailor themselves to meet the specific needs of the organizations in training and development activities
- Students will get information about the prevailing T & D system in India.

Reference Books:

- Training Research and Practice - John Patrick
- Management development and training handbook- Taylor & G.Lippitt
- Handbook of Training Methodology and Management - Paul Choudhry
- A Handbook of Training - Martin Stone

Performance Management

Course Code : MBAH3030

Course Objectives:

- To equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organisations.
- To develop appreciation and skills essential for designing and instituting effective performance

management systems.

- To provide information about the prevailing performance management system in India.

Course Outline:

Unit 1 Performance Appraisal – A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal and Process of performance Appraisal

Unit 2 Concept of performance management - Process & elements Of performance management. Behavioral Performance Management, Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral

Unit 3 Performance Management or OB Mod - Potential Appraisal & HRD - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.

Unit 4. Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches & tools to measure organizational performance, Traditional and modern performance appraisal methods.

Unit 5. Competency Analysis and Competency Mapping - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.

Course Outcomes:

- Students will be equipped with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations.
- Students will develop appreciation and skills essential for designing and instituting effective performance management systems.
- Students will be provided information about the prevailing performance management system in India.

Reference Books:

- Performance Appraisal, A.S.Kohli and Tapomoy Deb,
- Human Resource Management, Tanuja Agarwal

- Performance Management, Prem Chadha,
- Appraising and Developing Managerial Performance, T.V.Rao

Career Management

Course Code : MBAH3040

Course Objectives:

- To develop a conceptual picture of the job search process and a plan for managing it for yourself and others.
- To develop skills in knowing what kind of job data is relevant and generate that data.
- To develop essential managerial skill, inductive logic or the ability to reach conclusions from large pools of data under conditions of uncertainty and high personal investment.

Course Outline:

Unit 1 Careers and Career Management Career management system – Roles of employees, managers, human resource managers, and the company in career management – Evaluating career management systems – special challenges in career management.

Unit 2 Introduction to Career Management - Starting a New Career with a Plan, Getting Your Career on Track, All about Networking, The Value of Mentorship, Managing Your Boss,

Unit 3 Leveraging the Performance Appraisal - Escaping Career Stagnation, Personal Development and Your Career, Career Development, Getting Promotions, Managing Your Boss Simulations.

Unit 4 Training and Development Methods Traditional training methods - E-learning and use of technology in training – Employee development – Special issues in training and development.

Unit 5 Activities - Pop Quizzes, Management games and role play etc.

Course Outcomes:

- Students will develop a conceptual picture of the job search process and a plan for managing it for yourself and others.
- Students will develop skills in knowing what kind of job data is relevant and generate that data.

- Students will develop essential managerial skill, inductive logic or the ability to reach conclusions from large pools of data under conditions of uncertainty and high personal investment.

Reference Books:

- Employee Training and Development, Noe, A. Raymond and Kodwani, D. Amitabh,.
- Effective Training, Blanchard, P. Nick, Thacker, James, V. and Ram, V. Anand,
- Managing Performance through Training and Development, Saks M. Alan.;

Knowledge Management

Course Code MBAH3050

Course Objectives:

- To offer knowledge on various approaches to talent and knowledge management in business organizations.
- To facilitate discussion on a variety of institutional strategies and models for dealing with talent and knowledge management.

Unit-1 Meaning and importance of talent management. Designing and building a talent reservoir– Segmenting the Talent Reservoir. Talent Management Grid. Creating a talent management system. Institutional strategies for dealing with talent management.

Unit- 2 Competency–meaning, characteristics, types–Steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.

Unit –3 The nature of knowledge management–Alternative views of knowledge. Types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.

Unit –4 Knowledge management framework of Hansen–Earl’s seven schools of knowledge management– Alvesson and Kärreman’s knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

Unit –5 Organizational impacts of knowledge management–on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization–importance, types and timing. Knowledge discovery systems.

Course Outcomes:

- Students will create symbiotic relationship between talent and organization to accelerate performance improvements
- Students will focus on talent “development” rather than the traditional notion of “managing” human resources
- Students will understand basic human resources functions along with newer approaches

Reference Books:

- Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook” .
- Ed by Larry Israelite, “Talent Management”..
- Sajjad M Jasmuddin, “Knowledge Management”.
- Stuart Barnes, “Knowledge Management Systems”
- Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”,
- Donald Hislop, “Knowledge management in Organizations”.
- Sudhir Warier, “Knowledge Management”,
- Thorne & Pellant, “The Essential Guide to Managing”, .
- Stuart Barnes(Ed) “Knowledge Management Systems”.

Strategic HRM

Course Code MBAH 3060

Course Objectives:

- To develop in depth understanding of the strategic role performed by HR in business organisation
- To gain insight of the alignment between different HR systems and practices and organisation outcomes.
- To develop skills essential managing the issues with vertical integration of HR Strategy with Business Strategy as well as the horizontal integration of various HR function

Course Outline:

Unit 1 - Understanding Strategic HRM - Traditional vs. strategic HR, Typology of HR activities, “best fit” approach vs. “best practice” approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources.

Aligning HR systems with business strategy:

Unit 2- Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource – non-substitutable resource, linking HRM practices to organizational outcomes – assessing and reducing costs – behavioral impact of HR practices – marginal utility models – auditing HR practices and department, linking strategy to HRM practices – corporate HR philosophy and companywide HR standards – HRM leading strategy formulation, alternative HR systems – universalistic – contingency

– on figurational, congruence and integrated HR systems.

Unit 3 - HR Strategy in work force utilization - Efficient utilization of human resource – cross training and flexible work assignment – work teams – non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development: Typology of performance types – marginal performers – under achievers – stars – solid citizens, managing employee ability – recruitment and selection strategy typology, incentive alignment, psychological contracting.

Unit 4- Evaluating HR Function- Overview of evaluation – scope – strategic impact – level of analysis – criteria – level of constituents – ethical dimensions, approaches to evaluation – audit approach – analytical approach – quantitative and qualitative measures – out come and process criteria, balanced score card perspective, bench marking,

Unit 5 - Accounting for HRM – purpose of measuring cost and benefits of HRM – approaches to HRM performances – employee wastage and turnover rates – cost of absenteeism – measuring human resource cost. HR Score card: HR as a strategic partner and measurement challenge, seven step model for implementing HR

Course Outcomes:

- Students will develop in depth understanding of the strategic role performed by HR in business organisation
- Students will gain insight of the alignment between different HR systems and practices and organisation outcomes.
- Students will develop skills essential managing the issues with vertical integration of HR Strategy with Business Strategy as well as the horizontal integration of various HR function

Reference Books:

- Human resource Management, Tanuja Agarwala, Strategic,.
- Strategic Human resource Management, Truss, Mankin, and Kellige,,
- Human Resource Development, Randy L. Desimone, Jon M. Werner – David M. Mathis,
- Strategic Human Resource Management, Paul Boselie. .

H R Audit

Course MBAH3070

Course Objectives:

- To understand the methods of HR audits.
- To develop the audit skills of appreciation and skills policies, procedures, documentation and systems
- To identify needs for improvement and enhancement of the HR function as well as to assess compliance

Course Outline:

Unit 1-Human Resource Management Practices - Introduction, Human Resources Concept, Human Resource Planning, Recruitment and Staffing, Training and Development, Performance Appraisal, Human Resource Audit.

Unit 2 - Human Resource Development Audit - Introduction, Components of Human Resource Development Audit, Human Resource Development Strategies and Human Resource Development Systems, Human Resource Development Structure, Culture and Competencies, Conceptualizing of Human Resource Audit, What you need to know before conducting Human Resource Audit.

Unit 3 - Conceptual Understanding of Human Resource Audit - Introduction, what is Human Resource Audit? Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit.

Unit 4 - HR Audit Methodology and Issues - Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit.

Unit 5 - Human Resources Audit Structure - Introduction, Recruiting, Staffing, Employee Orientation Programmes, Employee and Supervisory Training, Benefit Administration.

Unit 6 - HR Audit and Workforce Issues: Introduction - Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System, Areas for HR Audit: Introduction, Audit of HR Planning, Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance, Audit of HR Climate, Audit of Corporate Strategies.

Course Outcomes:

- Students will understand the methods of HR audits.
- Students will develop the audit skills of appreciation and skills policies, procedures, documentation and systems
- Students will identify needs for improvement and enhancement of the HR function as well as to assess compliance

Reference Books:

- HRD Audit: Evaluating The Human Resource Function For Business Improvement By T V Rao.
- HR Audit: Audit Your Most Precious Resources By Dr. Sibram Nisonko
- HR Audit By Rajni Gyanchandani & Durdana Ovais

Global HRM

Course Code : MBAH3080

Course Objectives:

- To understand the implications of the globalization of business for effective management.
- To understand the impact of cultural background on individuals, organizations and management; on the dimensions which discriminate national cultures, and on cross cultural interactions.
- To develop appreciation and skills essential for designing and instituting effective strategic global HR management systems.

Course Outline:

Unit 1- Introduction - Human & Cultural Variables in Multinational Enterprises, Cross- cultural Differences and Managerial Implications.

Unit 2 -Cross-cultural Research Methodologies -Hofstede's Study, Structural Evolution of Multinational Enterprises.

Unit 3- Cross-cultural Leadership & Decision Making - Cross-cultural Communication & Negotiation. Value orientations and Dimensions, Cultural Shock, Reconciling cultural dilemmas, Culture and Styles of Management: Management tasks and cultural values.

Unit 4- International HR Management - Selection Criteria for International Assignments, Determinants of Culture, Facets of culture, Levels of Culture, National Cultural dimensions in the business context, The influence of National Culture on business culture, Business Cultures: East and West, Emerging Business Culture in India.

Unit 5-Culture and Communication Business communication across cultures - Barriers to intercultural communication, Negotiating Internationally. Working with International teams, Groups processes during international encounters, Conflicts and cultural differences, Understanding and dealing with conflicts, Developing Intercultural relationships. Compensation management - Compensation & Performance Appraisal in Global Perspective.

Course Outcomes:

- Students will understand the implications of the globalization of business for effective management.

- Students will understand the impact of cultural background on individuals, organizations and management; on the dimensions which discriminate national cultures, and on cross cultural interactions.
- Students will develop appreciation and skills essential for designing and instituting effective strategic global HR management systems.

Reference Books:

- Understanding Cross-Cultural Management, Browaeys, M. J. & Roger,
- Cross Cultural Management, Thomas, D. C. New Delhi:.
- Cross Cultural Management, Holdon, Nigel. Knowledge Management Perspective.
- .Multinational and Cross Cultural Management, Haghirian P.

SPECIALISATION

IT Management

Enterprise Resource Planning

Course Code : MBAT3010

Course Objectives:

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
- To focus on a strong emphasis upon practice of theory in Applications and Practical-oriented approach.
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills.

Course Outline:

Unit 1- Enterprise: Overview of Enterprise Resources & Business Functions, Classifications of Business Processes, Business Process Management System; Information: Characteristics and Value of information in enterprise; Information System: Components of an Information System, Characteristics and uses of Decision Support System, Executive Information System & Management Information System; Business Process Modeling: Automation and Structuring of Business Processes, Business Process Reengineering (BPR). Cross Functional and Integrated Enterprise Systems; Case Studies

Unit 2 -Enterprise Systems and Enterprise Resources Planning (ERP): Characteristics of Enterprise Systems, Enterprise Applications and ERP, Evolution of ERP System, Benefits of an ERP System; ERP Related Technologies: Database & Data Warehouse, Data Mining, On-Line Analytical Processing, Workflow Management Systems. Case Studies

Unit 3- ERP Modules: Finance, Production planning, Sales & Distribution, Human resource management (HRM), Inventory Control System, Quality Management, ERP in Supply Chain Management and Customer Relationship Management. ERP Solutions in the markets and ERP Domains: Sector specific ERP Solutions, Introduction and Characteristics of SAP, BAAN and Oracle ERP. Case Studies

Unit 4 -ERP and Value Chain: Impacts of ERP on Value Chain (Porter's Value Chain Model), Competitive Advantages of ERP; Future Directions in ERP: New Trends in ERP, ERP to ERP II, ERP and e-business, SOA Factors in ERP; ERP Implementation: Evaluation and Selection of ERP Package, Project Planning, Testing & End User's Training, Post Evaluation and Maintenance, Issues and Challenges in ERP Implementation, Latest ERP Implementation Methodologies; Case Studies

Unit 5 -ERP Project Team: Composition, Organization and Working of ERP Implementation Team, Success and Failure Factors in ERP Project. Post ERP Implementation: Organizational Change Management, Post Implementation Review, Post Implementation Support, ERP Security. Case Studies

Course Outcomes

- Students will be able to make basic use of Enterprise software, and its role in integrating business functions
- Students will be able to analyze the strategic options for ERP identification and adoption.
- Students will be able to design the ERP implementation strategies.
- Students will be able to create reengineered business processes for successful ERP implementation.

Reference Books:

- RP in practice – Vaman
- Daniel E.O'Leary, Enterprise Resource Planning Systems,
- Ellen Monk, Bret Wagner, Concepts in Enterprise resource planning,

Software Project Management

Course Code : MBAT3020

Course Objective:

- To prescribe the conventional and evolution of software.
- To resolve the process of managing a software from conventional to modern.
- To analyze the architecture of a model based software and the process flow.
- To describe the process automation, process management and its discriminants.
- To review the economics for the next generation software.

Course Outline:

Unit 1: Introduction to Software Project Management: Project definition, Importance of software project management, software project versus other types, activities covered by software project management, categorizing software products, overview of project planning, step wise project planning

Unit 2: Project Evaluation and cost estimation Strategic Assessment– Technical Assessment – Cost Benefit Analysis –Cash Flow Forecasting – Cost Benefit Evaluation Techniques – Risk Evaluation.– Basics of Software estimation – Effort and Cost estimation techniques – COSMIC Full function points - COCOMO II-a Parametric Productivity Model - Staffing Pattern.

Unit 3: Activity Planning Objectives of Activity planning – Project schedules – Activities – Sequencing and scheduling – Network Planning models – Forward Pass & Backward Pass techniques – Critical path (CRM) method– Risk identification – Assessment – Monitoring – PERT technique – Monte Carlo simulation, Resource Allocation – Creation of critical patterns – Cost schedules.

Unit 4: Project Management and Control Framework for Management and control – Collection of data, Project termination – Visualizing progress – Cost monitoring – Earned Value Analysis- Project tracking – Change control- Software -Configuration Management – Managing contracts – Contract Management.

Unit 5: Staffing In Software Projects -Managing people – Organizational behavior – Best methods of staff selection – Motivation – The Oldham-Hackman job characteristic model – Ethical and Programmed concerns – Working in teams –Decision making – Team structures – Virtual teams – Communications genres –Communication plans.

Course Outcomes

- Students are able to analyze and design the software architecture.
- Students are able to have an exposure for organizing and managing a software project.

- Students are able to apply, analyze, design and develop the software project.
- Students are able to design various estimation levels of cost and effort.
- Students are able to acquire the knowledge of managing, economics for conventional, modern and future software projects.

Reference Books:

- Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management
- Robert K. Wysocki “Effective Software Project Management”.
- Walker Royce: “Software Project Management”.
- Gopalaswamy Ramesh, “Managing Global Software Projects”

Business Analytics

Course Code MBAT3030

Course Objectives:

- To provide an understanding of Basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R.
- To identify, model and solve decision problems in different settings
- To create viable solutions to decision making problems

Course Outline

Unit 1: Introduction to Business Analytics Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data.

Unit 2: Descriptive Analytics Over view of Description Statistics (Central Tendency, Variability), Data Visualization-Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel orSPSS.

Unit 3: Predictive Analytics: Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modelling.

Unit 4: Prescriptive Analytic Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods.

Unit 5: Programming Using R.R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

Course Outcomes:

- Students are able to understand and critically apply the concepts and methods of business analytics
- Students are able to identify, model and solve decision problems in different settings
- Students are able to interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity
- Students are able to create viable solutions to decision making problems

Reference Books

- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics.
- James Evans, Business Analytics
- Albright Winston, Business Analytics- Data Analysis-Data Analysis and Decision Making,
- Sahil Raj, Business Analytics,

Information Security

Course Code : MBAT3040

Course Objectives

- To focus on the models, tools, and techniques for enforcement of security with some emphasis on the use of cryptography.
- To learn security from multiple perspectives.
- To develop basic understanding of security, cryptography, system attacks and defences against them.

Course Outline:

Unit 1 -Systems: Concept & Characteristics of a System, Elements of System, Types of Systems, Information Management and Information System. System Development Life Cycle:

Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

Case Studies

Unit 2 -Systems Planning and Investigation: Basis for Planning in Systems Analysis, Dimensions of Planning, Initial Investigation, Needs Identification. Case Studies

Unit 3 -Requirement Specification: Determining the User's Information Requirements, System Requirement Specification. Feasibility Analysis: Study and Considerations in Feasibility Analysis, Feasibility Report. Case Studies

Unit 4 -Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary; Process Modeling: Structured English, Decision Tree & Decision Table; Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

Unit 5 -Information Security: Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet; Security Risk Management: Intrusion Detection, Disaster Recovery Plan, Cryptography, Authentication, Information Security Policy, Creating a secure environment, Internet Security Standards

Course Outcomes

- Students are able to define what information is
- Students are able to appreciate the value of information to the modern organisation
- Students are able to understand the CIA triad of Confidentiality, Integrity and Availability
- Students are able to appreciate the difficulties that arise when valuable information needs to be shared
- Students are able to identify the five leading-edge resources that have up-to-date information on information security.

Reference Books

- John Vacca, Managing Information Security.
- Adam Shostack, Threat Modeling, Designing for Security
- David Challener, Kent Yoder, Ryan Catherman, David Safford, Leendert Van Doorn , A Practical Guide to Trusted Computing.
- Nina Godbole, Information Systems Security: Security Management, Metrics, Frameworks and Best Practices.
- Michael Whitman and Herbert Mattord, Management of Information Security

DECISION SUPPORT SYSTEMS

Course Code:MBAT3050

Course Objectives:

- To understand the components & classification of DSS.
- To provide an understanding about computerized Information Support System for Decision Making in Organization.

Course Outline:

Unit 1: *Introduction Evolution of DSS*- Definition of DSS – Need and benefits of DSS. Decision Making Process-Types of Decisions, A framework For DSS Support- DSS as Information System- Types of DSS – Individual, Group.

Unit 2: *Development and Implementation* of DSS and Models in DSS: DSS Architecture- Hardware, Software Tools for DSS- Approaches to Development – Implementation, Models in DSS – Types of Models.

Unit 3: *Group DSS and Groupware*: Group Decision Making - problems with groups- MDM Support Technologies-Distributed Group DSS-Distributed DSS Technologies- Executive Information Systems-definition-EIS Components – Making the EIS work – The Future of Executive Decision Making and The EIS.

Unit 4: *Artificial Intelligence (AI) and Expert System (ES)*: Definition of Artificial Intelligence – Artificial Intelligence vs. Natural Intelligence- The Intelligence of AI- Expert Systems- Definition, Structure of ES- Designing and Building ES- Benefits of ES – Examples of ES- Intelligent Software Agents.

Unit 5: *Data Ware Housing and Data Mining*: Data Ware house – Definition- Data Marts, Data Stores, Meta Data – Characteristics of Data Ware House – Data Warehouse Architecture- Implementing Data Warehouse. Data Mining- Definition- Online Transaction Processing Techniques use to Mine Data, Data Mining Techniques-Limitations of Data Mining- Data Visualization.

Course Outcomes;

- Students are able to understand the components & classification of DSS.

- Students are able to solve a problem from internal or external database.
- Students are able to make decision making by applying computerized Information Support System.

Reference Books :

- Efram G. Mallach, “Decision Support and Data Warehouse Systems”.
- George M. Marakas, “Decision Support Systems” In the 21st Century..
- Simon French, John Maule and Nadia Papamichail, “Decision Behaviour, Analysis and Support”,^t
- Efraim Turban, Jay E. Aronson, Teng-Peng Liang, Ramesh Sharda, “Decision Support and Business Intelligence”.
- Efraim Turban, “Decision Support and Expert System”..

Data Base Management

Course Code MBAT3060

Course Objectives

- To understand Database Environment & the Data Models
- To understand the Data Models
- .Understand applications of Database Management System(DBMS) & RDBMS
- .To understand the Object-Relational Database Management System(ORDBMS)

Course Outline

Unit -1: Introduction to Databases: Introduction, Meaning and Definition of Database, Database Environment, Working of a Simple Centralized Database System, Tradition al File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of using DBMS

Unit-2: Data Models: The importance of data models, Basic building blocks, Business rules, The evolution of data models Hierarchical, Network, Relational, Entity-Relationship model: entity and entity sets, relationship, constraints, E-R diagrams and issues.

Unit –3: Database Management System(DBMS) Basic concepts : data, information, metadata, definition of DBMS, Components, entities, attributes ,relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity,

Referential Integrity ,DBMS three level(Logical, Conceptual, Physical) Advantages and disadvantages of DBMS, Database system environment and utilities

Unit –4: Distributed Databases: Introduction to Distributed DBMS Concepts, Client-Server Model, Data Fragmentation, Replication, and Allocation Techniques for Distributed Database Design

Unit-V: Relational Database Management System(RDBMS): Definition, Meaning, and Introduction, Merits and demerits, Relational Database design: features of good relational database design, atomic Domain and Normalization (1NF, 2NF, 3NF, BCNF)..Object-Relational Database Management System(ORDBMS): Introduction, Basics of Object Oriented Design (OOD), Characteristics-Advantages-Object oriented development- Objects and Object classes-Object Oriented data Model, Object oriented databases, Object Relational Database Management Systems.

Course Out comes:

- Students are able to describe the fundamental elements of relational database management systems
- Students are able to explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL.
- Students are able to design ER-models to represent simple database application scenarios
- Students are able to improve the database design by normalization.
- Students will be familiar with basic database storage structures and access techniques: file and page organizations, indexing methods including B tree, and hashing.

Text books

- Rob, Coronel, “Database Systems”, Seventh Edition, Cengage Learning.
- Database management system by Navate
- Database management by E.F Codd
- Database Management Systems by Raghu Ramakrishnan
- Introduction to Database Management Systems by Kahate

Reference books

- Database System and Concepts by A Silberschatz, H Korth, S Sudarshan, McGraw-Hill
- Database Management Systems by P.S.Gill
- Database System Concepts by Silberschatz
- Database Management Systems by Bipin Desai
- Principles of Database Systems by J.D.Ullman

E-Commerce

Course Code : MBAT3070

Course Objectives:

- Understand the basic concepts and technologies used in the field of management information systems;
- Have the knowledge of the different types of management information systems;
- Understand the processes of developing and implementing information systems;
- Be aware of the ethical, social, and security issues of information system

Course Outline:

Unit 1- Growth and potential of Internet: History of Web and Internet, Milestones and Latest Trends, Values of Internet for Business; Website Planning: Strategies and Approaches, Adding Website profiles, Demographics, Visitors, Traffic sources, Content, Setting goals and Custom, Sitemap, Diagnostics for errors; Web Protocols & Technologies: WWW, FTP, HTTP, Search Engine, Social Networking and Analytics. Case Studies

Unit 2 -Web Commerce: Definitions, Scope and Significance of Web Commerce, Emerging trends in Web Commerce; Web Commerce Business Models: Business to Consumer (B2C), Business to Business (B2B), Consumer to Consumer (C2C), Peer to Peer business model, m-Commerce business model, E – Governance (G2C, G2B, G2G); Case Studies

Unit 3 -e – Marketing and Trade: Understanding Internet Audience and Online consumer behavior, Internet Marketing Technologies, e – retailing, Online Market Research, Online Marketing Communications Online Advertising, Online Branding Strategies, Online Pricing Strategies; e - Customer Relationship Management: Characteristics, Strategies and Technologies; Case Studies

Unit 4 -Online Payment System: Online Banking, Advantages and Limitations, Mobile Banking, Concept of Digital cash and Plastic money, Debit and Credit cards; Security Aspects of Electronic Payment Systems: Security Threats in Online Environment, Elements of good Ecommerce Security, E-commerce Security Plan; Case Studies

Unit 5 -Web Page Designing: Introduction to HTML & CSS, Software for Webpage Development, Technologies for using Image, Audio and Videos in Webpage, Implementing Table, Frames and Form Elements; Website Publishing: Domain Registration, Hosting a website, Maintenance & Update,

Course Outcomes

- Students are able to understand contemporary trends in e-commerce and business finance.
- Students are able to provide adequate knowledge and understanding about E-Com practices to the students.
- Students are able to recognize features and roles of businessmen, entrepreneur, managers, consultant, which will help learners to possess knowledge and other soft skills and to react aptly when confronted with critical decision making.

Reference Books:

- E -Commerce- The cutting edge of business by Kamlesh K. Bajaj
- E-Commerce-Strategy, Technologies & Applications by David Whitley, TMH
- Global Electronic Commerce- Theory and Case Studies by J. Christopher Westl and Theodore H. K Clark

Cloud Computing for Business

Course Code : MBAT3080

Course Objectives

- To understand the concepts, characteristics, delivery models and benefits of cloud computing
- To understand the key security and compliance challenges of cloud computing
- To understand the key technical and organisational challenges
- To understand the different characteristics of public, private and hybrid cloud deployment models.

Course Outline:

Unit 1- Cloud computing: Introduction, Evolution and Cloud Market: Technological Influences for Cloud Computing: Universal Connectivity, Excess Capacity, Open Source Software. Technology & Service Models for cloud computing: IaAS, PaAS & SaAS.

Unit 2 -Cloud Deployment Models: Public, Community, Private & Hybrid Models, Approaches for Migrating to Cloud. Information Assurance and Data Protection: Phases in Information Lifecycle and Key Challenges in Data Lifecycle Security. Data centre: Concept its Operations, Data centre Security Recommendations. Case Studies

Unit 3 -Enterprise Risk Management: Information security governance processes, Enterprise risk management in cloud computing, Enterprise risk management recommendations. Case Studies

Unit 4 -Security: Cyber Threats in Cloud Computing, Application Security Web Application, Attack methods, Web Application Security, Application Security Layer, Security Solutions, Virtualization: Hardware virtualization, Software virtualization, Memory virtualization, Storage virtualization, Data virtualization, Network virtualization, Virtualization security recommendations

Unit 5 -Cloud Computing for Business: Organisational Readiness for Cloud, Business Advantages of Cloud Computing, Traditional Vs Cloud Based Business Solutions, Designing Cloud Based Business Solutions, Business Models for Engaging Cloud Vendors, Issues and Challenges in Cloud based Business Models.

Course Outcomes

- Students are able to understand the importance of virtualization in distributed computing and how this has enabled the development of Cloud Computing. :
- Students are able to analyze the performance of Cloud Computing.
- Students are able to understand the concept of Cloud Security
- Students are able to learn the Concept of Cloud Infrastructure Model.

Reference Books

- Cloud Computing: Raj Kumar Buyya , James Broberg, andrzej Goscinski,
- Mastering Cloud Computing: Raj Kumar buyya, Christian Vecchiola,.
- Cloud Computing: Arshdeep Bahga, Vijay Madisetti,
- Cloud computing: Dr Kumar Saurab
- Code in the Cloud: Mark C. Chu-Carroll
- Essentials of cloud computing: K Chandrasekharan,
- Cloud Computing: John W. Rittinghouse, James Ransome,
- Cloud Security and Privacy: Mather, Kumara swamy and Latif.
- Virtualization Security: Dave.
- Cloud Computing Bible: Sosinsky

SPECILISATION

LOGISTICS AND SUPPLY CHAIN

International Business and Trade

Course Code: MBAL3050

Course Objectives

Unit I

Conceptual Underpinnings, Environment and Challenges International business: Meaning, Significance , Process of evolution of international business and its development (brief only), Globalization and international business the ways they affect each other. Difference between international business and domestic business, Factors for growth in international business, Reasons for growth in International business. Types of international organizations. Collaborative arrangements licensing, franchising, management contracts, turnkey operations, joint ventures, equality alliance, strategic alliance, multinational enterprise: impact of each type on domestic firms. .

Unit II

Modes of Operations in International Business and the Economic Environments facing businesses. Factors influencing the choice of a particular mode of International business. Various forms of contractual entry mode and challenges In choosing a particular mode. Importance of economic environments, Elements of the economic environment and its impact: Inflation, Unemployment, Income distribution, Gross Domestic Product, Gross National Income, Balance of Payments and Balance of Trade.

Unit III

International Institutions –International Trade Association, WTO and Trade Agreements, IMF, World Bank, ITA, IDA, IFC MIGA, IFC, IBRD, ITO, Laws, Regulation and Institutional Framework Brief only: Global trading environment, Trade In commodities, Commodity agreements OPEC, Trade blocs, Bilateral and Multilateral Trade laws, GATT and WTO, UNCTAD, Regional Trading Agreements and NAFTA, ASEAN, TRIPS, TRIMS, National Regulation of International Business: Free Trade versus Trade protection, Forms of trade regulation, Regulation of FDI in India, Problems and prospects for Indian business

Unit IV

Foreign Exchange Exposure and Foreign Trade, Meaning and an elementary understanding only. Foreign exchange, Foreign exchange market, Exchange rate, Traditional Foreign exchange Instruments: Spot transactions, Forward transactions; Derivatives Options, Currency swaps, Futures contracts. Export and Import: Meaning, Merits and demerits, characteristics, types, strategic advantages to an economy. Export Documentation: Objectives, Letter of Credit, Draft, Bill of Lading, Additional Documents, Marketing Research- Introduction, Need for conducting international marketing research process, scope of international marketing research, Role of IT in marketing research

Unit V

Cultural Environments facing business, Ethical and social Responsibilities of MNEs Nature of assumptions, Major causes of cultural difference and change, Behavioral factors influencing countries' business practices, Process of Cross-cultural adjustment, Impact of cultural differences on Communication, Negotiation & Decision Making, Management of Cultural Diversity and General cultural guidelines for companies that operate internationally. Concepts, Principles, Ethical issues: Sustainability, Global warming and Kyoto Protocol, Labour Issues.

Course Outcomes:

- Describe the foundation of international business.
- Describe international organizations and multinational corporations.
- Define forms of foreign involvement.
- Discuss international trade theory.

Reference Books:

- P Subba Rao , himalya publication house
- Mark W. Johnston, Greg W. Marshall Sales Force Management Tata McGrawHill Latest Edition
- William L. Cron, Thomas E. DeCarlo Sales Management Wiley Latest Edition
- Dr. S. L. Gupta Sales & Distribution Management Excel Latest Edition
- David Jobber, Geoffrey Lancaster Selling & Sales Management Pearson Latest Edition

Containerisation And Multimodal Transport

Course Code: MBAL3060

Course Objectives

Unit I

Basic concepts of Containerisation :Meaning - Major Container Trades - Container Operators - Container Ships - Terminal- Consideration of Container Terminal Planning - Container Distribution.

Unit II

Containertypes - ISO Container Dimension by types - Non- Containerisable cargo - Features ofContainerization - Equipment for non-containerisable cargo.

Unit III

Cargos: International Trade Distribution - Stowage: Meaning - Stowage of cargo – FactorConsideration - Types of cargo - Characteristics - Cargo and Container.

Unit IV

Handlingequipment - Types of Packing- Marking of cargo - Dangerous Cargo - IMDG Code –Classes. Multi modalism: Multi-modal Trade Routes – Evolution.

Unit V

Basic Intermodal System - Modal InterfaceFactors outline why shipper favour Multi-modalism - Factors in Development Features -Multi-Modalism Strategy – Components.

Course Outcomes:

- To make the student understand the role of logistics infrastructure in transportation and the present logistics infrastructure status in the railways, roadways, waterways and port development.
- Containerisation is taught in the perspective of growing importance of transportation in world trade.
- This subject is tailored to deliver theoretical and practical knowledge in handling methods, transportation modes and various conventions pertaining to carriage of cargo.

Reference Books:

- Branch's Elements of Shipping. Alan E Branch & Michael Robarts (2014) 9th Edition, Routledge Publication.
- Logistics and Multi-modal Transport. Claus, Hyldager (2013), 2013 Edition, Institute of Chartered Shipbrokers.

Supply Chain Software's

Course Code: MBAL3070

Course Objectives

Unit I

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems. Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management.

Unit II

Overview of ERP modules -sales and Marketing, Accounting, Finance, Materials and Production management etc. Planning Evaluation and selection of ERP systems-Implementation life cycle. ERP implementation, Methodology and Frame workTraining – Data Migration. People Organization in implementationConsultants, Vendors and Employees-Case studies.

Unit III

Inventory and Warehouse Management Systems (WMS)Inventory management software: functions and features,Barcode and RFID technology in WMS,WMS software overview (e.g., Fishbowl, Manhattan Associates, Oracle WMS),Real-time tracking and automation in warehouses,KPIs and performance measurement using WMS

Unit IV

Transportation, Logistics, and Procurement Software,Transportation Management Systems (TMS): key features and benefits,Fleet management, route planning, and load optimization,

Unit V

E-Procurement and sourcing software tools (e.g., Coupa, Ariba, Jaggaer), Supplier Relationship Management (SRM) software, Case study: TMS and Procurement system implementation

Course Outcomes:

- To understand the fundamentals of supply chain management and the role of software in optimizing operations.
- To explore various categories of supply chain software and their functionalities.
- To gain hands-on experience with industry-standard supply chain software tools.
- To evaluate software solutions for procurement, logistics, inventory, and warehouse management.

- To develop analytical skills for selecting and implementing suitable SCM software solutions.

Reference Books:

- David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi – Designing and Managing the Supply Chain, McGraw-Hill Education
- Sunil Chopra, Peter Meindl – Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
- Monczka, Handfield, Giunipero, Patterson – Purchasing and Supply Chain Management, Cengage Learning
- Mohamed Achahchah – Inventory Management: Advanced Methods for Managing Inventory within Business Systems, Wiley
- J. Paul Dittmann – Supply Chain Transformation: Building and Executing an Integrated Supply Chain Strategy, McGraw-Hill
- Relevant Software Documentation and User Guides – SAP, Oracle, Microsoft Dynamics, Blue Yonder, Coupa, etc.

Supply Chain Risk Modeling and Management

Course Code: MBAL3080

Course Objectives

Unit I

Supply Chain Management - Integrated Planning and Models - Supply Chain Models & modeling Systems – Supply Chain Decision Databases – Data Aggregations, Facility Data, Transportation Network data, Supplier Data – Integrating Supply Chain & Demand Management, Price & location Sensitive Revenue Curves

Unit II

Fundamentals of Optimization Models – Linear programming Modelling – Resource Allocation Model, Infeasible & Unbounded Models, Multiperiod Resource Allocation Model, Network Models., Properties of Linear Programming Models, Dual Linear Programming Model, Parametric & Sensitivity Analysis., Spread sheet and Multiple Objective, unified Optimization, Stochastic Programming. Mixed Integer Programming Modelling, Distribution Centre Location Models, Supply Chain Network Optimization Models, Optimization Software.

Unit III

Optimization Models for Competitive Analysis, Scenario Planning, Decision trees & Stochastic Programming, Supply Chain Strategies for managing Product Variety. Simulation Models & Systems – Deterministic Simulation, Monte Carlo Simulation, Simulation Software, Simulation Vs Optimization, Inventory Theory Models –Deterministic Models, Probabilistic Models, ABC Classification.

Unit IV

Risk and Management - Risk in the Supply Chain, Features of Risk, Decisions & Risk, Structure of Decisions, Decisions with uncertainty, Risk, ignorance, Managing Risk Structure of a Supply Chain, Increasing Risk, Trends in Supply Chain Management. Integration of supply Chains, Cost Reduction, Agile logistics, E – Business, Globalization, Outsourcing, Changing practices in Logistics. Approaches to Risk Management.

Unit V

Identifying Risks – Types of Risks, Tools for analyzing past events, Operations, Problems with Risk Identification, Measuring Risk, Consequences of Risk, Responding to Risk – Alternative responses, Defining Options, Choosing the best response, Implementation & Activation, A Network view of Risk – Shared Risks, Achieving an Integrated approach, Analyzing & responding to risks.

Course Outcomes:

- To Identify and Analyze Business Models, Business Strategies and, corresponding Competitive Advantage
- To Formulate and implement Warehouse Best Practices and Strategies.
- Enables the students to get an insight on valuable perspectives on supply chain vulnerabilities.
- With emphasis on data, models and modeling systems the students can analyze supply chain planning problems.
- As the nature of supply chains evolves with increasing globalization, consolidation and just in time inventories, the amount of risk continues to increase.

Reference Books:

- Supply Chain Risk Management: An Emerging Discipline Gregory L. Schlegel , Robert J. Trent, (Resource Management) Hardcover – Import, 3 Nov 2014.
- Supply Chain Risk Management, Donald Waters Published by the Chartered Institute of Logistics & Transport, U.K

Logistics concept and Planning

Course Code: MBAL3010

Course Objectives

- The aim of this course is to develop the understanding of the various components of the logistic concept and planning.
- To enable the students to study the basic concept of logistics.
- To study the logistics performance and Logic planning.
- To learn the application and importance of logistics in an organizations.

Unit I – Introduction: Meaning, Basic Concepts of Logistics- Objectives of Logistics, Principles of Logistics Management, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Logistics Management: Definition and Evolution - Achievement of competitive advantage through logistics Framework- Role of Logistics management-Integrated Logistics Management - Model – Flow of process activities (in brief). Unit III Outsourcing logistics: Reasons: Third party logistics provider-Fourth party Logistics providers (4 pl)- Stages-Role of logistics providers

Unit II – Logistics Performance: Logistical Performance Cycle, Inbound Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics, Strategic role of logistics – Definition role of logistics managers in strategic decisions: Strategy options, Lean Strategy, Agile Strategies & Other strategies :Designing & Implementing logistical strategy.

Unit III – Logistic Planning: Planning Process in Logistics, Steps in Logistics, Changing Logistics Environment ,Logistic Strategy and Planning, Quality customer service & integrated logistics: Customer service-importance elements- the order cycle system-distribution channels-Functions performed-Types designing- Logistical packaging.

Unit IV – Green Logistics – Green Logistics, Need for Eco- friendly Logistics, functions of Green Logistics, Reverse Logistics and Importance of Sustainable Logistics for modern business

Unit V – Logistics Costing- Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing

Course Outcomes:

- Understand the concepts related to Logistics.

- Students will be able to understand how to optimize the movement of goods and resources.
- Students will be able to apply these concepts of real-world scenarios to make informed logistical decisions.
- Students will be able to understand the various logistic strategies.

Reference Books:

- Ballou, R.H. (2005). Business Logistics/Supply Chain Management. (5th ed.). Pearson.
- Ghiani, G., Laporte, G. & Musmanno, R. (2013). Introduction to Logistics Systems Management. (2nd ed.). Chichester, West Sussex: A John Wiley & Sons, Ltd.
- Jayasimha, K.R. (Ed.) (2004). Logistics Management – An Introduction. Hyderabad, India: ICFAI University Press.
- Misra, V., Kahn, M.I. & Singh, U.K. (2010). Supply Chain Management Systems: Architecture, Design and Vision. Journal of Strategic Innovation and Sustainability. 6(4), 96-101.

Supply Chain Management

Course Code: MBAL3020

Course Objectives

- To develop the understanding of the various components of the integrated supply chain.
- The learning is focused on developing the supply chain to suit domestic as well as global markets.
- To introduce the major building blocks, major functions, major business processes, performance metrics, and major decisions in supply chain networks.
- The learning is focused on developing the supply chain to suit domestic as well as global markets.

Unit I – Introduction - Meaning, Scope & Objectives, Functions, Participants in Supply Chain, Role & Importance of Logistics in Supply Chain

Unit II - Logistics and Supply Chain Management - Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration, recent trends in Supply chain management, performance measurement in supply chain, Supply chain Integration-Stages- Barriers to internal integration-Achieving Excellence in SCM
Dimensions of Supply Chain Excellence
Forces influencing SCE Emotions, Physical and Financial Supply Chains-

Check list for Excellence

Unit III – International Logistics and Management - Importance of logistics in foreign trade, purpose of international logistics and management, process of international logistics, impact of globalization on supply chain management, Purchasing and Supply Management: Introduction, importance, Objectives. Purchasing process; purchasing & other functions- Purchasing and integrated logistics interfaces-Types of purchases-Purchasing partnerships- Materials sourcing-JIT purchasing.

Unit IV – Supply Chain Risk Modeling and Management - Introduction, Components, strategies for risk management in supply chains, risk management models, types supply chain risks, Outsourcing in SCM: Meaning -Need-Outsourcing risks-outsourcing process -outsourcing in SCM- New opportunities in SCM outsourcing-Myths of SCM outsourcing, Performance Measurement in SCM: Meaning-Advantages of performance measures- The benefits of performance measurement, Measuring SCM: Supplier performance measurement- Parameters for selecting suppliers

Course Outcomes:

- Analyze a company's production processes.
- Application sales and operations planning.
- Maximize supply chain operations with logistics and purchasing principles
- Apply quality management tools for process improvement

Reference Books:

- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Sharma (2010), Supply Chain Management, Oxford University Press
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

Warehousing and Inventory Management

Course Code: MBAL3030

Course Objectives

- To comprehend the key components of handling equipment and warehouse management.
- Evaluate the significance of an inventory control and warehouse management system in a retail setting.
- To understand the role of a warehouse and warehouse manager.
- To understand the concept of material handling and inventory control system.

Unit I Introduction to Warehousing- Meaning, Definition, Evolution of warehousing, Issues Affecting Warehouses, Storage, Factors to be considered, Types of Warehouses, role of warehouse manager, Merits and Demerits of different types of Warehouses, Size and Number of Warehouse, Characteristics of warehouse, importance of Warehousing in Logistics, duties of the warehouse manager is to attract and keep employees.

Unit II Inventory Management - Meaning, Objectives, Functions, Importance, Advantages, Limitations, Techniques of Inventory Management (Numerical - EOQ and Reorder levels), Techniques of Controlling stock levels, The principles and performance measures of material handling systems –Vehicle travel path(time) – Handling time –vehicle utilization –number of loads completed –congestion – Effective performance systems –Fundamentals of various types of material handling systems – automated storage and retrieval systems Bar coding technology and applications RFID technology.

Unit III Material Handling- Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipment used for Materials Handling, Factors affecting Materials Handling Equipment

Unit IV Controlling - Techniques of Controlling stock levels, Functions of Inventory Manager in Inventory Management & Inventory Control Operations, ABC Inventory control – managing inventories by ABC –multi echelon inventory systems , Managing inventory in multi echelon networks managing inventory in single echelon networks. Various approaches distribution approaches –the true multi echelon approach

Course Outcomes:

- Understanding the concept of warehousing and application of different types of warehouses.

- Applying safety precautions and equipment handling techniques.
- Describe how to manage logistics and use of Techniques of Inventory Management.
- Understanding the significance of inventory control and the location of it.

Reference Books:

- Gwynne Richards , “Warehouse Management”, 2018, Kogan Page Ltd
- Jeroen P.van den Berg, “Highly Competitive Warehouse Management”, 2012, Management Outlook.
- Max Muller, “Essentials of Inventory Management,” 2019, Harper Collins Leadership
- Satish C Ailawadi & Rakesh P Singh, “Logistics Management,” 2nd Edition, 2012, PHI Learning Pvt Ltd.
- Janat Shah, “Supply chain management text and cases” , 2010, Pearson Publication.

Sales and Distribution Management

Course Code: MBAL3040

Course Objectives

- To understand the concept of sales and evolution of sales management.
- To study the Development in sales management.
- To study the role of distribution and the role of different intermediaries in channel of distribution.
- To understand the outsourcing and distribution management.

Unit I Sales Management - Meaning, Role of Sales Department, Evolution of Sales Management, Interface of Sales with Other Management Functions, Inter face of Sales with Other Management Functions, Qualities of a Sales Manager

Unit II Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling, Structure of Sales Organization – Functional, Product Based, Market Based,

Unit III Distribution Management- Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.

Unit IV Outsourcing and Distribution Management - Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition

Course Outcomes:

- To plan and implement an effective sales management for their organizations.

- To manage and enhance the sales force productivity and performance.
- Apply specialized knowledge of distribution management to get the desired results from the channel participants.

Reference Books:

- Tanner, Honeycutt, Erffmeyer Sales Management Pearson Latest Edition
- Mark W. Johnston, Greg W. Marshall Sales Force Management Tata McGrawHill Latest Edition
- William L. Cron, Thomas E. DeCarlo Sales Management Wiley Latest Edition
- Dr. S. L. Gupta Sales & Distribution Management Excel Latest Edition
- David Jobber, Geoffrey Lancaster Selling & Sales Management Pearson Latest Edition

SPECIALISATION

Pharmaceutical Management

Economic Analysis for Pharmaceutical Industry

Course Code: MBAP3010

Course Objectives:

- To understand the key terms in microeconomics, from a managerial perspective
- To identify the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
- To understand the inter-relationships between various facets of microeconomics from the perspective of a consumer, firm, industry, market, competition & business cycles.
- To understand the inter-relationships between various facets of micro and Macroeconomics.

Unit-1 Introduction to Pharmaceutical Business Economics and Demand Analysis:

Managerial Economics-Meaning, Nature & Scope, Role of Managers in decision making. Demand & Supply Analysis:

Meaning & Definition of Demand, Law of Demand, Elasticity of Demand & its types, Supply: Meaning & Definition, Law of Supply

Demand Forecasting: Meaning & Its Types, importance in decision making.

Unit-2 Pharmaceutical Production analysis:

Production function with one variable input and two variable inputs – Law of diminishing of returns – iso-

quants and iso-cost analysis – Producer Equilibrium – Law of substitution –Production functions and managerial decision making – Equilibrium of a multiproduct business firm – Expansion path.

Unit-3 Cost & Revenue analysis:

Kinds of costs, Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations, and Uses of BEA in Managerial Economics. (Problems on BEP)

Unit-4 Market structure:

Perfect Competition: Features, Determination of Price under Perfect Competition, Monopoly: Features, Pricing under Monopoly, Price Discrimination.

Oligopoly:

Features, Kinked Demand Curve, Cartel, Price Leadership – Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation.

Unit-5 Budget and the Economy:

Components of the government budget: The revenue account, the capital account, measures of the government deficit, Fiscal policy: changes in government expenditure, changes in taxes, and debt.

Inflation: Definitions, Types of inflation, Effects of inflation –Measures to control Inflation – Monetary and Fiscal Policies

Course Outcomes:

- Students will understand the key terms in microeconomics, from a managerial perspective
- Students will study the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
- Students will understand the inter-relationships between various facets of microeconomics from the perspective of a consumer, firm, industry, market, competition & business cycles.
- Students will understand the inter-relationships between various facets of micro and Macroeconomics.

Reference Books:

1. Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
2. Managerial Economics, D. Salvatore, McGraw Hill, New Delhi.
3. Managerial Economics, Pearson and Lewis, Prentice-Hall, New Delhi.
4. Managerial Economics, G.S. Gupta, T M H, New Delhi.
5. Indian Economy, K P M Sundharam and Dutt, S Chand Publication.

Marketing for Medical Representative

Course Code: MBAP3020

Course Objectives:

- To describe marketing key concepts, able to exemplify the concepts of segmentation, targeting, positioning, consumer behavior and modern marketing concepts.
- To apply the marketing tools and analytic perspective on marketing environment.
- To analyze the modern marketing concepts and marketing strategies in the real life.
- To examine the various factors influencing consumer markets and analyzes the competitors.
- To develop the strategies on marketing tools and promotional tools.

Unit-1 Defining Marketing Management and its Aspects

Understanding Marketing Concepts, Market, Company Orientation towards Marketing, Marketing Process, Difference between Goods and services, Marketing Environment, Segmentation, Target Marketing, Positioning and differentiation

Unit-2 Customer-Driven Marketing Mix

Elements of Marketing Mix- Product- Meaning, levels, PLC Product Mix decisions, product Line, New Product Development, Brand- Concept and Types, Price- Definition, objectives, strategies, (Place) Marketing channels, Designing and managing integrated marketing channels, Promotion Mix, Tools, Advertising- Concept and Classification, Extended Marketing Elements for services, Digital Marketing, Social Media Marketing

Unit-3 Consumer Market and Consumer Buyer Behaviour

Meaning, Need and Importance of consumer behaviour, Characteristics affecting Consumer Behaviour, Types of Buying Behaviour, Consumer buyer decision process, Customer Lifetime Value, Consumer Research process, Organisation buying decision process.

Unit-4 Designing marketing strategy and Plan, Competitor Analysis and Marketing Ethics

Designing Marketing Plan, Marketing strategies, Types of strategies, Ansoff's Matrix, BCG Matrix, Competitive advantage, Competitor Analysis, Marketing Ethics

Unit-5 Modern Marketing Concepts

Content Marketing, Marketing Productivity Metrics, Human-centric Marketing, Omnichannel Marketing,

Engagement Marketing, Data-Driven Marketing, Price Analysis, Sentiment Analysis, Thematic Analysis

Course Outcomes:

- Students will describe marketing key concepts, able to exemplify the concepts of segmentation, targeting, positioning, consumer behavior and modern marketing concepts.
- Students will apply the marketing tools and analytic perspective on marketing environment.
- Students will analyze the modern marketing concepts and marketing strategies in the real life.
- Students will examine the various factors influencing consumer markets and analyzes the competitors.
- Students will develop the strategies on marketing tools and promotional tools.

Reference Books:

1. Marketing Management- Text and Cases, 2nd e, Tapan K Panda, Excel Books
2. Principles of Marketing, 13th e, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque Pearson
3. Consumer Behaviour, 9th e, Leon Schiffman, Leslie Kanuk, Prentice Hall of India
4. Marketing 4.0, Philip Kotler, John Wiley & Sons, Inc.

E-Commerce and Digital Markets for Pharmaceutical

Course Code: MBAP3030

Course Objectives:

- To understand the concepts of e-Commerce and Digital marketing, will understand the essentials of e-Commerce and Digital marketing.
- To illustrate the use of Facebook, Google Ad words, YouTube and Email in various contexts of Digital Marketing.
- To evaluate the forms of e-Commerce and e-Commerce business models.

Unit-1 E-commerce Overview

Meaning, Importance, challenges, EDI- Benefits, feature, Forms of E-Commerce
Organisation, E-Commerce Business Models,

Unit-2 E-Marketing: The scope of E-Marketing, Internet Marketing Techniques, **Introduction of Digital Marketing-** Meaning, Importance, Difference between Traditional and Digital Marketing, Digital Marketing Tools, Tools for Measuring Performance of Digital Marketing

Unit-3 Elements in Digital Marketing

Google Adwords, SEO optimisation, Content Marketing, E-Mail Marketing, Affiliate Marketing, Social Media Marketing, Facebook and Instagram Advertising, YouTube Advertising, Illustrations on Digital Marketing.

Course Outcomes:

- Students will understand the concepts of e-Commerce and Digital marketing, will understand the essentials of e-Commerce and Digital marketing.
- Students will be able to illustrate the use of Facebook, Google Ad words, YouTube and Email in various contexts of Digital Marketing.
- Students will be able to evaluate the forms of e-Commerce and e-Commerce business models.

Reference Books:

1. E-Commerce: An Introduction, Amir Manzoor, Lambert Academic Publishing
2. E-commerce Management, Text and Cases, Sandeep Krishnamurthy, Thompson/ South-Western
3. Fundamentals of Digital Marketing/ 2nd Edition, Puneet Bhatia, Pearson India

Pharmaceutical Entrepreneurship Development

Course Code: MBAP3040

Course Objectives:

- To discuss various the key terms, attributes characteristics of the factors influencing theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
- To apply the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
- To discriminate between potential options available for entrepreneur for embarking on establishing a Start Up
- To evaluate the start-up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
- To create a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.

Entrepreneurship: Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics

of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, for profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India.

Theories of entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen.

Entrepreneurship development: Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI , EDII , NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; Research - external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility.

Course Outcomes:

- Student will be able to discuss various the key terms, attributes characteristics of the factors influencing theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
- Student will be able to apply the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
- Student will be able to discriminate between potential options available for entrepreneur for embarking on establishing a Start Up
- Student will be able to evaluate the start-up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
- Student will be able to create a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.

Reference Books:

1. Dynamics of Entrepreneurship Development, Vasant Desai, Himalaya Publishing House
2. Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta, Galgotia

Publishing

3. Entrepreneurship Development New Venture Creation, David H. Holt, PHI Publishing

Pharmaceutical Marketing & Research

Course Code: MBAP3050

Course Objectives:

- Gets complete understanding of the Pharmaceutical marketing
- To learn about the channel of pharmaceutical marketing
- Course enables student's effects of promotional strategies, and physician "prescriptions.
- Evaluate the difference between marketing and pharmaceutical marketing
- Create Better Understanding of the applications of Marketing Concepts

Unit-1 Introduction to Pharmaceutical Marketing: Identification of pharmaceutical market; market behavior; physician prescribing habits; patient motivation; market analysis.

Unit-2 The Pharmaceutical Products: Drug Development and the Marketing Research Interface; Diversification and Specialization; Marketing Generic Drugs; Non-prescription drugs.

Unit-3 Distribution channels: manufacturer; wholesaler; retailer; hospital and government agencies.

Unit-4 Competitive practices: economic and competitive aspects of the pharmaceutical industry; advertising; detailing and other forms of promotion; retail competition—the community level; international marketing.

Unit-5 Controls: internal & external controls

Course Outcomes:

- Students will gets complete understanding of the Pharmaceutical marketing
- Students will learn about the channel of pharmaceutical marketing
- To enables student's effects of promotional strategies, and physician "prescriptions.
- Students will able to evaluate the difference between marketing and pharmaceutical marketing
- Students will have Better Understanding of the applications of Marketing Concepts

Reference Books:

1. Principles of Pharmaceutical Marketing, Mickey C.Smith, Pearson Publications

Pharma Logistics Management

Course Code: MBAP3060

Course Objectives:

- To understand the basic fundamentals of drugs, their storage and transportation.
- Conceptualize the concepts for better application

Unit-1 Importance of logistics & purchase/ supplying pharma management objectives & policies.

Unit-2 Electronic data interchange; barcoding, purchase description; specification; standardization.

Unit-3 Outsourcing – Make Or Buy Decision; Global Servicing, Pricing & Cost Analysis.

Unit-4 Inventory management, purchasing transportation services

Unit-5 Warehousing decisions, legal aspects of purchasing.

Course Outcomes:

- Students will understand the basic fundamentals of drugs, their storage and transportation.
- Students will be able to conceptualize the concepts for better application

Reference Books:

1. Purchasing & Supply Management, Mickey C. Smith, Pearson Publications

Legal Framework in Pharma Environment

Course Code: MBAP3070

Course Objectives:

- To define the key terms in Mercantile Laws
- To explain the key terms in Business Laws, from a managerial and Business Entity perspective.
- To apply the legal terms in the Context of Business from managerial and Business Entity perspective

Unit-1 Indian Contract Act, 1872

Meaning of Proposal Offer, Agreement & Contract, Essential of a Valid Contract, Kinds of Contract, Performance of Contract: Meaning & Conditions, Discharge of Contract: Meaning & Conditions, Breach Contract: Meaning & Conditions.

Unit-2 Indian Sale of Goods Act, 1930

Contract of Sale: Meaning & Essential Conditions, Difference between Sale and Agreement to Sell, Conditions and Warranties: Meaning & Difference, when the condition is treated as Warranty
Unpaid Seller: Meaning & Rights, Performance of Contract of Sale, Sale by Auction.

Unit-3 Negotiable Instruments Act, 1881

Meaning & Characteristics of Promissory Note, Bill of Exchange and Cheque, Holder and Holder in Due Course, Privileges of Holder in Due Course, Crossing and Endorsement of Negotiable Instrument, Dishonor of Negotiable Instruments, Notice of Dishonor, Dishonor of Cheque and its Effects.

Course Outcomes:

- Students will be able to define the key terms in Mercantile Laws
- Students will be able to explain the key terms in Business Laws, from a managerial and Business Entity perspective.
- Students will be able to apply the legal terms in the Context of Business from managerial and Business Entity perspective

Reference Books:

1. Business Law, Rohini Goel, Taxmann
2. Mercantile Law, N.D. Kapoor, Sultan Chand
3. Business Law Including Company Law, Gulshan & Kapoor, New Age International
4. Commercial Laws, R.C. Chawla, K. C. Garg, Kalyani Publisher

Start-up & New Venture for Pharmaceuticals Management

Course Code: MBAP3080

Course Objectives:

- To Explain the decision making matrix of entrepreneur in establishing a start-up
- To formulate a go to market strategy for a start-up.
- To Design a workable funding model for a proposed start-up

Unit-1 Being an Entrepreneur: The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions , Sustainability of Entrepreneurship: Dilemmas of and entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure–Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate.

Unit-2 The Financial Road Map: Planning/Budgeting, developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital– Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch.

Unit-3 Business Plan: Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Résumés, literature, technical descriptions. Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc.

Course Outcomes:

- Students will be able to explain the decision making matrix of entrepreneur in establishing a start-up
- Students will be able to formulate a go to market strategy for a start-up.
- Students will be able to Design a workable funding model for a proposed start-up

Reference Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Vasant Desai, Pearson Publishing
2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture,, Vijaya Kumar Ivaturi, Meena Ganesh
3. Penguin Random House India, the Dynamics of Entrepreneurial Development & Management by Desai Vasant, Himalaya Publishing House, Delhi

SPECIALISATION

Hospital Management

Healthcare Environment & Management

Course Code: MBAHM3010

Course Objectives:

- Understand the concepts of management with relevance to hospitals
- Familiarize with the healthcare environment
- Will be able to correlate the working of hospitals with the concept of Management.
- Will be able to Evaluate the healthcare environment
- Will be able to create ideas to manage healthcare efficiently

Unit-1 Introduction – Theoretical frame work - Environment - Internal and External – Environmental Scanning – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment – Socio Cultural Environment - International and Technological Environment.

Unit-2 A conceptual approach to understanding the health care systems – evolution – institutional setting - outpatient services – medical services – surgical services – operating department – pediatric services – dental services – psychiatric services – casualty & emergency services – hospital laboratory services – anesthesia services – obstetrics and gynecology services – neuro – surgery service – neurology services.

Unit-3 Overview of health care sector in india – primary care – secondary care – tertiary care – rural medical care – urban medical care – curative care – preventive care – general & special hospitals- understanding the hospital management – role of medical, nursing staff, paramedical and supporting staff - health policy - population policy - drug policy – medical education policy

Unit-4 Health care regulation – who, international health regulations, ima, mci, state medical council bodies, health universities and teaching hospitals and other health care delivery systems

Unit-5 Epidemiology – aims – principles – descriptive, analytical and experimental epidemiology - methods – uses

Course Outcomes:

- Students will understand the concepts of management with relevance to hospitals
- Students will be Familiarize with the healthcare environment
- Students will be able to correlate the working of hospitals with the concept of Management.
- Students will be able to Evaluate the healthcare environment
- Students will be able to create ideas to manage healthcare efficiently

Reference Books:

1. MACROECONOMICS, Seth,M.L., Lakshminarayana Agrawal, Edu, Pub. Agra. 1996
2. HEALTH ECONOMICS,, Peter,Z & Fredrick, B., Oxford Pub., New York, 1997
3. HEALTH ECONOMICS, Shanmugansundaram, Y., Oxford Pub. New York, 1997

Patient Care Management

Course Code: MBAHM3020**Course Objectives:**

- To remember the importance of patient care management
- Will be able to understand the details of patient care management
- To be acquainted with the disaster and safety & Security Management in Hospitals
- Will be able to analyze the importance of Patient care
- Will be able to evaluate the intricacies of the disasters related to patient care

Unit-1 Patient centric management-concept of patient care, patient-centric management, organization of hospital departments, roles of departments/managers in enhancing care, patient counseling & practical examples of patient centric management in hospitals-patient safety and patient risk management.

Unit-2 Quality in patient care management-defining quality, systems approach towards quality, towards a quality framework, key theories and concepts, models for quality improvement & variations in practice

Unit-3 Patient classification systems and the role of casemix-why do we need to classify patients, types of patient classification systems, icd 9 (cm, pm), casemix classification systems, drg, hbg, ardr, casemix innovations and patient empowering classification systems

Unit-4 Medical ethics & auditory procedures-ethical principles, civic rights, consumer protection act, patient complaints powers & procedures of the district forum, state and national commission, patient

appeals, autopsy, tort liability, vicarious liability, medical negligence, central & state laws, use of investigational drugs, introduction/need & procedures for medical audit, audit administration & regulating committees-confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity

Unit-5 Disaster preparedness-policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management . Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage.

Course Outcomes:

- Students will remember the importance of patient care management
- Students will be able to understand the details of patient care management
- Students will be acquainted with the disaster and safety & Security Management in Hospitals
- Students will be able to analyze the importance of Patient care
- Students will be able to evaluate the intricacies of the disasters related to patient care

Reference Books:

1. HOSPITAL CORE SERVICES: HOSPITAL ADMINISTRATION, **Goel S L & Kumar R.**, THE 21ST CENTURY 2004 ed., *Deep Deep Publications Pvt Ltd: New Delhi*
2. Hospital & Health Care Administration, **Gupta S & Kant S**, Appraisal and Referral Treatise 1998 ed., *Jaypee, New Delhi*
3. Hospital & Health Care Administration, **Gupta S & Kant S.**, Appraisal and Referral Treatise 1998 ed., *Jaypee, New Delhi*

Innovation Technology Management

Course Code: MBAHM3030

Course Objectives:

- Understand the role of innovation and technical change in enterprise and national level economic performance
- Understand the technological, human, economic, organizational, social and other dimensions of innovation
- Explore and better manage the effects of new technology on people and work systems
- Demonstrate that the effective management of technological innovation requires the integration of

people, processes and technology

- Recognize opportunities for the commercialization of innovation

Unit-1 Introduction to Technology Management: Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology

Unit-2 Technology Acquisition: Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a Company for Obtaining a New Technology, Management of Acquired Technology, Measures of Scale and Mechanisms for Acquiring Technologies- Economy of scale or Scale economy; Levels of scale; The measurement of scale; Factors affecting the choice of scale

Unit-3 Technology Forecasting: Concept of Technology Forecasting- Characteristics of technology forecasting ; Technology forecast method; Principles of technology forecasting, Technology Forecasting Process, Need and Role of Technology Forecasting, Forecasting Methods and Techniques, Planning and Forecasting

Unit-4 Selection and Implementation of New Technologies – Automation Decisions: New Technologies, Selection of a New Technology, Implementation of New Technology, Automation- Automation and automation technology; Automation decisions

Unit-5 Managing Technology Based Innovation: Innovation and Technology- Innovation – Technology relationship; Technological innovation and management, Process of Technology - Based Innovation, Measures of Innovative Performance, Characteristics of Innovative Work Environment, Key Areas of Management Focus for Productive Innovation, Measures for Building High-Performing Innovative Technology- Based Organizations.

Course Outcomes:

- Students will understand the role of innovation and technical change in enterprise and national level economic performance
- Students will understand the technological, human, economic, organizational, social and other dimensions of innovation
- Students will explore and better manage the effects of new technology on people and work systems
- Students will demonstrate that the effective management of technological innovation requires the

integration of people, processes and technology

- Students will recognize opportunities for the commercialization of innovation

Reference Books:

1. Managing Technology and Innovation For Competitive, V.K.Narayanan, Pearson
2. Technology and Innovation Management, Sanjiva Shankar Dubey, PHI Learning
3. Managing Technology and Innovation for Competitive Advantage, By Narayanan, Pearson India, Narayanan, Pearson India

Health care Laws, Ethics and Medical Terminology

Course Code: MBAHM3040

Course Objectives:

- To understand the ethical issues in health care system
- To apply issues related to health care
- To get acquainted with the legal provision
- To familiarize with the medical terminologies
- To create a better environment in the hospital

Unit-1 Laws relating to Hospital formation: Promotion-Forming society-The Companies Act- Law of Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act – Medical Ethics -

Unit-2 Laws relating Purchases and funding: Law of contracts-Law of Insurance-Export Import Policy- FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

Unit-3 Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence- Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.

Unit-4 Medical Terminology- Glossary of medical terms: major Diseases and medical specialties- Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

Unit-5 Illness- Classification and description of diseases-Infection Control- Medical asepsis, Nosocomial infection and communicable diseases, Reservoir, carrier and mode of transmission- Overview of Hospital Services -Intensive care unit – Coronary care Unit – Burns, paraplegic & Malignant disease treatment – Hospital welfare services – Hospital standing services – Indian red cross society – Nursing services- Pharmacy – Medical Stores – Housekeeping – Ward Management – Central sterile supply department-Medical Records – Fatal documents – Medical Registers – Statutory records.

Course Outcomes:

- Students will understand the ethical issues in health care system
- Students will be able to apply issues related to health care
- Students will get acquainted with the legal provision
- Students will be familiarize with the medical terminologies
- Students will be able to create a better environment in the hospital

Reference Books:

1. PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING , **BM Sakharkar**, *Jaypee brothers Publications*
2. HOSPITAL ADMINISTRATION, **Francis CM, Mario C de Souza** , *Jaypee brothers Medical Publishers*

Hospital Operations Management

Course Code: MBAHM3050

Course Objectives:

- To understand and identify the important functions
- Apply the functions for management in Hospitals
- Procurement management of Hospitals
- Familiarize with the supporting services
- Create understanding of hospital administration

Unit-1 Front Office - Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought-in Dead - Maintenance and Repairs Bio Medical Equipment

Unit-2 Clinical Services - Clinical Departments – Out patient department (OPD) – Introduction – Location – Types of patients in OPD – Facilities – Flow pattern of patients – Training and Co- ordination; Radiology – Location – Layout – X-Ray rooms – Types of X-Ray machines – Staff - USG – CT – MRI – ECG.

Unit-3 Supporting Services – House Keeping –Linen and Laundry, - Food Services - Central Sterile Supply Department (CSSD)

Unit-4 Facility Location and Layout importance of location, factors, general steps in location selection - Types of lay outs – product, process, service facility layout-Work standards, techniques of work measurement-Work sampling, calibration of hospital equipment's. Productivity measures, value addition, capacity utilization, productivity – capital operations, HR incentives calculation, applications in hospital.

Unit-5 Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing, Inventory Management: valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; Value Management, Value engineering, value analysis.

Course Outcomes:

- Students will understand and identify the important functions
- Students will be able to apply the functions for management in Hospitals
- Students will understand the Procurement management of Hospitals
- Students will be Familiarize with the supporting services
- Students will be able to create understanding of hospital administration

Reference Books:

1. Essentials For Hospital Support Services And Physical Infrastructure,, **Madhuri Sharma**, *Jaypee*
2. Principles Of Hospitals Administration And Planning, **Sakharkar Bm**, *Jaypee*

Purchase Management & Inventory Control for Hospitals

Course Code: MBAHM3060

Course Objectives:

- To understand stores management
- Apply inventory control system
- To familiarize with the concepts of procurement
- Evaluate the learnt concepts
- Create proper accounting experience

Unit-1 Principles of Logistic Management: Definition of Logistics Management – Functions of Logistics Management – Principles of Purchase Management - Tendering procedures – procurement procedure -Vendor development and rating – Methods of payment – Letter of credit-Foreign currency-payments.-Import documentation.

Unit-2 Inventory control: Definition -objectives of Inventory Control – Types of Inventory cost – Types of Inventory Control – Pareto’s law -ABC /VED / SDE Analysis – Lead Time – Buffer stock – Reorder level – Economic Order Quantity (EOQ) – Types of Inventory Control systems.

Unit-3 Stores Management- location and layout – Standardization, Codification and Classification of materials – Material accounting and physical distribution – Store documentation-condemnation and disposal of scrap, surplus and obsolete materials – Types of stores in a Hospital.

Unit-4 Equipment Planning and Procurement: Steps in equipment selection – Utilization index – Factors leading to poor utilization of equipment- planning and procurement of spares / accessories / consumables.

Unit-5 Recent trends in Materials Management: Types of Materials used and stored in a Hospital – Computerization of Materials function – MIS Reports – Concept and frame work of supply chain management -concept of Just in time and central purchasing.

Course Outcomes:

- Students will understand stores management
- Students will be able to apply inventory control system
- Students will be familiarize with the concepts of procurement
- Students will evaluate the learnt concepts
- Students will create proper accounting experience

Reference Books:

1. STORES MANAGEMENT 2ed. **Mr. K S Menon**, Macmillan India Ltd.
2. AN INTRODUCTION TO DOCUMENTARY CREDITS, **Mr. Rupnarayan Bose**, *Macmillan India Ltd*

Public Health System & Outreach Programmes

Course Code: MBAHM3070

Course Objectives:

- To understand the basic concepts and
- Apply the methods of epidemiology
- Get familiarized with the Emergency Epidemic Management System
- Evaluate the risk and develop fighting skills
- Create opportunities for Outreach Programmes

Unit-1 Basic concepts and methods of Epidemiology and application to the variety of disease problems— Health for all and primary Health care – Clinical trails – community trails – ethical considerations – inference from epidemiological studies.

Unit-2 National Health Programmes related to Communicable diseases- Malaria, Filarial, Tuberculosis, Leprosy, AIDS, and STD National Health Programmes related to Non Communicable diseases – Cancer, Blindness,Diabetes, and Mental Health-Reproductive and child health programme (RCH)-Health related national programmes –Integrated Child development scheme, water supply and sanitation, minimum needs programme.

Unit-3 Alcoholism and drug dependency: Alcohol and alcoholism – opiod drug use – cocaine and other commonly abused drugs – nicotine addiction – setting up de-addiction and rehabilitation centers.

Unit-4 Environmental and Occupational hazards – Hazards of environment and work place – Sterilizations – Autoclaves – Waste disposal management (Solids and Liquids) – Incinerators.

Unit-5 Emergency Epidemic Management System – Safety systems – Immunization and Isolation systems – Communication systems – Public Health Service Systems – Health and Population policy and Strategies – District Health Organization – Regionalization of health care.

Course Outcomes:

- Students will understand the basic concepts and
- Students will apply the methods of epidemiology
- Students will get familiarized with the Emergency Epidemic Management System
- Students will evaluate the risk and develop fighting skills
- Students will create opportunities for Outreach Programmes

Reference Books:

1. Foundation Of Epidemiology, **Gilienfeld, Brilliant Lawrence,,** Smallpox Eradication In India
2. Pre-Test Self-Assessment And Review Principles Of Internal Medicine, **Ronald Gold Et.El.,** Harrisons Volume 2

Hospital Information System

Course Code: MBAHM3080

Course Objectives:

- To understand the role of IT in hospital management
- To familiarize with the latest developments in technology with relevance to hospitals
- Analyze the Opportunities for Hospitals in Information System
- Evaluate the learned Skills
- Create easy access to admissions through HIS

Unit-1 The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – Summary. The world of Informatics.

Unit-2 The Electronic health record: Functions of the health record –Changing functions of the patients record – Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation –The future

Unit-3 Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security-Computer crime – Role of healthcare professionals – Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development – Implementation – Why some projects fails?

Course Outcomes:

- Students will understand the role of IT in hospital management
- Students will be familiarize with the latest developments in technology with relevance to hospitals
- Students will analyze the Opportunities for Hospitals in Information System
- Students will evaluate the learned Skills
- Students will create easy access to admissions through HIS

Reference Books:

1. Informatics For Healthcare Professional, Kathleen M., Tate Mcgraw Hill
2. Management Information System, James O'brien, Tate Mcgraw Hill
3. Introduction To Computer, Peter Norton, *Tata Mcgraw Hill*

SPECIALISATION:

Operations Management

Introduction to Production Planning & Control

Course Code: MBAO3010

Course Objectives:

- To understand the various components and functions of production planning and control
- To Study various methods involved in Production Planning & Control
- To understand the process of Product Planning & Steps involved.
- To study the process of Product Scheduling
- To know the recent trends like manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP)

Unit-1 Introduction

Objectives and benefits of planning and control-Functions of production control-Types of production- job-batch and continuous-Product development and design-Marketing aspect - Functional aspects- Operational aspect -Durability and dependability aspect aesthetic aspect. Profit consideration- Standardization, Simplification & specialization- Break even analysis Economics of a new design.

Unit-2 Work Study

Method study, basic procedure-Selection-Recording of process - Critical analysis, Development - Implementation - Micro motion and memo motion study – work measurement - Techniques of work measurement - Time study - Production study - Work sampling - Synthesis from standard data - Predetermined motion time standards.

Unit-3 Product Planning & Process Planning

Product planning-Extending the original product information-Value analysis -Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning- Steps in process planning-Quantity determination in batch production Machine capacity, balancing- Analysis of process capabilities in a multi-product system.

Unit-4 PRODUCTION SCHEDULING

Production Control Systems-Loading and scheduling-Master Scheduling-Scheduling rules Gantt charts-

Perpetual loading-Basic scheduling problems - Line of balance – Flow production scheduling- Batch production scheduling-Product sequencing – Production Control systems Periodic batch control-Material requirement planning Kanban – Dispatching-Progress reporting and expediting- Manufacturing lead time- Techniques for aligning completion times and due dates.

Unit-5 INVENTORY CONTROL AND RECENT TRENDS IN PPC

Inventory control-Purpose of holding stock-Effect of demand on inventories-Ordering procedures. Two bin system - Ordering cycle system-Determination of Economic order quantity and economic lot size- ABC analysis - Recorder procedure -Introduction to computer integrated production planning systems- elements of JUST IN TIME SYSTEMS-Fundamentals of MRP II and ERP.

Course Outcomes:

- Students will understand the various components and functions of production planning and control
- Students will Study various methods involved in Production Planning & Control
- Students will understand the process of Product Planning & Steps involved.
- Students will study the process of Product Scheduling
- Students will know the recent trends like manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP)

Reference Books:

1. Operations management – Design, Planning and Control for manufacturing and services- James. B. Dilworth, Mcgraw Hill International edition 1992
2. Theory and Problems in Production & Operations Management, Chary. S.N, Tata McGraw Hill, 1995.
3. Industrial Engineering and Production Management, First edition, Martand Telsang, S. Chand and Company, 2000
4. Production and Operations management, 2nd Edition, Kanishka Bedi, Oxford university press, 2007
5. Elements of Production Planning and Control, Samson Eilon, Universal Book Corpn.1984

Basics of Supply chain & Logistics Management

Course Code: MBAO3020

Course Objectives:

- To provide an understanding of the components and processes of supply chain and logistics management
- To study the various transportation methods and its feasibility
- To analyze the process of Containerization and the process associated with it.
- To evaluate the process of packing and packaging.
- To understand the special aspects of Logistics & Supply Chain Management

Unit- 1 Introduction

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships

Unit- 2 Transportation

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships

Unit-3 Containerization

Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR

Unit- 4 Packing and Packaging

Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.

Unit-5 Special Aspects of Export logistics

Picking, Packing, Vessel Booking [Less-than Container Load (LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail

outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing Customs Formalities- Clearing ,Distribution to Units.

Course Outcomes:

- Students will understand the components and processes of supply chain and logistics management
- Students will study the various transportation methods and its feasibility
- Students will analyze the process of Containerization and the process associated with it.
- Students will evaluate the process of packing and packaging.
- Students will understand the special aspects of Logistics & Supply Chain Management.

Reference Books:

1. Supply Chain Logistics Management, Bowersox, Closs, Cooper, McGraw Hill
2. World Class Supply Management, Burt, Dobbler, Starling, TMH
3. Logistical Management, Donald J Bowersox, David J Closs, TMH
4. International Logistics, Pierre David, Biztantra
5. Supply Chain Management, Sunil Chopra, Peter Meindl, Pearson Education, India

Production Management

Course Code: MBA03030

Course Objectives:

- To Understand the definition of production and its role in the organization
- To study the Historical origin of production management
- To Analyze the types of operating system
- To Evaluate scope of production management
- To Create understanding for Production Management

Unit-1 Productivity: Importance, productivity ratio, productivity measurement, productivity index, awareness — improvement — maintenance (A.I.M) process.

Unit-2 Production System Models of production system, Product Vs. Services, Process-focused & product focused systems, product strategies, product life cycle, production function.

Unit-3 Forecasting: Methods — moving average, exponential smoothing, Regression analysis, coefficient of co-relation, Delphi, Market survey.

Unit- 4 Production Planning & Control: Aggregate planning. Sequencing, Line balancing, Flow control, Dispatching, expediting, Gantt chart, line of balance, learning curve.

Unit-5 Project Management — Network scheduling, PERT. Critical path, Most likely time estimate, Resource leveling.

Course Outcomes:

- Students will understand the definition of production and its role in the organization
- Students will study the Historical origin of production management
- Students will Analyze the types of operating system
- Students will Evaluate scope of production management
- Students will Create understanding for Production Management

Reference Books:

1. Production Systems : Planning, Analysis & Control, By — Riggs, J.L, PHI
2. Production & Operations Management, Panneer saivem, PHI

Product Design & Development

Course Code: MBA03040

Course Objectives:

- To understand the products and its users wants in detail
- To apply the key concepts of product designing
- To analyze the customers' demands
- To analyze the conceptual design and Industrial design.
- To understand the methods of resigning.

Unit- 1 INTRODUCTION: Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

Unit- 2 PRODUCT PLANNING: Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps Techniques

Unit-3 INDUSTRIAL DESIGN AND DESIGN TOOLS: Industrial Design, Design for Manufacturing-

Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development Product development economics-scoring model- financial analysis

Unit- 4 Conceptual Design: Generation, selection & embodiment of concept. Product architecture. Industrial design: process, need.

Unit- 5 Design for Mfg & Assembly: Methods of designing for Mfg & Assy. Designs for Maintainability. Designs for Environment

Course Outcomes:

- Students will understand the products and its users wants in detail
- Students will apply the key concepts of product designing
- Students will analyze the customers' demands
- Students will analyze the conceptual design and Industrial design.
- Students will understand the methods of resigning.

Reference Books:

1. Product Design and Development, Karl T. Ulrich, Steven D. Eppinger, Anita Goyal, Tata McGraw – Hill, Fourth Edition
2. New Product Planning, Kenneth B.Kahn, Sage
3. Product Design and Manufacturing, A.K. Chitale and R., PHI, 2008
4. Intellectual Property Rights, Deborah E. Bouchoux, Delmar, Cengage Learning, 2005
5. Product Development, Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Elsevier, 2009

Applied Operations Research

Course Code: MBA03050

Course Objectives:

- To learn the concepts of operations research applied in business decision making
- To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.
- To analyze best suitable opportunities for its applications

Unit- 1 INTRODUCTION TO LINEAR PROGRAMMING (LP)

Introduction to applications of operations research in functional areas of management. Linear

Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Dual simplex method. Principles of Duality. Sensitivity Analysis.

Unit- 2 Transportation Models (Minimizing and Maximizing Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

Unit-3 Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Monte-carlo simulation.

Course Outcomes:

- Students will learn the concepts of operations research applied in business decision making
- Students will facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.
- Students will analyze best suitable opportunities for its applications

Reference Books:

1. Operations Research, Paneerselvam R., Prentice Hall of India
2. Quantitative Techniques in Management, N. D Vohra, Tata Mcgraw Hill
3. Operations Research – Principles and Applications, G. Srinivasan, Prentice Hall of India

Business Process Management

Course Code: MBAO3060

Course Objectives:

- To identify the need for Business Process Re-engineering and its implementation at local and global level
- To link Information Technology and learning in an organization by managing cultural factors.
- To evaluate key issues in implementing BPR.
- To understand the principal and use of economic analysis.
- To analyses Replacement analysis & Decision making, Replacement analysis.

Unit-1 Introduction to BPR –What is BPR? Need of BPR, BPR in USA, Europe, India. Process Analysis
- Identify business process to be redesigned, Measure the existing process; Customer, Competition, Cost and Technology as Drivers

Unit-2 IT and Learning in Organizations –Information- A source of knowledge, Integration of knowledge & information. Cultural Factors in Managing Process Improvement -Understanding LPG, Managing people with multi-cultures and ethnic groups in process improvement.
Identifying key issues, breakpoints, Selecting the leader and team, technology, designing the process.

Unit-3 Introduction –**Introduction to manufacturing economics**, principal and use of economic analysis. Methods of evaluation - Quantitative methods of evaluating the alternatives, Long and short term consequences, Capital budgeting.

Course Outcomes:

- Students will identify the need for Business Process Re-engineering and its implementation at local and global level
- Students will link Information Technology and learning in an organization by managing cultural factors.
- Students will evaluate key issues in implementing BPR.
- Students will understand the principal and use of economic analysis.
- Students will analyses Replacement analysis & Decision making, Replacement analysis.

Reference Books:

1. BPR for Engineering and Manufacturing Technology, Madsen, David A.; Delmar, Thomson Learning
2. Redesigning Enterprise Processes, Elias Awad, PHI Publication
3. Engineering Economics, Garmo, Schaum's
4. Fundamentals of Business Process Management, Marlon Dumas Marcello La Rosa, springer

Quality Management

Course Code: MBAO3070

Course Objectives:

- To study Quality management and its concepts
- To understand Quality control in organization.
- To analyze the Impact of quality on customers.

Unit- 1 Quality Management Systems: Quality, Quality Concepts, Concepts and Characteristics of Quality as a Business Imperative, Quality Management Systems Map, Advantages of the Quality Management Systems, Process approach, Seven Quality Management Principles, Organization and it's Context, Needs and Expectations of Interested Parties. Need for Quality Management System, Management System Standards (MSS), High Level Structure (HLS), Integrated Management Systems, Risk Management, How processes affect each other, The Plan – Do – Check (Study) – Act Cycle (PDCA) and terminology; PDCA and its relation in business processes , Quality Policy and Objectives at all functions and levels.

Unit- 2 ISO Standards: QMS: ISO 9001 Useful Terms, ISO Supporting Standards, Understanding the terms and definitions of the ISO 9001: 2015 standard, Broad overview of the requirements of ISO 9001: 2015, The principles, structure and language of ISO 9000 and ISO 9001, Applying the ISO 9001: 2015 standard when developing and implementing a QMS. Documentation and Implementation Planning: Phased Approach Method and Tools, Executive and Management Overview, Planning, Gap Assessment and Planning, Documentation, Implementation and Training, Internal Assessment and Management Review, 3rd Party Registration Assessment, Sustain and Continual Improvement.

Unit- 3 Risk Assessment: Concept and principles of Risk Assessment, Risk Based Thinking and Management Responsibility within an effective QMS, Applying the Framework of Risk Assessment, Understand the differences between the different techniques - Root Causal Analysis, Failure Modes and Effects Analysis (FMEA), Hazard Analysis and Critical Control Points (HACCP), Capability Index. Internal Audit : Understanding and application of Internal Audit Process requirements, Planning the Audit, Scheduling the Audit, Preparing the Audit, Conducting the Audit, Documenting Audit Findings, Reporting Audit Findings, Corrective Action Follow-up, Auditing practices and techniques ,Role plays and/or scenarios to relevant field, The personal and interpersonal skills and competencies required for auditing.

Course Outcomes:

- Students will study Quality management and its concepts

- Students will understand Quality control in organization.
- Students will analyze the Impact of quality on customers.

Reference Books:

1. Mastering ISO 9001:2015: A Step-By-Step Guide To The World's Most Popular Management Standard, Gregory Peckford, Createspace Independent
2. Understanding ISO 9001: 2015 Quality Management System, Virendra Kumar Gupta, Kojo Press
3. Operations Management: An Integrated Approach, Danny Samson and Prakash Singh, Cambridge University Press

Material Management

Course Code: MBA03080

Course Objectives:

- To develop competencies and knowledge of students to become effective professionals
- Students will be able to apply the knowledge about material management in the real-life business situation
- This subject will enable them to enhance their managerial ability and professional skills
- To help Students to understand basic Principles and concept of material Management
- To orient students on recent changes and development in the field of material management.

Unit- 1 Introduction: Materials Management - Evolution, Importance, Scope and Objectives- Interface with other functions. Concept of Logistics and Supply Chain Management and evolution to 4PL-Supply Chain Management - Objectives, Components, Significance, Trade off Customer Service & Cost.

Unit-2 Purchasing: Purchasing in Materials management- system concept- purchasing and procurement activities under Materials management- Value Analysis and value Engineering- Purchasing and quality Assurance- Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global Sourcing-Stores – Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation

Unit-3 Inventory - Need of Inventory -Types of Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS (Numerical expected on Basic EOQ, EOQ with discounts & ABC)

Unit- 4 Quality control of material: Incoming material quality control- statistical quality control- governmental purchasing practices and procedures-Inventory control & Cost Reduction techniques:

Inventory turns ratios-Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process.

Unit- 5 Materials handling and storage systems, Physical distribution logistics- transportation, Traffic and claims management- operations research and related techniques- Principles of Materials Handling system - Materials Handling Equipment – Safety issues.

Course Outcomes:

- Students will develop competencies and knowledge of students to become effective professionals
- Students will be able to apply the knowledge about material management in the real-life business situation
- This subject will enable Students to enhance their managerial ability and professional skills
- Students will understand basic Principles and concept of material Management
- To orient students on recent changes and development in the field of material management.

Reference Books:

1. Materials management: procedures - A.K. Datta, LSC
2. Materials management: An integrated approach - P. Gopalakrishnan, PHP

Purchasing and Materials Management, K S Menon, PHP

SPECIALISATION

Business Analytics Management

Business Analytics

Course Code: MBAB3010

Course Objectives:

- To Understand the conceptual foundations of relevant business analytics methodologies.
- To Understand the nature and scope of analytics in business management decisions.
- To Understanding the application of various analytical tools including interpreting the input and communicating the output from these tools and models with their advantages and limitations
- To Understand the application of these analytical tools to assist business decisions. Support Business decisions with analytical, research and managerial skills.

Unit I:

Overview of Business Analytics, Analytical Methods and Models, Use of Analytics in Business Practices, Concept of Big Data, Types of Data, Hands on Practice on Data in Excel.

Unit II:

Concept of Data Visualization, Data visualization and Storytelling Through data, Data Visualization Techniques, Data Visualization Through Advanced Chart, Time Series Data Analysis and forecasting.

Unit III:

Data Mining and Management, Data Mining Tools, Data Mining Process, Data Mining Through Social Media, Summarize Marketing Data, Data Reduction methods, Metrics for Business Management, Pricing Analytics.

Unit IV:

Introduction to R and R-Studio software, Data Analysis Through R, Web and Social Media Analytics, Sentiment Analysis, Social Network Analytics, Text Analytics, Hands on practice on Data Analysis using R

Unit V:

Optimization Techniques, Linear Optimization Models, Sensitivity Analysis, Decision Analysis, Decision Analysis without Probabilities, Decision Analysis with Probabilities.

Course Outcomes:

- The Students would be able to understand the benefits provided by analytical methods in business management.
- Student Manage technical challenges to plan, gather, analyse and interpret research information.
- Students able to access the appropriateness of analytical methods for different applications.
- Students Have gained hands-on analytical application skills utilizing relevant software.
- Students able to properly interpret and communicate methodological results.
- Resolve marketing decision problems and make sound business decisions using analytics.

Reference Books:

- Lilien, G. L., Rangaswamy, A., & De Bruyn (2007); Principles of Marketing Engineering; Trafford Publishing, 3rd edition.
- Linoff, G. S., & Berry, M. J. (2011); Data mining techniques for marketing, sales, and customer relationship management; John Wiley & Sons, 3rd Edition.

- S. Scheps (2011); Business Intelligence; For Dummies; 1 Edition.
- E. Siegel& T.H. Davenport (2013); Predictive Analytics: The Power to Predict Who Will Click,Buy, Lie, or Die; Wiley, 1st Edition.
- Pochiraju, Bhimasankaram, Seshadri& Sridhar (2019); Essentials of Business Analytics; SpringerInternational Publishing, 1st Edition.

Data Visualisation

Course Code: MBAB3020

Course Objectives:

- To recognize the importance of Visualization tools
- To have comprehensive knowledge of various graphs, charts and plots
- To be familiar in various data visualization tools such as tableau, powerbi and plotly

Unit-I :

Introduction to Tableau – Installation – Tableau Interface – Data Importing (live vs extract) – Continuous and discrete data – Different kinds of plots and their usage (bar chart, line chart, scatter plot, histogram, dual axis).

Unit-II :

Tableau Parameters – Functions and calculated field – Row and aggregate calculations – Time series analysis – Bin & group – Forecast & clusters – Joins and blends – Dashboard and interactive plots – Data interpretation – Connecting to real time database

Unit-III :

Introduction to PowerBI – Working with data – Importing from flat files, excel files, other sources – PowerPivot data types – Column operations - Table relationship – PowerPivot data analysis – PivotTable and PivotChart – Slicers – Dashboard Implementation – Dates, hierarchies, and perspectives

Unit-IV :

PowerBI Data Analysis Expressions – Introduction to Power Query – Introduction to Power View – Power View visualizations – Power View filtering options – Introduction to Power Map – Preparing geospatial data – Publish from Power BI desktop – Publish Dashboard to Web

Unit-V : Web Visualization

Introduction to Plotly – Using Plotly with R, Python and Javascript - Introduction to Chart.js, d3.js, ggplot – Building web apps in Python – Introduction to Shiny

Course Outcomes:

- evaluate skills in building visualizations, organize data, and design charts and dashboards.
- understand data visualization features of Tableau and Power BI
- create charts, work with filters, parameters, and sets.
- evaluate metadata and its usage.
- discuss the tools of Power BI.

Reference Books:

- Learning Tableau, Joshua N. Milligan
- Practical Tableau, Ryan Sleeper
- Mastering Microsoft Power BI, Brett Powell
- Microsoft Power BI Cookbook, Brett Powell
- R Graphics Cookbook, Winston Chang, O'Reilly

Big Data and Cloud Computing

Course Code: MBAB3030

Course Objectives:

- To apply problem-solving skills and the knowledge of Big Data & Cloud Computing to solve real-world problems.
- It would focus on providing the learners with the foundation knowledge and understanding of Big Data, distributed computing systems, and applications, especially in the context of Cloud.
- It will enable analysis of untapped data for business intelligence and analytics.
- To learn tools and techniques to apply analytics on such data which would point to various business benefits.

Unit: I

Introduction to Big Data

Analytics – Nuances of big data – Value – Issues – Case for Big data – Big data options Team challenge – Big data sources – Acquisition – Nuts and Bolts of Big data. Features of Big Data - Security, Compliance, auditing and protection - Evolution of Big data – Best Practices for Big data Analytics - Big data characteristics - Volume, Veracity, Velocity, Variety – Data Appliance and Integration tools – Greenplum – Informatica, Big vs Thick data.

Unit: II

Data Analysis

Evolution of analytic scalability – Convergence – parallel processing systems – Cloud computing – grid computing – map reduce – enterprise analytic sand box – analytic data sets – Analytic methods – analytic tools – Cognos – Microstrategy - Pentaho. Analysis approaches – Statistical significance – business approaches – Analytic innovation – Traditional approaches – Iterative

Unit: III

Fundamentals of Cloud Computing and Stream Computing (14 Hours)

Introduction to Cloud Computing - History of cloud computing- Understanding the roots and essential characteristics of cloud computing - Understanding basic concepts and terminologies, benefits and limitations of Cloud computing- Introduction to Streams Concepts – Stream data model and architecture - Stream Computing, Sampling data in a stream – Filtering streams – Counting distinct elements in a stream – Estimating moments – Counting oneness in a window – Decaying window - Realtime Analytics Platform(RTAP) applications IBM Infosphere – Big data at rest – Infosphere streams – Data stage – Statistical analysis – Intelligent scheduler – Infosphere Streams.

Unit: IV

Predictive Analytics and Visualization

Predictive Analytics – Supervised – Unsupervised learning – Neural networks – Kohonen models – Normal – Deviations from normal patterns – Normal behaviours – Expert options – Variable entry - Mining Frequent itemsets - Market basket model – Apriori Algorithm – Handling large data sets in Main memory – Limited Pass algorithm – Counting frequent itemsets in a stream – Clustering Techniques – Hierarchical – K- Means – Clustering high dimensional data Visualizations - Visual data analysis techniques, interaction techniques; Systems and applications.

Unit: V

Frameworks and Applications (12 Hours)

IBM for Big Data – Map Reduce Framework - Hadoop – Hive - – Sharding – NoSQL Databases - S3 - Hadoop Distributed file systems – Hbase – Impala – Analyzing big data with twitter – Big data for ECommerce – Big data for blogs.

Course Outcomes:

- Acquire comprehensive knowledge and understanding of Big data & Cloud computing
- Understand the challenges of Big data.
- Learn to apply skills and tools to analyze and manage Big data.
- Understand the impact of making Big data decisions on business growth and strategy.
- Perform Big data analysis in cloud

Reference Books:

- Franks, B. (2012), Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics, Wiley and SAS Business Series.
- Rajaraman, A. & Ullman, J.D. (2014), Mining of Massive Datasets, Cambridge University Press.
- Kudyba, S. (2014), Big Data, Mining, and Analytics: Components of Strategic Decision Making, Auerbach Publications.
- Prajapati, V. (2013), Big Data Analytics with R and Hadoop, Packt Publishing.
- Minelli, M., Chambers, M., Dhiraj, M. (2013), Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses, Wiley Publications.
- Mayer-Schonberger&Cukier, K. (2013), Big Data: A Revolution That Will Transform How We Live, Work and Think, Hodder And Stoughton
- Kulkarni, P., Joshi, S. & Brown M.S. (2016), Big Data Analytics, PHI Learning.
- Acharya, S. &Chellappan, S. (2015), Big Data and Analytics, Wiley.
- Bart Baesens, Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Wiley, 2014
- Murugesan, S., & Bojanova, I. (Eds.). (2016). Encyclopedia of cloud computing. John Wiley & Sons.
- Srinivasan, A. (2014). Cloud Computing: A practical approach for learning and implementation. Pearson Education India.
- Buyya, R. (2013). Mastering Cloud Computing. Tata McGraw-Hill Education.
- Sosinsky, B. (2010). Cloud computing bible. John Wiley & Sons.
- Rungta, K. (2016), LearnHadoop in 1 Day: Master Big Data with this complete Guide, Amazon Digital.
- Meir-Huber, M. (2015), Kick Start: Hadoop: Learn Hadoop in Hours!, Amazon Digital.

Data warehousing and Data Mining

Course Code: MBAB3040

Course Objectives:

- To mine interesting and useful patterns from the explosive volume of data by application of analytical techniques.
- To extract new and valuable information by learning core concepts of data mining, which when properly implemented can yield to business solutions and profitable enterprises.

Unit I: Introduction to data mining

Why data mining? What is data mining? Kinds of data, kinds of patterns, technologies, Kinds of applications, Major issues in data mining.

Unit II: Data exploration and preprocessing

Data objects and attribute types, basic statistical descriptions of data, data visualization, measuring data similarity & dissimilarity, Data preprocessing: Overview, data cleaning, data integration, data reduction, data transformation & data discretization

Unit III: Data Warehousing & Online Analytical Processing

Data Warehouse: Basic Concepts, Data warehouse modeling: Data cube & OLAP, Data warehouse design & usage, data warehouse implementation, data generalization by attribute-oriented induction

Unit IV: Clustering: Basic concepts & Methods

Cluster Analysis, Partitioning methods, hierarchical methods, density-based methods, grid-based methods, evaluation of clustering

Unit V: Data Mining Trends & Research Frontiers

Mining complex data types, other methodologies of data mining, data mining applications, data mining & society, data mining trends. Mining Unstructured Data: Text mining What is unstructured data? Importance of text mining, characteristics of text mining, steps in text mining: Representation of text documents, preprocessing techniques, feature selection, constructing a vector space model, predicting and validating the text classifier

Course Outcomes:

- Acquire comprehensive knowledge and understanding of Big data & Cloud computing
- Understand the challenges of Big data.
- Learn to apply skills and tools to analyze and manage Big data.
- Understand the impact of making Big data decisions on business growth and strategy.
- Perform Big data analysis in cloud

Reference Books:

- Bramer, M. (2007), Principles of Data Mining, Springer-Verlag.
- Hand D., Mannila H. and Smyth P. (2001), Principles of Data Mining, MIT Press.
- Dunham, D.H. (2006), Data Mining: Introductory and Advanced Topics, Pearson Education, First Edition.
- Pudi, V. & Radha Krishna, P. (2009), Data Mining: Concepts and Techniques, Oxford University Press.

Using Python for Analytics

Course Code: MBAB3050

Course Objectives:

- To impart knowledge about python programming language and its applications in the business world and to provide hands-on-training.
- To use various tools and libraries of Python for advanced data analytics with real and simulated datasets.
- To solve real and complex business analytics problems including predictive analytics, data mining and machine learning.

Unit I:

The Python Fundamental and Descriptive Statistics using Python

Anaconda, IDEs-Jupyter, Pycharm; GIT- Configuration with IDEs, Creating and Managing Analytics Projects, Basic Data Structures, Programming Constructs.

Unit II:

Libraries-Numpy, Pandas, Matplotlib, Data Wrangling, Managing Missing values, Outliers Detection, Various types of Joins, merge, Partitioning data into train and test set, Scaling of data, Descriptive Statistics:

measures of central tendency, measures of dispersion.

Unit III:

Graphical Representation of Data

Selection of Graph, Basic Graphs- histogram, Bar Plot, boxplot, pie etc.

Unit IV:

Libraries- Matplotlib, seaborn, plotline; Advanced Graphs, Exploratory visualization and Explanatory visualization, Exporting Graphs.

Unit V:

Predictive Statistical Modeling

Hypothesis Testing, Correlation, Linear Regression, Logistic Regression, ANOVA, Exploratory Factor Analysis, Principal Component Analysis, Time Series Analysis- ARMA & ARIMA models, Forecasting.

Course Outcomes:

- understand the main features of Python and its applications for Analytics,
- learn & use tools and techniques of Python to explore, analyze and solve the real business world problems,
- analyze and solve various real-life problems of Finance, HR and Marketing,
- present business data through specialized visualization tools,
- learn basics of data mining techniques using Python
- learn basics of machine learning techniques using Python

Reference Books:

- Pilgrim, M., & Willison, S. (2009). Dive into python 3 (Vol. 2). New York, NY, USA: Apress.
- Raschka, S. (2020). Python machine learning. Packt publishing ltd.
- Mitchell, T. M., & Mitchell, T. M. (1997). Machine learning (Vol. 1, No. 9). New York: McGraw-hill.
- Joshi, P., Hearty, J., Sjardin, B., Massaron, L., & Boschetti, A. (2016). Python: Real world machine learning. Packt Publishing Ltd.
- Kumar, M. (2022). Business Analytics using Python. Excellence Brings Success
- Liu, Y. H. (2020). Python Machine Learning By Example: Build intelligent systems using Python, TensorFlow 2, PyTorch, and scikit-learn. Packt Publishing Ltd.
- Massaron, L., & Boschetti, A. (2016). Regression analysis with Python. Packt Publishing Ltd.

Artificial Intelligence and Machine Learning

Course Code: MBAB3060

Course Objectives:

- To provide solutions to hard and unsolvable problems using a reasonable amount of time, by exploiting the knowledge of the problem domain.
- To view of the significance of knowledge in AI, in this course, a number of knowledge representation formalisms are introduced.
- To help the learners to build the understanding of these fields.

Unit-I

Introduction and Foundation

What is AI - Examples of AI systems, Approaches to AI, Brief history of AI, Comparison Between Artificial intelligence, Machine Learning, and Deep Learning , Intelligent Agent. : stimulus response agents. components of intelligence. Introduction to machine learning - Calculus, Linear Algebra - Least Squares Regression, Linear Algebra - Eigenvalues and eigenvectors, Linear Algebra - Symmetric matrices, Linear Algebra - Singular value decomposition, Principal Component Analysis in Image Processing, Unconstrained Optimisation , Convex sets, functions, and optimisation problems, Constrained Optimisation and Lagrange Multipliers. Logistic regression as an optimization problem, Examples of probabilistic models in machine learning problems, Exponential Family of distributions, Parameter estimation. Expectation Maximization.

Unit – II AI – Search

Problem Solving using Search - Single agent search : Introduction to State Space Search, Statement of Search problems:, state space graphs , Searching explicit state spaces. Feature based state spaces. Problem types, examples (puzzle problem, n-queen, the road map) Two agent search : Adversarial search: Two agent games(alpha-beta pruning). MinMax Search.

Uninformed and Informed Search –Uninformed Search: Formulating the state space, iterative deepening, bidirectional search. Informed Search Strategies : Using evaluation functions. A* & AO* , admissibility of A* , Iterative deepening A* , recursive best first search.

Unit-III AI - Knowledge Representation

First Order Logic – First Order Logic : Motivation, Syntax, Interpretations, semantics of quantifiers, Entailment in FOL, Interpretation ,Inference in FOL : First Order resolution. Conversion to clausal form. Unification. Most general unifier. Resolution with variables Proving validity.

Rule based Systems and other formalism - Rule Based Systems : Forward chaining. Backward chaining. Conflict resolution. Semantic nets, Frames, Scripts.

Probabilistic Reasoning - Reasoning with uncertain information Review of Probability Theory, Introduction to Bayesian Theory, Baye's Networks, Probabilistic Inference, Basic idea of inferencing with Bayes networks. Other paradigms of uncertain reasoning. Dempster-Scheffer Theory

Unit IV – ML Methods (Supervised Learning)

Introduction to Machine Learning Methods – Introduction to Machine Learning, Techniques of Machine Learning, Reinforcement Learning and algorithms, Deep Learning and its Algorithms, Ensemble Methods. Classification – Understanding of Supervised Learning, Introduction to Classification, Classification Algorithms: Naïve Bayes, K-NN, Decision Trees, Logistic Regression, Support Vector Machines. Regression – Introduction to Regression , Regression algorithm Linear Regression and Polynomial Regression, Support Vector Regression

Unit V – ML Methods (Unsupervised Learning)

Feature selection and Extraction - Introduction to Feature Selection and Extraction, Dimensionality Reduction, Principal Component Analysis, Linear Discriminant Analysis, Singular Value Decomposition. Association Rules – Introduction to Pattern search and its algorithms :Apriori Algorithms. And its variants, FP Tree Growth, Pincer Search. Clustering – Introduction to Clustering, Types of Clustering, Partition Based , Hierarchical Based, Density Based Clustering Techniques, Clustering algorithms : K means, Agglomerative and Divisive, DBSCAN, Introduction to Fuzzy Clustering. Neural Networks and Deep Learning : Overview of Artificial Neural Networks, Multilayer Feedforward Neural networks with Sigmoid activation functions; Back propagation Algorithm; Representational abilities of feed forward networks, Feed forward networks for Classification and Regression, Deep Learning.

Course Outcomes:

- Recognising if a particular problem can be viewed as a Machine Learning problem.
- Breaking down standard Machine Learning problems into more fundamental problems using tools from Calculus, Linear Algebra, Probability and Optimisation.
- Recognising relationships between equation solving, projection onto a subspace, and the supervised learning problem of linear least squares regression.
- Using, identifying failure modes, programming and debugging simple gradient descent methods for solving unconstrained optimisation problems.
- Demonstrating understanding of machine learning algorithms - model, objective or loss function, optimization algorithm and evaluation criteria.

Reference Books:

- Hastie, T., Tibshirani, R., and Friedman, J. (2021), Introduction to Statistical Learning, Springer. (Free Access) (<https://www.statlearning.com/>)
- Aston Zhang, Zachary C. Lipton, Mu Li, and Alexander J. Smol (2021), Dive into Deep Learning, (Free Access) (<https://d2l.ai/>)
- David G. Stork, Peter E. Hart, and Richard O. Duda, Pattern Classification
- Christopher M. Bishop, Pattern Recognition and Machine Learning
- Trevor Hastie, Robert Tibshirani, and Jerome Friedman, The Elements of Statistical Learning: Data Mining, Inference, and Prediction.

Supply Chain Analytics

Course Code: MBAB3070

Course Objectives:

- To develop analytical skills for supply-chain in order to address real-world problems.
- To focus will be to familiarize and educate students to strategically manage the issues related to design and management of logistic and operations networks.
- To benefit of integration of marketing and corporate strategy into logistics and operations is also evaluated.

Unit I:

Introduction

Forecasting for Supply Chain Planning and Management: Introduction to forecasting, same case studies, time series data, Some simple forecasting methods. The forecaster's toolbox: Time series graphics, seasonal or cyclic? Autocorrelation, forecast residuals, white noise, evaluating forecast accuracy.

Introduction to Multiple Regression and Stepwise Selection of Predictive Variables, Model Overfitting, the Parsimony Principle and Model Cross-Validation, Selection of Variates in Linear Regression:

Forward, Backward and Best Subset Selection, Model Shrinkage Methods and Selection of Variates in Linear Regression: The Lasso, Using Cross-Validation for Model Selection in The Lasso.

Unit II:

Demand Forecasting

Introduction to Demand Forecasting Simple Exponential Smoothing Model FPP, Holt's Model and Holt-Winters Model FPP, State-Space Approach to Exponential Smoothing.

Unit III:

ARIMA Models

Introduction to ARIMA Models Differencing and Rescaling Time Series, Backshift Notation and Non-seasonal ARIMA Models FPP, Seasonal ARIMA Models.

Unit IV:

Forecasting Models

Hierarchical Forecasting Models Top-Down, Bottom-Up, and Middle-Out Approaches to Forecasting, Modelling Interventions: Model Selection and Calibration, Modelling Interventions: Forecasting.

Unit V:

Managing Cross-Functional Drivers in Supply Chain

Sourcing decisions in a supply chain, pricing and revenue management in a supply chain, information technology in a supply chain, coordination in a supply chain.

Course Outcomes:

- Learn the basic framework of supply chain management.
- Evaluate Demand Forecasting.
- Test and analyse the Stationary Time series.
- Examine Forecasting Models.
- Develop coordination in a supply chain.

Reference Books:

- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2004). Managing the supply chain: the definitive guide for the business professional. McGraw-Hill.
- Chopra, S., & Meindl, P. (2012). Supply Chain Management Strategy, Planning and Operation, Prentice Hall, Fifth Edition.
- Mathirajan, M., Rajendran, C., Sadagopan, S., Ravindran, A. & Balasubramanian, P. (2015), Analytics in Operations/Supply Chain Management, I.K. International Publishing.
- Watson, M., Lewis, S., Cacioppi, P. & JayaRaman, J. (2012), Supply Chain Network Design, Pearson FT Press, First Edition.

Social Media Analytics

Course Code: MBAB3080

Course Objectives:

- To aim of the course is to make learners understand about the increasing world connectivity using social network analysis.
- To help the learners in examining the creation of various networks be it technological, economic or social and how they affect our behavior and attitudes.

Unit I:

Introduction: What's different about social network data? Nodes, Relations, Scales of measurement, statistics and social network data. Introduction to formal methods, efficiency, using computers, seeing patterns. Using graphs to represent social relations: Introduction, graphs and sociograms, kinds of graphs. Working with NetDraw to visualize graphs: Introduction, node attributes, relation properties, location, highlighting parts of the network.

Unit II: Web Analytics & Social Connection Analysis

World of web analytics, optimal strategy for choosing web analytics soul mate, Clickstream analysis: metrics and practical solutions. Making connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Connection: Search, collapse, robustness Social movements and diffusion of innovation.

Unit III:

Ego Networks, Centrality and Power. Ego Networks: Introduction, Ego network data, ego network density, structural holes, brokerage. Centrality, centralization, and power: Introduction, Degree centrality, closeness centrality, betweenness centrality. Embedding: Introduction, Density, Reciprocity, Transitivity, Clustering, Group-external and group-internal ties, Krackhardt's graph theoretical dimensions of hierarchy.

Unit IV:

Cliques and Subgroups, Positions and Roles. Cliques and groups: Introduction, Bottom-up approaches, top-down approaches. Homophily and social segregation.

Unit V:

Measures of Similarity and Structural, Automorphic and Regular Equivalence

Equivalence: Positions and Social Roles. Introduction, Measuring similarity/dissimilarity, visualizing

similarity and distance, describing structural equivalence sets. Automorphic Equivalence: Definition, uses of concept, finding equivalence sets. Regular equivalence: Definition, uses of concept, finding equivalence sets.

Course Outcomes:

- Understand the concept of social networks
- Learn models to interpret the structure of Web graph and its spread of information.
- Perform social network analysis to understand and identify social media network properties, its actors and sub-groups.
- Identify the groups within the social networks
- Understand the concept of similarity and equivalence in social roles and positions.

Reference Books:

- Easley, D. & Kleinberg, J. (2010). Networks, Crowds, and Markets: Reasoning About a Highly Connected World, Cambridge University Press.
- Monge, P. R. & Contractor, N. S. (2003). Theories of communication networks, Oxford University Press, New York.
- Duncan J.W. (2003), Six Degrees: The Science of a Connected Age. New York: W.W. Norton and Company.
- Sponder, M. (2014), Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics. McGraw Hill.

SPECIALISATION

Financial Technology

FINANCIAL STATEMENT ANALYSIS AND REPORTING

Course Code: MBAFT3010 :

Prerequisites:

Basic Knowledge in Accounting

Learning Objectives

1. To introduce concepts and theories related to Financial Statement analysis & Reporting
2. To facilitate the application of financial statement analysis techniques and tools.

Learning Outcome:

1. To understand and appreciate the concepts of Financial statements analysis and reporting methods
2. To acquire practical knowledge and application over financial statement analysis of a company.

Unit - I: Preparation of financial statements- Analysis of financial statements- comparative common size and trend analysis- Preparation of final accounts of banking companies, asset classification and provisioning.

Unit - II: Ratio analysis- Profitability ratios-Liquidity ratios- Solvency ratios- Turnover ratios- DuPont control chart- statement of changes in financial positions- preparation of cash flow statement- management of working capital.

Unit - III: Budgeting and budgetary control- preparation of budgets- cost concepts- analysis and behavior- preparation of cost sheets.

Unit - IV: Marginal costing and breakeven analysis- marginal cost equations- profit volume ratio breakeven analysis- margin of safety- managerial application of marginal costing.

Unit - V: Emerging concepts in accounting– ERP- New accounting standards– IFRS- eXBRL preparation of accounts using Spread sheet- Tally open source software.

Text Book and Reference Books:

1. Maheswary S N, Management Accounting, Sultan Chand & Sons, Latest Edition

2. Gupta R L and Radhaswami M, Advance Accounts, Vol., 1, Sultan Chand & Sons, New Delhi, Latest Edition
3. Jain S P and K L Narang, Advanced Accounts, Kalyani Publishers, Ludiana, Latest Edition
4. Jain S P and K L Narang, Cost Accounts, Kalyani Publishers, Ludiana, Latest Edition
5. Shukla M C and Grewal T S, Advanced Account, Vol.,1 S Chand & Co, Latest Edition

Open Resources:

1. <https://onlinecourses.nptel.ac.in>
2. <https://swayam.gov.in/course>
3. <http://www.iibf.org.in>
4. <https://students.icai.org>

Tools / Software: - MS Excel with VBA

FUNDAMENTALS OF DATA ANALYTICS

Course Code: MBAFT3020 :

Basic Knowledge in Statistics

Learning Objectives

1. To introduce statistical tools and techniques to facilitate the decision making
2. To facilitate the application of the statistical tools and techniques for analysis and estimation.

Learning Outcome:

1. To make the students to familiarize with statistical tools and techniques
2. To expertise decision making by using statistical tools and techniques.

Unit – I : Measures of Central Tendency and Dispersion in Frequency Distributions – Summary Statistics – Measure of Central Tendency – Arithmetic mean – Weighted Mean – Geometric Mean – Median – Mode – Dispersion – Average Deviation Measures - Coefficient of Variance (CV).

Unit – II : Probability and Sampling, and Sampling Distribution – Meaning – Random Variables – Use of Expected Value in Decision Making – Binomial Distribution – Poisson Distribution – Normal Distribution – Sampling - Meaning – Random Sampling – Design of Experiments – Introduction to Sampling Distribution.

Unit – III : Testing of Hypothesis: One Sample Test – Introduction – Concepts Basics to the Hypothesis Procedure – Testing of Hypothesis –Hypothesis Testing of Means when the Population Standard Deviation is Known – Measuring the Power of a Hypothesis Test – Hypothesis Testing of Proportions: Large Samples – Hypothesis Testing of Means when the Population Standard Deviation is Not Known – Testing of Hypothesis: Two Sample Tests – Hypothesis Testing for Differences between Means and Proportions – Tests for Differences between Means: Large Sample Sizes – Tests for Difference between Means: Small Sample Sizes – Testing Differences between Means with Dependent Samples – Tests for Differences between Proportions: Large Sample Sizes

Unit – IV : Chi – Square and Analysis of Variance (ANOVA) – Introduction – Chi – Square as a Test of Independence – Chi – Square as a Test of Goodness of Fit: Testing the appropriateness of a Distribution – Analysis of Variance (ANOVA) – Inferences about a Population Variance – Inferences about Two Population Variances.

Unit – V : Simple Regression and Correlation – Introduction – Estimation using the Regression Line – Correlation analysis – Making inferences about Population Parameters – Using Regression and Correlation Analyses: Limitations, Errors, and Caveats.

Text Book and Reference Books:

1. **Levin. Richard. I and Rubin. David. S** ‘Statistics for Management’ Prentice-Hall, 8th Edi.
2. Gupta. S.P ‘Statistical Methods’ Sultan Chand & Sons, 7th Edition
3. Arora&Arora, StatisticsforManagement, S Chand& Co, New Delhi
4. Hooda, R. P. *Statistics for business and economics*. Vikas Publishing House, 2013.
5. Davis, Glyn, and BrankoPecar. *Business statistics using Excel*. Oxford University Press, 2013.

Open Resources:

1. <https://dbie.rbi.org.in/>, <https://data.oecd.org/>

Tools / Software: - MS Excel, SPSS

PROGRAMMING WITH PYTHON AND R

Course Code: MBAFT3030 :

Learning Objectives:

1. Understand fundamentals of Python programming
2. Establish an efficient scientific computing environment to identify and use available R packages and associated

Open-Source software to meet given scientific objectives.

Learning Outcome:

1. Knowledge in basic programming in Python and R.
2. Learnt skills in advanced libraries for application development in Python and R.

Unit I :Introduction to Python - The basic elements of python - Branching Programs - Control Structures - Strings and Input - Iteration - Functions, Scoping and Abstraction - Functions and scoping - Specifications - Recursion - Global variables - Modules - Numpy - Simple Algorithms and Data structures - Search Algorithms - Sorting Algorithms - Hash Tables

Unit II: Files - Pandas - System Functions and Parameters -Structured Types, Mutability and Higher-Order Functions - Strings, Tuples, Lists and Dictionaries - Lists and Mutability _ Functions as Objects - Testing, Debugging, Exceptions and Assertions - Handling Exceptions - Classes and Object-Oriented Programming - Abstract Data Types and Classes - Inheritance -Encapsulation and Information Hiding

Unit III: Networked programs, Using Web Services, Using databases and SQL - Regular Expressions – REs and Python - Plotting using PyLab- Networking and Multithreaded Programming – Sockets, Threads and Processes, Chat Application - Security – Encryption and Decryption , Classical Cyphers - Graphics and GUI Programming – Introduction to Tkinter and Tensor flow.

Unit IV: Basic fundamentals, installation and use of software, data editing, use of R as a calculator, functions and assignments - Use of R as a calculator, functions and matrix operations, missing data and logical operators - conditional executions and loops, data management with sequences - Data management with repeats, sorting, ordering, and lists.

Unit V: Vector indexing, factors, Data management with strings, display and formatting - Data

management - data frames - Data frames, import of external data in various file formats, statistical functions, compilation of data - Graphics and plots, statistical functions and visualisation through graphics.

Text book and Reference Books

1. John V Guttag, "Introduction to Computation and Programming Using Python", Prentice Hall of India, 2nd Edition, 2016
2. Wickham, H. Golemund, G. "R for Data Science", O'Reilly, 1st edition 2017
3. Chun. "Core Python Programming", Pearson Education India; 3rd edition (2015)
4. Michael T. Goodrich, Roberto Tamassia, Michael H. Goldwasser, "Data Structures and Algorithms in Python", Wiley. 8th edition, 2014
5. Hadley Wickham, "Advanced R", CRC, 2nd edition, 2019

Open Resources:

1. <https://docs.python.org/3.9/>
2. <https://numpy.org/doc/stable/>
3. https://pandas.pydata.org/docs/user_guide/index.html
4. https://www.tensorflow.org/federated/get_started
5. <https://cran.r-project.org/manuals.html>

Tools/Software: Python ver 3.9, Numpy, Pandas. Tensor flow, R

Financial Information System with Big Data

Course Code: MBAFT3040

Prerequisites: Basics of Set Theory

Learning Objectives:

1. To learn the fundamentals and issues in database systems and design of databases using relational models
2. To learn data definition and query languages, transaction management, Big data

Learning Outcome:

1. To understand and appreciate the concepts of financial information system
2. To acquire required knowledge and demonstrate skills sets required for developing a back-end data base application for financial information system

Unit I : Financial Information System – Concepts – Decision Support System – Financial Decision Process – Internet and Web based Information System – Organizational Decision Making - – Electronic commerce

– Electronic Business - Introduction to Database Systems: Data-Database Applications -Evolution of Database - Need for Database Management - Data models-Database Architecture –Key Issues and Challenges in Database Systems

Unit II: ER and Relational Models: ER Models-ER to Relational Mapping-Object Relational Mapping - Relational Model Constraints - Keys - Dependencies - Relational Algebra - Normalization -First, Second, Third & Fourth Normal Forms-BCNF-Join Dependencies.

Unit III: Data Definition and Querying: Basic DDL-Introduction to SQL-Data Constraints -Advanced SQL- Views-Triggers- Database Security-Embedded &Dynamic SQL

Unit IV: Transactions and Concurrency: Introduction to Transactions - Transaction Systems-ACID Properties - System& Media Recovery –Need for Concurrency –Locking Protocols-SQL for Concurrency- Log Based Recovery -Two Phase Commit Protocol - Recovery with SQL- Deadlocks & Managing Dead locks

Unit V: Evolution of Big data-Best Practices for Big data Analytics -Big data characteristics--Big Data Use Cases-Characteristics of Big Data Applications - Understanding Big Data Storage-A General Overview of Hadoop Eco System- HDFS- Map Reduce and YARN-Map Reduce Programming Model.

Text book and Reference Books

1. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, -Database System Concepts, 7thEdition, Tata McGraw Hill, 2010.
2. RamezElmasri, Shamkant B. Navathe -Fundamentals of Database Systems, Sixth Edition, Pearson/ Addison - Wesley, 2010.
3. Data Science & Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data, John Wiley & Sons, Inc. 2015
4. C.J. Date, A. Kannan and S. Swamynathan, -An Introduction to Database Systems, Pearson Education, Eighth Edition, 2006.
5. Raghu Ramakrishnan, -Database Management SystemsII, Fourth Edition, McGraw Hill, 2015.

Open Resources:

www.livesql.com

Tools/Software: MS SQL, MySQL, Oracle, IBM DB2

STRATEGIC FINANCIAL MANAGEMENT

Course Code: MBAFT3050

Basics knowledge in Business Finance

Learning Objectives

1. To introduce the concepts and theories related to Financial Planning and financial functions
2. To facilitate the learning of financial decisions

Learning Outcome:

1. To understand and appreciate the concepts of Corporate Financial Functions
2. To acquire practical knowledge and application over financial decisions

Methodology:

Lecture, Discussion, Problem Solving, Case studies, observations, presentation, and mini projects

Unit I: Financial Management: Introduction, Meanings and Definitions, Goals of Financial Management, Finance Functions - Financial Planning - Time Value of Money: Introduction, Rationale, Future Value, Present.

Unit II: Cost of Capital: Introduction, Meaning of Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital - Leverage: Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage - Capital Structure: Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure.

Unit III: Capital Budgeting: Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria - Capital Rationing: Introduction, Types, Steps Involved in Capital Rationing, Various Approaches to Capital Rationing.

Unit IV: Evaluation of lease contracts: Introduction – Meaning and essential – Classification – Financial lease – Operating lease – Sales and lease back – Indirect lease; - Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends, Stock Split

Unit V: Working Capital Management: Introduction, Components of Current Assets and Current

Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital - Cash Management - Inventory Management - Receivable Management.

Text book and Reference Books

1. Khan MY, Jain PK., Financial Management, Tata Mc Hill, New Delhi, 2017
2. Pandey I M., Financial Management, Vikas Publishing House, Delhi, 2016
3. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi, 2013
4. Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi, 2015
5. Brigham, Eugene and Ehrhardt C Michael., Financial Management: Theory and Practice, 2014

Open Resources:

5. <https://onlinecourses.nptel.ac.in>
6. <https://swayam.gov.in/course>
7. <http://www.iibf.org.in>
8. <https://students.icai.org>

Tools / Software: - MS Excel, Tableau, Power BI

INVESTMENT MANAGEMENT

Course Code: MBAFT3060

Basic Knowledge in Finance

Learning Objectives

1. To introduce concepts and theories related to – investment analysis, fundamental and technical analysis.
2. To facilitate the application of knowledge and skills to value and price the equity using different models.

Learning Outcome:

1. To understand and appreciate the concepts of investment and Trading.

2. To acquire practical knowledge and understanding over investment and valuation strategies.

Methodology:

Lecture, Discussion, Problem Solving, Case studies, observations, presentation, and mini projects

Unit I: Investment: Meaning–Features - Alternatives - Investment, Speculation and Gambling – Indian Capital Market – Primary Market and Secondary Markets – Processes of Buying and Selling Securities – Secondary Markets – Types – Stock Exchanges – OTCEI – Depository – Role of SEBI in security markets.

Unit II: Risk – Return Framework: Security Returns–Measurement of Returns–Risk Systematic and Unsystematic Risk

Unit III: Fundamental Analysis: Meaning–Importance–Objectives – Analysis of Economic, Industry, and Company– Financial and Non-Financial Parameters – Technical Analysis: Meaning – Difference between fundamental analysis and Technical analysis - The Dow Theory – Technical indicators – Charting Techniques – Stock market indicators – Market Efficiency: Weak form – Semi-strong form – Strong form – valuation equity

Unit IV: Portfolio Analysis: Portfolio Returns and Risk–Mean Variance Criterion– Markowitz Diversification – Efficient Frontier – Dominance Principle – Optimum Portfolio – Utility Theory

Unit V: Asset Pricing Model –Capital Market Theory–Capital Asset Pricing Model (CAPM) – Assumptions–Inputs -Capital Market Line-Security Market Line– CAPM Anomalies

Text book and Reference Books:

1. Fisher & Jordan, „Portfolio Management”, Prentice Hall, New York.
2. Reilly Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th Edition
3. Alexander, Gordon J and Sharpe, William F., Fundamentals of Investment, Englewood Cliffs, New Jersey, Prentice Hall Inc,
4. Elton, Edwin J and Gruber, Martin J., Modern Portfolio Theory and Investment Analysis, John Wiley, NY,
5. Prasanna Chandra, Investment Analysis and portfolio Management, Tata McGraw Hill, New Delhi, 3rdEdition.

Open Resources: NSE, BSE

Tools/Software: MS Excel

FINANCIAL TECHNOLOGY SERVICES & MANAGEMENT

Course Code: MBAFT3070

Learning Objectives:

1. The major areas in FinTech, including Money and Payment, Digital Finance and Alternative Finance. Major technological trends, including cryptocurrencies, Blockchain, AI and Big Data. FinTech Regulation and RegTech. The fundamental role of Data and Security in data-driven finance. Business and regulatory implications of technology for the financial industry. Ways to analyze and evaluate what is driving technology innovation in Finance.

Learning Outcome:

1. Knowledge in FinTech, Digital finance and RegTech.

Methodology:

Lecture, Discussion, Case studies, observations, presentation.

Unit I: FinTech: Introduction - Transformation – FinTech Evolution: Infrastructure, Banks Startups and Emerging Markets - Collaboration between Financial Institutions and Startups –FinTech Typology - Emerging Economics: Opportunities and Challenges - 8 From too-Small-To-Care to Too-Big-To-Fail – Introduction to Regulation Industry - The Future of RegTech and other Technologies Impacting it.

Unit II: Payments, Crypto currencies and Blockchain – Introduction - Individual Payments –Digital Financial Services – Mobile Money – Regulation of Mobile Money – SFMS - RTGS - NEFT –NDS Systems – Crypto currencies – Legal and Regulatory Implications of Crypto currencies –What is Blockchain? – The Benefits from New Payment Stacks

Unit III: Digital Finance and Alternative Finance - Introduction – Brief History of Financial Innovation – Digitization of Financial Services - FinTech & Funds- Crowd funding– Regards, Charity and Equity - P2P and Marketplace Lending – New Models and New Products - What is an ICO

Unit IV: FinTech Regulation and RegTech - Introduction - FinTech Regulations Evolution of RegTech – RegTech Ecosystem: Financial Institutions – RegTech Ecosystem Ensuring Compliance from the Start: Suitability and Funds – RegTech Startups: Challenges –RegTech Ecosystem: Regulators Industry – Use Case of AI in Smart Regulation and Fraud Detection – Regulatory Sandboxes – Smart Regulation – Redesigning Better Financial Infrastructure

Unit V: Data & Tech - Introduction - History of Data Regulation – Data in Financial Services –Application of Data Analytics in Finance - Methods of Data Protection: GDPR Compliance and Personal Privacy – How AI is Transforming the Future of FinTech – Digital Identity – Change in mindset: Regulation 1.0 to

2.0 (KYC to KYD) - AI & Governance – New Challenges of AI and Machine Learning - Challenges of Data Regulation - Data is the New Oil: Risk of Breach – The Future of Data-Driven Finance - Case Studies

Text book and Reference Books

1. Agustin Rubini, “Fintech in a Flash: Financial Technology Made Easy”, Zaccheus, 3rd Edition, 2018
2. Susanne Chishti and Janos Barberis, “ The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries”, John Wiley, 1st Edition, 2016
3. Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins, “Disrupting Finance: FinTech and Strategy in the 21st Century”, Palgrave, 1st edition, 2018
4. Abdul Rafay, “FinTech as a Disruptive Technology for Financial Institutions”, IGI Global, January, 2019
5. Bernardo Nicoletti , The Future of FinTech: Integrating Finance and Technology in Financial Services, Palgrave Macmillan, August, 2018

Open Resources: Research papers from Journals and Conferences with Open Access

Tools/Software: Open Source Tools

BUSINESS INTELLIGENCE

Course Code: MBAFT3080

Prerequisites: Knowledge in Database

Learning Objectives:

1. To learn the fundamentals of Business Intelligence.
2. To learn the advanced concepts in BI, data warehouse, data mining technologies.

Learning Outcome:

2. Knowledge in Business intelligence.

Methodology:

Lecture, Discussion, Case studies, observations, presentation.

Unit I: Business Intelligence : Effective and timely decisions – Data, information and knowledge — Business intelligence architectures: Cycle of a business intelligence analysis – Enabling factors in business intelligence projects –Data Warehousing and Business Analysis: - Components –Building a Data warehouse – Mapping the Data Warehouse to a Multiprocessor Architecture – DBMS Schemas for Decision

Support – Data Extraction, Cleanup, and Transformation Tools –Metadata – reporting – Query tools and Applications – OLAP – Interface of BI with organization capability

Unit II: Knowledge Discovery - Data Mining: - Data Mining Functionalities – Data Preprocessing – Data Cleaning – Data Integration and Transformation – Data Reduction – Data Discretization and Concept Hierarchy Generation. Association Rule Mining: - Efficient and Scalable Frequent Item set Mining Methods – Mining Various Kinds of Association Rules – Association Mining to Correlation Analysis – Constraint-Based Association Mining. Data Mining tools, Market Basket Analysis, Management Applications CRM, Data Visualization and Multidimensionality GIS and Business applications.

Unit III: Classification and Prediction: - Issues Regarding Classification and Prediction – Classification by Decision Tree Introduction – Bayesian Classification – Rule Based Classification – Classification by Back propagation – Support Vector Machines – Associative Classification – Lazy Learners – Other Classification Methods – Prediction – Accuracy and Error Measures – Evaluating the Accuracy of a Classifier or Predictor – Ensemble Methods – Model Section

Unit IV: Cluster Analysis: - Types of Data in Cluster Analysis – A Categorization of Major Clustering Methods – Partitioning Methods – Hierarchical methods – Density-Based Methods – Grid-Based Methods – Model-Based Clustering Methods – Clustering High-Dimensional Data – Constraint-Based Cluster Analysis – Outlier Analysis - Mining Object, Spatial, Multimedia, Text and Web Data: Multidimensional Analysis and Descriptive Mining of Complex Data Objects – Multimedia Data Mining – Text Mining – Mining the World Wide Web.

Unit V: Other Decision Supporting Technologies - Executive Support Systems, Knowledge Management Characteristics and Capabilities of DSS Collaborative Computing Technologies: Group Support Systems Intelligent Support Systems (Expert Systems, ANN, Genetic Algorithm etc.) and their Managerial Applications.

Text book and Reference Books

1. Jiawei Han and MichelineKamber “Data Mining Concepts and Techniques”, Third Edition, Elsevier, Reprinted 2012.
2. Alex Berson and Stephen J. Smith “Data Warehousing, Data Mining & OLAP”, Tata McGraw – Hill Edition, Tenth Reprint 2007.
3. K.P. Soman, ShyamDiwakar and V. Ajay “Insight into Data mining Theory and Practice”, Easter Economy Edition, Prentice Hall of India, 2006.
4. G. K. Gupta “Introduction to Data Mining with Case Studies”, Easter Economy Edition, Prentice Hall of India, 2006.
5. Pang-Ning Tan, Michael Steinbach and Vipin Kumar “Introduction to Data Mining”, Pearson Education,

2007.

Open Resources: <http://hbr.org>

Tools/Software:

Open-Source Tools for Data Warehousing and Mining

SPECIALISATION: DIGITAL MARKETING

Fundamentals of Digital Marketing and Digital Markets

Course Code: MBADM3010 :

Learning Objectives:

To understand the behaviour of the consumer

To be able to analyze the buying behaviour of the consumer

To develop consumer strategies based on study of buying behaviour

Learning Outcome:

Students will develop an understanding of digital and social media marketing practices.

Students will develop understanding of the social mediaplatforms

Students will acquire the skill to acquire and engage consumersonline.

Students will develop understanding of building organizational competency by way of digital marketing practices and cost considerations.

Students will develop understanding of the latest digital practices for marketing and promotion.

Unit 1

Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital world - latestpractices.

Unit 2

Social Media Marketing -Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing. Introduction to Face book, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns.

Unit 3

Acquiring & Engaging Users through Digital Channels: Understanding the relationship between

content and branding and its impact on sales, search engine marketing, mobile marketing, video marketing, and social-media marketing. Marketing gamification, Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).

Unit4

Designing Organization for Digital Success: Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies Unit5 Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing Indian and global context, online communities and co-creation.

Unit5

Meaning & Process of Marketing-Digital Marketing. Visibility Meaning, Types. Visitors' Engagement-Meaning, importance & Examples. Bringing Targeted Traffic- Inbound and outbound marketing. Converting Traffic into Leads, Types of Conversion & Conversion Process tools. Role of Digital Marketing in increase in sales, competitive analysis

Text book and Reference Books

1. Moutsy Maiti: Internet Marketing, Oxford University Press India
- 2- Puneet Bhatia: Fundamental of Digital Marketing, 2e, 2019, Pearson Education India
3. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November,2015).
4. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October,2013).
5. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition,2014).
6. Tracy L. Tuten & Michael R. Solomon: Social Media Marketing (Sage Publication)
7. Fundamentals of Digital Marketing – Puneet Bhatia
8. Digital Marketing: From Fundamentals to Future Swamithan T N, Karthik Kumar

Affiliate Marketing

Course Code: MBADM3020 :

Learning Objectives:

- 1.To interpret the tools and techniques of project management & to create a feasibility study of analysing the risk and uncertainty involved in same.
- 2 To demonstrate the various types of project organization and its hierarchy including the pitfalls in the project team & types of contracts.
- 3 To examine the project cost estimations and various sources from where the project can be financed.
- 4 To identify project resources requirement and various methods of allocation and also the techniques required to monitor the project.
- 5 To predict the evaluation of termination possibilities associated with the project and how it can be controlled. It also focuses on future prospects of Projects.

Learning Outcome:

1. DEFINE the key concepts in Affiliate Marketing.
2. UNDERSTANDING DIFFERENTIATE between various Affiliate Marketing Platforms and their effective use.
3. APPLYING IDENTIFY the factors to be consider while setting Affiliate Marketing Program
4. ANALYSING CATEGORIZE the program promotion and content pages as per customers requirement.
5. EVALUATING MODIFY the affiliate strategies of promotion of Affiliate program for an organization for achieving the strategic vision.
6. CREATING SOLVE the relevant problems by developing an Affiliate Marketing Program.

Unit 1.

Fundamentals of Affiliate Marketing- History of Affiliate Marketing - Definition and working of affiliate marketing, parties involved in Affiliate Marketing, Pros and Cons of Affiliate Marketing, Compensation methods -The basis of Affiliate Marketing - How Affiliate Marketing works - Affiliate Program payment methods – Cookies and Affiliates - Tiered Affiliate Marketing - Cross selling and up selling - Multi tier marketing and commissions - List of affiliate marketing software (4+2)

Unit 2.

Affiliate Marketing platforms – Affiliate Marketing Platforms, Affiliate marketing with Commission Junction - Affiliate Marketing with different platforms for example, Affiliate Marketing with Link share – Affiliate Marketing with Amazon Associates - Affiliate Marketing with Flex offers - Affiliate Marketing with click bank - Affiliate Marketing with Commission Soup - Affiliate Marketing with Local Affiliate Programs.

Unit 3.

Setting Up Affiliate Marketing Program - Signing up as an Affiliate - Logging into your affiliate account - Integrating Affiliate Links into your websites - Monitoring affiliate performance and tracking sales, How to attract affiliates - Hosting and implementing an affiliate program - Growing your Affiliate Numbers - Page 103 of 117

Setting up an affiliate program - Affiliate network service agreement - Data feeds and customer returns - Merchants/publisher management - Setting up an Affiliate Marketing software - Affiliate program promotion and content pages - Screen affiliates - Combating affiliate fraud.

Unit 4.

Advanced Affiliate Strategies - Affiliate Links and how to deal with them - Promoting your affiliate program - Overcoming the challenges of affiliate marketing - Performing market analysis and market research - Market Strategies Establishment - Affiliate Marketing and organic Search Optimization, An SEO's Perspective for Affiliate Marketing. (4+2)

Unit 5.

Building Traffic and Scaling - Meaning & Definition of traffic scaling –Process of content scaling, - Methods of content scaling, Advantages and disadvantages of content scaling - Introduction to organic traffic, Scaling of Quality Content Production, Common Mistakes of Beginner as Affiliate Marketers. (4+2)

Text book and Reference Books

1. Affiliate Marketing: The Beginner's Step by Step Guide to Making Money Online with Affiliate Marketing by Kevin Ulaner
2. Affiliate Marketing- by Ted Sudol, Paul Mladjenovic
3. The Complete Guide to Affiliate Marketing on the Web- by Bruce C. Brown
4. Affiliate Marketing: Build Your Own Successful Affiliate Marketing Business from Zero to 6 Figures by Walker, Jonathan S

Suggested Audio Visuals link

- <https://www.youtube.com/playlist?list=PLifnQOsGyOSTYxFVLLZQo0MPEP2e5dh1Q>
- <https://www.youtube.com/watch?v=b6aIBbTTDIM>
- <https://youtu.be/G6DmDqYLWL8>

Search Engine Optimization

Course Code: MBADM3030 :

Learning Objectives:

1. Understanding Search Engine Marketing and Search Engine Optimization
2. Establish an efficient scientific computing environment to identify and use available Search Engine Optimization

Learning Outcome:

1. Knowledge in basic Search Engine Optimization.
2. Learnt skills in advanced Search Engine Optimization

Unit 1:

Understanding Search Engine Marketing and Search Engine Optimization : What is SEM and SEO? SEO key word planning, Meta tags and Meta Description, Website content optimization, Back link strategies, Internal and external links, Optimizing the site structure. Module 2: On page SEO, Off page SEO, Local SEO, Mobile SEO, e Commerce SEO. Use of webmaster tools,

Unit 2. :

On page SEO, Off page SEO, Local SEO, Mobile SEO, e Commerce SEO. Use of webmaster tools, Measuring SEO effectiveness, Synthesis

Unit 3:

Google Ad words, PPC advertising, Basic and Inter mediate Introduction to Google Ad words, Ad TYPES, Pricing models, PPC cost Formula, Ad Page Rank, Billing and payments.

Unit 4:

User Interface, Planning and control of key words, Designing Image Ad, Creating Animated Ads, YouTube Video Promotion,

Unit 5:

Creating Video Ads, Use Self-Service or managed Ads, get started with a Campaign Manager, choose an Ad Format, create an Ad, Target, Measure and optimize your Campaign, Synthesis Case: DELL Pg. 210 Digital Marketing by Seema Gupta

Text book and Reference Books

1. Search Engine Land's Guide to SEO – Search Engine Land
2. The Referral Engine – John Jantsch
3. Digital Marketing for Dummies, By Ryan Deiss and Russ Hennesberry, 2017
4. Art of SEO (3rd edition) by Eric Enge.
5. The New Rules of Marketing and PR: How to Use News Releases, Blogs, Podcasting, Viral Marketing and Online Media to Reach Buyers Directly – David Meerman Scott

Content Marketing

Course Code: MBADM3040:

Learning Objectives:

1. DEFINE the key concepts in Content Marketing.
2. UNDERSTANDING UNDERSTAND AND DIFFERENTIATE the strategies of content marketing
3. APPLYING ARTICULATE the value in content marketing strategies ANALYSING CATEGORIZE content marketing strategies and tools
4. EVALUATING MODIFY the content marketing strategies of an organization for achieving the better results.
5. CREATING CRAFT a content marketing strategy of an organization

Learning Outcome:

1. Knowledge in basic Content Marketing
2. Learnt skills in advanced Content Marketing

Unit1:

Introduction and objective of content marketing, Incorporation into business.: Publishing of content and incorporation of SEO into the strategy Management of Traffic on Websites, Engagement of Customers with the content.

Unit2

Content Optimisation Strategic development and customization of content , blended tactics for meeting competition, Channel Management , Effective usage of Social media for content optimization.

Unit3:

Collecting Content Ideas, Setting Up Google Alerts, Setting Up an RSS Feed Using Google for Ideas positions, Identifying a Target Audience, Naming Primary and Lower-Level Goals, Forming a Core Message and Secondary Messages.

Unit4:

Establishing an Online Footprint, starting with a Blog, writing for the Web Performing a Competitive Analysis, Using an Editorial Calendar Understanding the Importance of Images, Audio, and Video.

Unit 5 :

Brainstorming and Mind Mapping, Generating Ideas Using Social, Media, Generating Ideas by News jacking Building Your Brand Synthesis and Case analysis .

Text book and Reference Books

1. Content Marketing Fundamentals-Sean R. Mitchell, Create space Independent Pub(15 November 2014)

2. Managing Content Marketing: The Real-World Guide for Creating Passionate Subscribers to Your Brand-Robert RoseandJoePulizzi, CMIBooks, Division of Z Squared Media, LLC (29August 2011)
3. The Big book of content Marketing–Andreas Ramos, andreas com(28May2013)
4. Content Rules: How to Create Killer Blogs, Podcasts, Videos, eBooks, Webinars, (and More) That Engage Customers and Ignite Your Business by Ann Handley C.C. Chapman
5. Content Machine: Use Content Marketing to Build a 7-Figure Business with Zero Advertising by Dan Norris and Neil Patel
6. The Content Code: Six Essential Strategies to Ignite Your Content, Your Marketing, and Your Business by Mark Schaefer
7. Digital Marketing MBA: Guiding Principles for Researching, Planning, and Managing a Marketing Strategy to Transform Your Business-David J Bradley,The Bradly BusinessGroup.2019
8. Social Media Marketing & Branding-The Micro MBA-Ankit Srivastava, BPBPublications,1stEdition,2018
9. This is Marketing-Seth Godin, Portfolio Penguin(27November2018)
10. Getting Digital Marketing Right-David J Bradley, Create space Independent Publishing Platform (22January2015)

Lead generation and Marketing Automation

Course Code: MBADM3050:

Learning Objectives:

1. Understand fundamentals of Lead generation and Marketing Automation
2. Establish an efficient scientific computing environment to identify and use available Lead generation and Marketing Automation

Learning Outcome:

1. Knowledge in basic Lead generation and Marketing Automation
2. Learnt skills in advanced Lead generation and Marketing Automation

Unit1:

Lead generation Strategy, Lead and list Management CRM Integration, Sales Integration, Product Integration Capturing leads from sources Lead source link building and Lead tracking features

Unit2:

Business reporting, Web hooks and connector, Marketing Automation Tools, Google Auto suggest and Google Operators ,Complete Automation.

Unit3:

Introduction to Digital Selling, Creation of Keyword, Keyword search, Creation and publication of Blogs, Email Campaigns Email Auto responder SMS Auto responder. 8 Hours

Unit4:

Creating landing Page, Landing page CTA, Working with Plugins, Website backup and Widgets, Synthesis and exercises.

Unit 5:

Practical – Live Sessions on lead generation using CRM platform example Meritto etc.

Text book and Reference Books

1. Convert– Ben Hunt
2. Conversion Optimization: The Art and Science of Converting Prospects to Customers– Khalid Saleh
3. The Best Digital Marketing Campaigns in the World: Mastering the Art of Customer Engagement
Damian Ryan and Calvin Jones
4. Trust Agents: Using the Web to Build Influence, Improve Reputation, and Earn Trust – Chris Brogan

Digital marketing using social media

Course Code: MBADM3060 :

Learning Objectives:

DEFINE the key concepts in Social Media Marketing

2. DISCUSS and DIFFERENTIATE between various social media platforms and content designing Marketing strategies used for those.
3. CHOOSE the appropriate tools for content designing as per the requirement of social media platform and target audience.
4. EXPLAIN the factors to be considered for designing social media strategy or designing social media marketing campaign.
5. COMPARE various social media platforms and measure the impact of advertising or marketing through those.
6. SOLVE case studies applying the knowledge gained.

Learning Outcome:

1. Knowledge in basic of Social Media Marketing
2. Learnt skills in Social Media Marketing

Unit1

Introduction to social media marketing: Introduction to the concept of social Media-Definition, Characteristics and Scope, History. Social media marketing- Definition, Uses and Scope, Social media platforms - Facebook, YouTube, LinkedIn, Instagram, Twitter, Pinterest, Blogs. Importance of Social Media Marketing. Social Media Marketing advantages and limitations. Introduction to social media marketing strategies.

Unit2

Content designing for social media platforms: Terminologies-basics of content creation, process, Identification of target audience and social media platform, defining content mix using sales posts, interactive posts and informative posts, Impact of colors, images on the customer, tools used for content creation like canva, GIFs, Instagram stories, pin templates, tall pins, image cut outs, YouTube video Thumbnail, etc.

Unit 3.

Facebook and Instagram advertising and marketing Introduction to Facebook and Instagram platform as advertising and marketing media, characteristics of Facebook and Instagram marketing. Target audience, page set up, Post types and its dimensions, competitor analysis, case studies.

Unit4

Twitter, LinkedIn, YouTube, Pinterest advertising and marketing: Introduction and overview of platforms, Characteristics, how to use these platforms, target audience, profile / account building, how to pin. Crafting summary for marketing, creating and uploading videos, use of hashtags, Case studies.

Unit5

Metrics of social media marketing: What is to be measured- Parameters to measure impact volume, reach and Engagement (engagement rates, engagement metrics). Influence, share of voice (volume and sentiment), referrals and conversions, response rate and time. Case studies.

Text book and Reference Books

1. Internet age - Marketing with social media, Dr Apoorva Palkar, Amit Jadhav, Himalaya publication
2. Social Media Marketing – Tracy Tuten, Sage Publications
3. Social Media Marketing 1st Edition, Michael R. Solomon, Tracy Tuten - Pearson Education.

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4. Social Media Marketing - A Strategic Approach 1st Edition, Nicholas Bormann, Donald Barker, Krista Neher, Melissa Barker - Cengage.
5. Social Media Marketing All-in-One for Dummies, Zimmerman Jan - John Wiley and Sons Inc.
6. Advance Social Media Marketing--Tom Funk.
7. Social media marketing for dummies-- Shiv Singh

8. Marketing and Social Media – A guide for libraries, museums and archives – Christie Koontz and Lorrie Mon, Rowman and Littlefield.
9. Social Media & Mobile Marketing: (Includes Online Worksheets), Puneet Singh Bhatia – Wiley.
10. Social Media Marketing, Kristina Lane - Lap Lambert Publishing.

Suggested Audio Visuals link

1. <https://99designs.com/blog/marketing-advertising/social-media-design/>
2. <https://www.socialmediaexaminer.com/>
- 3) <https://www.slideshare.net/niraj7005/social-media-marketing-78991689>
- 4) <https://www.youtube.com/watch?v=PkXzPG9WSqg>
- 5) <https://www.youtube.com/watch?v=IaiVtB5X8B8>
- 6) <https://www.youtube.com/watch?v=-M9L4ik8pgc>

Start-ups and Digital Business Management

Course Code: MBADM3070 :

Learning Objectives:

1. Describe the concepts & practices that take the startups & small-scale business to next levels.
2. Summarize how small business can do more with less
3. APPLY marketing principles and theories to the demands of startups & small scale businesses
4. Examine the digital marketing strategies of small scale businesses & startups
5. Explain the digital integration for the small scale businesses & startups
6. Design the digital marketing plan for the real world commodities, goods, services, e-products/ e-services of small scale businesses & startups

Learning Outcome:

1. Knowledge in basic of Start-ups and Digital Business
2. Learnt skills in advanced Start-ups and Digital Business

Unit 1.

Smart Steps You Can't Skip: The changing marketing Megaphone, your brand blue-print, your story in three parts, brand voice, visuals for your story, Map Your Marketing: smart goals, cautionary tales, six common business objectives.

Unit 2.

Digital Compass: how to use your compass, what works best when, Do More with Less: Create a Question Engine, listening first, the power of questions, how questions fuel content, how questions spark

conversations, turning a fear into opportunity, listening & responding, getting your team engaged.

Unit 3.

Embrace Your People Power: time - the real people problem, talent- social media unicorns don't exist, terror-living the digital chaos, dividing & conquering, internal & external scrappy staffing, your most valuable resource.

Unit 4.

Connect Your Digital Dots: obsess over digital integration, why email marketing still matters, integrating with social media & content marketing, paid media, owned media, organic search & optimization, earned media, the sum of touchpoints.

Unit 5.

Simplify for the Long Haul: the top problems complicating content, four content creation hacks that belong in every marketer's toolbox, when it comes to good content, less is more, complicated social situations, focusing on the right people, most important step to simplifying your social media marketing, measure what matters, putting it together- connecting the rest of your marketing.

Text book and Reference Books

1. GET SCRAPPY Smarter Digital Marketing for Businesses Big and Small by NICK WESTERGAARD, American Marketing Association (AMACOM)
2. Web Marketing for Small Businesses 7 Steps to Explosive Business Growth by Stephanie Diamond, Sourcebooks Inc.
3. Digital Marketing All-in-One for Dummies by Stephanie Diamond, Published by: John Wiley & Sons, Inc

Cyber Laws

Course Code: MBADM3080 :

Learning Objectives:

DEFINE the key terms and concepts pertaining to cyber laws.

2. DESCRIBE the relevant legal provisions in detail.

3. DETERMINE the applicability of the legal provisions in a specific scenario.

4. OUTLINE the course of action in case of violation of the legal provisions.

5. EXPLAIN the various legal, social and international issues and the various remedies available under the Information Technology Act for the breach and commission of offence in cyber space

Learning Outcome:

1. Knowledge in basic Cyber Law
2. Learnt regulations of Cyber Law

Unit 1:

Information Technology Act: Evolution of the IT Act, Genesis and Necessity, Salient features of the IT Act, 2000; various authorities under IT Act and their powers; Penalties & Offences, amendments, Cyber Space Jurisdiction, Jurisdiction issues under IT Act, 2000.

Unit 2:

E-commerce and Laws in India: Digital/ Electronic Signature in Indian Laws, E-Commerce; Issues and provisions in Indian Law, E-Governance; concept and practicality in India, E-Taxation issues in Cyberspace, EContracts and its validity in India, Cyber Tribunal & Appellate Tribunal, Cyber Regulations.

Unit 3:

Intellectual Property Rights: Domain Names and Trademark Disputes, Concept of Trademark/ in Internet Era,

Cyber squatting, Reverse Hijacking, Jurisdiction in Trademark Disputes, Copyright in the Digital Medium, Copyright in Computer Programmes, Copyright and WIPO Treaties, Concept of Patent Right, Relevant Provisions of Patent Act 1970.

Unit 4 :

Personal Data Security: Sensitive Personal Data or Information (SPDI) in Cyber Law, SPDI Definition and Reasonable Security Practices in India, Reasonable Security Practices – International perspective, Cloud Computing & Law.

Unit 5:

Cyber Law: International Perspective, EDI : Concept and legal Issues, UNCITRAL Model Law, Electronic Signature Law's of Major Countries, Cryptography Laws, Cyber Law's of Major Countries, EU Convention on Cyber Crime.

Text book and Reference Books

1. Cyber Law & Cyber Crimes by Advocate Prashant Mali, Snow White Publications, Mumbai
2. Cyber Law in India by Farooq Ahmad, Pioneer Books
3. Information Technology Law and Practice by Vakul Sharma, Universal Law Publishing Co. Pvt. Ltd
4. The Indian Cyber Law by Suresh T. Vishwanathan, Bharat Law House New Delhi
5. Guide to Cyber and E- Commerce Laws by P.M. Bukshi and R.K. Suri, Bharat Law House, New Delhi
6. The Information technology Act, 2000, Bare Act- Professional Book Publishers, New Delhi
7. Computer Forensics: Principles and Practices by Linda Volonino, Reynaldo Anzaldúa and Jana Godwin; Pearson Prentice-Hall
8. First Responder's Guide to Computer Forensics by Richard Nolan et al; Carnegie Mellon

MBA Semester 4

Course Type	Course Code	Course Title	Lecture	IA	UE	Total Marks	Credit Hours
DSC	MBAM4000	Project Management	4	30	70	100	4
ISC	MBAM4023	Capstone Project (100 Marks)	4	50	50	100	4

Project Management

Course Code : MBAM4000

Course Objectives:

- To understand the managerial process of project management.
- To focus on the role of a project manager, so as to ensure successful execution of a project to meet the given deadline .
- To develop with multitasking ability, analytical thinking, and excellent communication skills for effective execution

Course Outline:

Unit 1 - Basics of Project Management: Introduction - Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principle.

Unit 2 - Project Identification and Selection: Introduction -Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break- even point.

Unit 3 - Project Planning - Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS).

Unit 4 -Organisational Structure and Organisational Issues - Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management.

Unit 5 - PERT and CPM - Introduction, Development of Project Network, Time Estimation,

Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System.

Unit 6 - Resources Considerations in Projects - Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts.

Course Outcomes:

- Students will understand the managerial process of project management.
- Students will be able to focus on the role of a project manager, so as to ensure successful execution of a project to meet the given deadline .
- Students will develop with multitasking ability, analytical thinking, and excellent communication skills for effective execution

Reference Books:

- Project Planning estimation and assessment by Prasanna Chandra
- A Guide to the Project Management Body of Knowledge: PMBOK Guide
- Project Management Managerial Emphasis by Meredith and Mantel
- Project Management : The Managerial Process by Gray and Larson.

Capstone Project

Guidelines

1. Introduction

The Capstone Project is a culminating academic assignment designed to demonstrate the student's ability to apply theoretical knowledge to real-world business challenges. It involves problem identification, research, analysis, and solution development in areas like marketing, finance, HR, operations, IT, entrepreneurship, and strategy.

2. Objectives

- To integrate knowledge from different functional areas of management.
- To develop problem-solving, analytical, and decision-making skills.
- To provide exposure to real-time business problems.
- To foster teamwork, project management, and communication skills.
- To create innovative, research-based business solutions.

3. Project Types

Students may choose any one of the following types:

- Industry-Based Project: A project with a live company involving real-time data.
- Startup Feasibility Study: Business plan creation for a new venture.
- Research-Based Project: In-depth analysis using primary/secondary data to solve a business

problem.

- Consulting Project: A strategic or operational advisory project for a firm or NGO.
- Simulation or Case Analysis Project: Development or analysis of detailed business cases.

4. Scope of Work

- Problem identification and definition
- Literature review
- Research design/methodology
- Data collection and analysis
- Strategic/functional analysis
- Findings, conclusions, and recommendations
- Implementation plan (if applicable)

5. Duration

- Timeline: 8 to 12 weeks (to be conducted in the final semester)
- Hours of Work: Minimum 150 hours per student

6. Team Composition

- Individual or Group: Preferably 2-4 students per group.
- Interdisciplinary Teams are encouraged where applicable.
- Faculty Guide: One assigned per group.

7. Project Proposal

Must include:

- Title of the project
- Background and need for the study
- Problem statement
- Objectives
- Research methodology
- Expected outcomes
- Company (if applicable) and guide details
- Timeline of activities

Proposal Approval: Must be approved by the Project Review Committee (PRC) before proceeding.

8. Execution Phases

1. Phase 1: Proposal Submission & Approval
2. Phase 2: Literature Review & Framework Development
3. Phase 3: Data Collection (Field/Secondary)
4. Phase 4: Analysis & Interpretation

5. Phase 5: Final Report Preparation & Presentation

9. Evaluation Criteria

Component	Weightage (%)
Proposal & Objective Clarity	10%
Literature Review & Framework	15%
Research Design & Methodology	15%
Analysis & Interpretation	20%
Innovation and Business Application	15%
Report Quality & Documentation	10%
Viva-Voce/Presentation	15%

10. Report Guidelines

- Length: 60–100 pages
- Format:
 - Font: Times New Roman, Size: 12
 - Spacing: 1.5, Margin: 1 inch on all sides
 - Binding: Spiral/hard bound
- Structure:
 1. Title Page
 2. Certificate (Institute + Organization)
 3. Declaration by Student
 4. Acknowledgment
 5. Executive Summary
 6. Table of Contents
 7. List of Tables & Figures
 8. Chapters (1 to 5):
 - Introduction
 - Literature Review
 - Research Methodology
 - Data Analysis and Findings
 - Conclusion, Recommendations, and Limitations
 9. References (APA/MLA format)
 10. Appendices

11. Viva-Voce / Final Presentation

- Presentation before a panel of internal and external examiners.
- 15-20 minutes per group, including Q&A.
- Evaluation includes depth of understanding, clarity, teamwork, and response to queries.

12. Plagiarism Policy

- Plagiarism must be below 20% (excluding bibliography and appendices).
- Projects with high plagiarism will be disqualified or sent for revision.

13. Submission Requirements

- 1 hardbound copy (for college library)
- Soft copy in PDF format (via email or LMS)
- Presentation file (PPT)
- Project Completion Certificate from the company (if applicable)

14. Roles & Responsibilities

Students:

- Identify relevant problems
- Maintain regular contact with guide
- Submit timely updates and adhere to deadlines

Faculty Guide:

- Approve and mentor the project
- Monitor progress and provide academic direction
- Evaluate and submit grades to the PRC

Institutional PRC:

- Approve proposals
- Conduct mid-term reviews
- Evaluate final submission and presentations

SPECIALISATION

Finance Management

Commercial Banking

Course MBAF4010

Course Objectives:

- To get in-depth knowledge on functioning of commercial banks in India
- To explain the evolution of banking and the organizational structure of banks, and impact of regulations on banking operations
- To understand the risk management & evaluate bank profitability

Course Outline:

Unit 1 : Introduction to Commercial Banking : Banking structure, growth/history of Indian banking, banking sector reforms , Banking Operations , Retail liabilities, retail assets, KYC, Banking products , Fund based and fee based, term loan/working capital

Unit 2 : Legal & Regulatory Aspects of Banking : Negotiable Instrument Act, Banking Regulation Act and RBI Act, Regulatory role of Government, RBI & SEBI on commercial banks

Unit 3 : Asset Liability Management : Interest spread, NIM, Impact of ALM on profitability, RBI guidelines on ALM

Unit 4 : Capital Adequacy Norms : Importance of capital for banks, Basel I/II/III and CAR , impact on CAR on the performance of banks.

Unit 5 : Risk Management & Compliance: Importance of risk management in banks ,Types of risks. RBI guidelines on Risk management . Importance & significance Compliance, RBI Guidelines on compliance frame work. Compliance issues in banks

Unit 6 : Frauds & Irregularities : Types of frauds, Reasons for frauds & irregularities in banks. Preventive steps taken by banks to avert frauds. RBI Master Directions on Frauds.

Course Outcomes:

- Students will get in-depth knowledge on functioning of commercial banks in India
- Students will explain the evolution of banking and the organizational structure of banks, and impact of regulations on banking operations
- Students will understand the risk management & evaluate bank profitability

Reference Books:

- Introduction to Banking, Vijayraghawan Iyengar.
- Indian Institute of Bank Management , Advanced Bank Management.

- Koch, Timothy W. and S. MacDonald, *Bank Management*,
- *The Stanford Bank Game*, Parker, George, and Terrence Beals,
- Indian Institute of Banking and Finance, Legal aspects of Banking Operations.

Risk & Insurance Management

Course Code : MBAF4020

Course Objectives:

- To make the student understand various types of insurance risks
- To enable the students to understand the flow of operations in both life and non-life insurance
- To understand principles of insurance and its usefulness in risk coverage along with its regulatory frame work

Course Outline:

Unit 1 Introduction to Risk : Concept of Risk; Risk vs. Perils and Hazards; Types of Risks- Financial and Non-financial, Static and Dynamic, Fundamental and Particular, Pure and Speculative; Essentials of Insurance Risks. Risk Management Process & Risk Management Strategies.

Unit 2 Introduction to Insurance : Meaning, Nature and Scope of Insurance; Insurance vs. Assurance; Insurance vs. Gambling; Functions of Insurance; Importance of Insurance for Individuals, Business, Society and Nation; Limitations of Insurance; Origin and Growth of Insurance.

Unit 3 Kinds of Insurance: On the Basis of Business-Life, General and Social Insurance; On the Basis of Risk Covered-Personal, Property, Liability and Guarantee Insurance; Types of Insurance Organisations; Insurance Organisations in India.

Unit 4 Principles of Insurance Contract : Essentials of General Contract, Insurable Interest, Utmost Good Faith, Warranties, Indemnity, Subrogation, Proximate Cause, Contribution, Return of Premium, Assignment of Interest; Conceptual Framework of Double Insurance, Over-insurance, Under-insurance and Reinsurance.

Unit 5 Current Legal Environment – Insurance Act 1938 (as amended) & Insurance Regulatory & Development Act.- An Overview – Insurance Sector Reforms - The Insurance Regulatory Development Authority (IRDA) Act, 1999 – IRDA (Investment) Regulations 2000 – IRDA Guidelines for Insurance Brokers Securities and Exchange Board of India (SEBI) Act, 1992 – SEBI Guidelines. Regulations issued by IRDA for Insurance Agents & Brokers

Course Outcomes:

- Students will make the student understand various types of insurance risks
- Students will enable to understand the flow of operations in both life and non-life insurance

- Students will understand principles of insurance and its usefulness in risk coverage along with its regulatory frame work

Reference Books:

- Legal and Regulatory Aspects of Insurance, K.C.Mishra and M.Bakshi ,
- ‘Principles Of Insurance Law (Life - Fire - Marine - Motor And Accident)’, M. NSrinivasan,
- ‘Modern Law Of Insurance’, KSN Murthy &Dr KVS Sarma,
- Insurance and risk management – Gupta R.K
- Management of insurance companies-Vivek Gupta

Wealth Management

Course Code : MBAF3030

Course Objectives:

- To understand the basic concepts and fundamentals used in wealth management.
- To develop the capability to design appropriate portfolio for the investors based on their risk appetite.
- To analyze the needs , risk profile of the clients & advice the right products.

Course Outline:

Unit 1 Introduction to Wealth Management- Meaning of wealth management, Scope of wealth management, Components & Process of wealth management , functions of investment, advisor, Code of Ethics for Wealth Manager.

Unit 2 Needs and expectations of clients - Wealth management client categories, Customer profiling, financial planning, goal setting, managing asset, controlling liabilities, planning taxes, diversification, life cycle management.

Unit 3 Investment planning& Insurance Planning - Types of investment risk return expectations versus risk appetite. Insurance Planning : Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of Life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value.

Unit 4 Tax and Estate Planning -Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward and Set-off, Estate Planning Concepts – Types of Will – Requirements of a Valid Will – Trust.

Unit 5 Retirement Planning/Income Streams and Tax Savings Schemes: Understanding of Different Salary Components, Tax Savings Schemes, Introduction to Retirement Planning, Purpose and Need, Life Cycle Planning, Financial Objectives in Retirement Planning. Pre and Post-retirement Strategies.

Course Outcomes:

- Students will understand the basic concepts and fundamentals used in wealth management.
- Students will be able to develop the capability to design appropriate portfolio for the investors based on their risk appetite.
- Students will analyze the needs , risk profile of the clients & advice the right products.

Reference Books:

- Wealth Management, S. K. Bagchi.
- Wealth Management, Harold R Evensky.
- Wealth Management, Nalinipruva Tripathi.
- Wealth Management, Suyash Bhatt.

Derivatives and Risk Management

Course Code: MBAF4040

Course Objectives:

- To understand the concepts related to derivatives markets and gain in-depth knowledge of functioning of derivatives markets.
- To learn the derivatives pricing and application of strategies for financial risk management.
- To acquaint learners with the trading, clearing and settlement mechanism in derivatives markets.

Course Outline:

Unit- 1 Derivative- An Introduction: Derivatives – Definition – Types – Forward Contracts

– Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives

Unit- 2 Futures Contract: Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, StockIndex Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

Unit- 3 Options: Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts

Unit- 4 Swaps : Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial

Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk

Unit- 5 Derivatives In India : Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives

Course Outcomes:

- Students will understand the concepts related to derivatives markets and gain in-depth knowledge of functioning of derivatives markets.
- Students will learn the derivatives pricing and application of strategies for financial risk management.
- Students will be able to learn trading, clearing and settlement mechanism in derivatives markets.

Reference Books:

- Derivatives & Risk Management, Rajiv Srivastava,.
- Futures and Option Markets, John C. Hull.
- Risk Management & Derivative, Rene M. Stulz,.
- Financial Derivatives - An introduction to futures, forwards, options and swaps, Redhead Keith,
- Derivatives and Risk Management ,Varma Financial Derivatives- Theory, Concepts and Practice, S.L.Gupta, .

Venture Capital and Private Equity

Course Code MBAF4050

Course Objectives:

- To make students aware of Angel financiers, venture capitalist and private equity funds their working and evaluation process.
- To choose the right source of finance at the right stages of project life cycle.
- To provide an understanding of the working procedures of these sources of finance and how to tap them.

Course Outline:

Unit 1 :Concept of Venture Capital and Private Equity - Venture capital, Angel financiers, Private Equity, Hedge funds, Their classification and their different characteristics. History of Venture capital, Angel financiers, Private Equity, Hedge funds, in India. Different models of VC, PE and hedge funds in India. Correlation of means of finance with project life cycle.

Unit 2: Understanding working procedures - The Venture capital cycle, Opportunity recognition, Key parties involved, value of opportunity, negotiation on terms, harvest or exit investment. Initial screening, due diligence, risk return fit, Return on investment from cash flows, breakeven point.

Unit 3 : Valuing companies - Understanding the nature of business, Methods of valuation and its role throughout the venture capital process. Valuing companies with options: Real options. Difference in approach and evaluation process of PE, angel financier, Venture capitalist with Banks and financial institutions.

Unit 4: Negotiation and Structure of Investment - Intention, Security type, Liquidation preferences, Shareholder agreement, Share purchase agreement.

Unit 5 : Exit Investment - Going public: Need for going public, IPO process, role of banker,

Course Outcomes:

- Students will be aware of Angel financiers, venture capitalist and private equity funds their working and evaluation process.
- Students will choose the right source of finance at the right stages of project life cycle.
- Students will be provided with an understanding of the working procedures of these sources of finance and how to tap them.

Reference Books:

- Financial Services. Khan, M.Y.
- Venture Capital In India, Taneja Satish,.
- Financial Institutions and Markets, Structure, Growth and Innovation. Bhole , L.M. .
- Financial markets and Institutions, Guruswamy, S. .
- Merchant Banking and Financial Services. Guruswamy, S.

Design Thinking

Course Code MBAF4060

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Course Outline:

Unit 1 : Design Thinking Background

Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design

Thinking Discipline, Design Thinking Mind-set

Unit 2: Introduction to design characteristics of successful product development, product development process, identification of opportunities, product planning, Innovation in product development.

Unit 3 : Design thinking: Introduction, Principles, the process, Innovation in design thinking, benefits of Design thinking, design thinking and innovation, case studies.

Unit 4: Idea generation: Introduction, techniques, Conventional methods, Intuitive methods, Brainstorming, Gallery method, Delphi method, Synectics, etc Select ideas from ideation methods, case studies.

Unit 5 : A Design Thinking Approach in Stages Apply the Design Thinking Frameworks, Empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions.

Course Outcomes:

- Understand the concepts of design thinking approaches
- Create design thinking teams and conduct design thinking sessions
- Apply both critical thinking and design thinking in parallel to solve problems
- Apply some design thinking concepts to their daily work
- Provide a thinking space for innovation of new ventures, value propositions, new products or services.

Reference Books:

- Roger.L. Martin The Design of Business Harvard business review press, 2009
- Tom Kelly, The art of innovation, IDEO
- Engineering Design”, Pahl and Vietz, Springer, 2007
- “Design Thinking”, Christoph Meinel and Larry Leifer, Springer, 2007
- This is Service Design Thinking”, Marc stickdorn and Jacob Schneider, Wiely, 2011

SPECIALISATION: Marketing

Advertising & Sales Promotion

Course Code : MBAK4010

Course Objectives:

- To enable to delineate the functions and the importance of advertising & understand the advantages and drawbacks of advertising
- To analyse the job flow in an agency
- To describe sales promotion and various marketing needs

Course Outline:

Unit 1 Overview of Advertising Management - Introduction, Meaning and Framework of Advertising; Defining Advertising; Advertising to Persuade the Buyer; Importance of Advertising in Marketing; Role of Advertising in Marketing Mix and Positioning; Advertisers and Advertising Agencies; Choosing an Advertising Agency, Factors that Affect Marketing and Advertising

Unit 2 Structure of an Advertising Agency - Introduction, Overview of an Advertising Agency; Departments of an Advertising Agency, Creative department, Media department, Client servicing department, Marketing research department; Ancillary Services; Interfacing with Client's Organisation; Integration of Services

Unit 3 Setting Advertising objectives- Introduction, Marketing Objectives; Advertising Objectives, Sales-oriented/ Behavioural objectives, Communication-oriented objectives; The DAGMAR Approach to Setting Objectives and Measuring Advertising Effectiveness; Kinds of Advertising Objectives; The Advertising Communication System, The communication process, The advertising exposure model.

Unit 4 Understanding Persuasive Messages - Introduction, Communication Response Hierarchy, Securing Attention; Interpretation and Processing of Information; Persuasion; Attitude Change, Factors that influence or change attitudes; Theories of Advertising.

Unit 5 Media Planning - Introduction, Media Objectives; Media Options; Measuring Media Audiences; Determining Media Weight; Media Schedule Decisions; Space and Time Buying; Cost Considerations; The Role of a Media Planner and a Media Buyer; Media Trends.

Unit 6 : Sales Promotion - Rationale, Types - Consumer and Trade Promotions – Sales, Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

Course Outcomes:

- Students will enable to delineate the functions and the importance of advertising & understand the advantages and drawbacks of advertising
- Students will analyze the job flow in an agency
- Students will describe sales promotion and various marketing needs

Reference Books:

- Advertising And Sales Promotions, Satish K Batra
- Advertising and Sales Promotion Management – S.L.Gupta, V.V.Ratra
- Advertising Management – concepts and cases Mahendra Mohan.
- Advertising and Salesmanship – P.Saravanel.

Customer Relationship Management

Course Code : MBAK4020

Course Objectives:

- To provide insights into CRM concepts and its applications in maximising customer
- To able to measure the Customers and identifying profitable customers
- To understand relationship marketing and Its role in brand building.

Course Outline:

Unit 1 :Introduction CRM - Conceptual frame work of Customer Relationship and its Management. Evaluation customer Relationship Marketing, Types of CRM – Win Back, Prospecting, Loyalty, Cross Sell and Up Sell, Significance and Importance of CRM in Modern Business Environment.

Unit 2 :Perspectives - Planning, Stagey for CRM, Process of segmentation, Choice of Technology, Choice of organizational Structure For CRM, Understanding Market Intelligent Enterprises.

Unit 3 :Implementation of CRM - Business oriented solutions, Project Management, Channel Management, CRM in Services, CRM in Financial Services, Use of E- Commerce in CRM, CEM and Data Mining, Information required for Effective CRM.

Unit 4 :Concept of Loyalty at CRM - Definition of Loyalty, Customer Loyalty and Customer decency, Process of Developing Customer Loyalty. Status of CRM in India.

Unit 5 :Customer Satisfaction - Customer satisfaction, feedback, loyalty, customer lifecycle.

Unit 6 :e-CRM : Meaning, Essence, Difference with CRM, eCRM Process, Implementing and Integration with other processes, Steps in E CRM process.

Course Outcomes:

- Students are able to apply CRM concepts in maximising customer value
- Students are able to measure the Customers and identifying profitable customers
- Students are able to understand relationship marketing and Its role in brand building.

Reference Books:

- CRM Hand Book A Business Guide to Customer Relationship Management by Jill Dyché Addison.
- CRM Concepts and Cases second edition, Alok Kumar Rai,.
- Customer Relationship Management: A Strategic Perspective, G. Shainesh, Jagdish N Sheth,
- Customer Relationship Management – Venkata Ramana, G. Somayajulu.

Marketing of Banking & Financial Services

Course Code : MBAK4030

Course Objectives:

- To develop an understanding into the concept and practices in the Banking & Financial Services
- To understand the role of customer service and satisfaction in the banking industry
- To understand various Financial Services available in India.

Course Outline:

Unit 1 : Introduction : Role of banks, Payment Banks and NBFCs in credit supply to Indian businesses and consumers, Definition and Principles of Insurance

Unit 2 : Banking products: Wholesale banking, Retail banking – personal/consumer loans, home loans, vehicle loans, educational loans, etc. International banking, bank assurance, credit cards, debit cards, other retail banking products

Unit 3 : Customer service and satisfaction: Types of customers and their accounts, KYC guidelines of the RBI, nonresident accounts, importance of customer service in banks - customer satisfaction and delight. Grievance redressal mechanisms

Unit 4: Marketing of financial services: Special features, service marketing mix, channels for banking services, Role of DSA/DMA in marketing bank products

Unit 5: Trends in modern banking : Changing expectations and perceptions, features of modern banking – emerging trends in banking - e-banking , universal banking, mbanking, payment wallets

Course Outcomes:

- Students will develop an understanding into the concept and practices in the Banking & Financial Services
- Students will understand the role of customer service and satisfaction in the banking industry
- Students will understand various Financial Services available in India.

Reference Books:

- Marketing of Banking Service – IIB.
- Marketing of Banking Service – Rajeev .
- Management of Financial Services – Bhalla. V.K. Anmol,.
- Dynamics of Bank Marketing, VBS publishers, Madhukar R.K.

- Bank Marketing, Jha, S.M.Himalaya Publishing House.

Tourism Marketing

Course Code : MBAK4040

Course Objectives:

- To develop the students with professional and academic inputs to adapt to the requirements of the changing tourism industry
- To provide strong emphasis in communication, customer relations and service
- To create professionals who can succeed in the tourism industry

Course Outline:

Unit1: Introduction to Marketing and its application in Tourism: Difference between Marketing of Products and Services. Special features of Marketing Services. Uniqueness of Tourism Marketing.

Unit 2: Market Research & Market segmentation : Overview of the role of Market Research Surveys and forecasting and Consumer Behavior and their Roles in the Development of Marketing Activities. Marketing Segmentation and Leisure markets- Problem of Identifying and Developing Marketing activities aimed at Segments in the Leisure market.

Unit 3: P's of Tourism Marketing: 8 P's of Tourism Marketing- Product, Place, Price, Promotion, Physical Evidence, People, Process & Packaging, Designing Tourism Product – Branding and Packaging Product Development – Product Life Cycle & Its Various Stages, Pricing Strategies and Approaches, Channels of Distribution, Advertising – Sales Promotion – Publicity – Personal Selling

Unit 4: Marketing of Tourism Products : Trends in Tourism Marketing – Marketing of Known and Lesser Known Destinations, Airlines, Hotels, Resorts, Travel Agencies, Event Management Company. Organization and managing Tourism Markets, Marketing Plans.

Unit 5 : Marketing Skills for Tourism Business : Self Motivation – Team Building –Personality Development - Creativity & Innovation– Innovative Products in Tourism, Five –Gap Model of Service Quality, Marketing Control.

Course Outcomes:

- Students will have professional and academic inputs to adapt to the requirements of the changing tourism industry
- Students will be provided strong emphasis in communication, customer relations and service
- Students can succeed in the tourism industry

Reference Books:

- Tourism Marketing, Chaudhary, Manjula,
- Introduction to Travel and Tourism Marketing, Bennett J. A., Strydom J. Wilhelm, Marketing for Tourism, Loway I.C. and Plant R.V, Pitman.
- Marketing for Tourism - J. Christopher Holloway & Chris Robinson
- Marketing for Hospitality and Tourism - Philip Kotler, Jon Bower, James Maken
- Marketing in Travel and Tourism - Victor T.C. Middleton

Retail Marketing

Course code MBAK4050

Course Objectives:

- To develop the analytical ability of the students to attain an insight into Retail marketing
- To understand the techniques for optimal utilization of resources
- To familiarize with the special problems related to sales in rural markets.

Course Outline:

Unit 1 : Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

Unit 2 : Retail Marketing Environment- Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues

Unit 3 : The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective

Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation. Store Location and Layout, Location Based Retail Strategies.

Unit 4 : Retail Pricing- Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

Unit 5 : Customer Relationship Management in Retailing-Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program

Unit 7 : Rural Retailing- Introduction, an Overview of the Indian Rural Market, Role of Rural retailing in India, Challenges in Indian Rural Market, Periodic Markets (Shanties/Haats/Jathras), Rural retail Players in India, Rural Retail Strategies, Future of Rural retailing

Course Outcomes:

- Students will develop the analytical ability of the students to attain an insight into Retail marketing
- Students will understand the techniques for optimal utilization of resources
- Students will familiarize with the special problems related to sales in rural markets.

Reference Books:

- Retail Marketing , Sullivan, M., Adcock, D.
- Rural Marketing: Concept & Cases, Balaram Dogra & Karminder Ghuman, Tata McGraw-Hill Publishing Company
- Rural Marketing: Indian Perspective, A.K. Singh & S. Pandey, New Age International Publishers
- Rural Marketing, Csg Krishnamacharylu & Laitha Ramakrishna, Pearson Education Asia.
- Retailing Management, A Strategic Approach – Barry Berman & Joel R Evans, Macmillan Publishing company

Design Thinking

Course Code MBAK4060

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Course Outline:

Unit 1 : Design Thinking Background

Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mind-set

Unit 2: Introduction to design characteristics of successful product development, product development process, identification of opportunities, product planning, Innovation in product development.

Unit 3 : Design thinking: Introduction, Principles, the process, Innovation in design thinking, benefits of Design thinking, design thinking and innovation, case studies.

Unit 4: Idea generation: Introduction, techniques, Conventional methods, Intuitive methods, Brainstorming, Gallery method, Delphi method, Synectics, etc Select ideas from ideation methods, case studies.

Unit 5 : A Design Thinking Approach in Stages Apply the Design Thinking Frameworks, Empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions.

Course Outcomes:

- Understand the concepts of design thinking approaches
- Create design thinking teams and conduct design thinking sessions
- Apply both critical thinking and design thinking in parallel to solve problems
- Apply some design thinking concepts to their daily work
- Provide a thinking space for innovation of new ventures, value propositions, new products or services.

Reference Books:

- Roger.L. Martin The Design of Business Harvard business review press, 2009
- Tom Kelly, The art of innovation, IDEO
- Engineering Design”, Pahl and Vietz, Springer, 2007
- “Design Thinking”, Christoph Meinel and Larry Leifer, Springer, 2007
- This is Service Design Thinking”, Marc stickdorn and Jacob Schneider, Wiely, 2011

SPECIALISATION: HR

Compensation & Benefits Management

CourseCodeMBAH4010

Course Objectives:

- To understand issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.
- To impart skills in designing, analysis and restructure compensation management system, policies and strategies
- To provide information about the prevailing compensation system in India.

Course Outline:

Unit 1 Compensation Management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues.

Unit 2 Job Evaluation, Grading and Compensation Structure - Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback).

Unit 3 Wages and Salary Administration at Macro (National) Level - 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, Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation.

Unit 4 Incentive Schemes - Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans.

Unit 5 Benefits and Services - 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.

Unit 6 Compensation Strategy - New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies.

Course Outcomes:

- Students will understand the issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.
- Students will be able to learn skills in designing, analysis and restructure compensation management system, policies and strategies
- Students will be able to understand the prevailing compensation system in India.

Reference Books:

- Compensation Management, D.K.Bhattacharyya,
- Human Resources Management, UdayK.Haldar and JuthikaSarkar
- Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis
- Wage and Salary administration by Rock Micton.

Talent Management

Course Code MBAH4020

Course Objectives:

- To create symbiotic relationship between talent and organization to accelerate performance improvements
- To focus on talent “development” rather than the traditional notion of “managing” human resources
- To impart basic human resources functions along with newer approaches

Course Outline:

Unit 1 : Introduction to Talent Management - Introduction, talent management – overview, talent management – history, the scope of talent management, need of talent management, key processes of talent management, talent vs knowledge people, source of talent management, consequences of failure in managing talent, tools for managing talent.

Unit 2: Building Blocks for Talent Management- Introduction, effective talent management system, building blocks of effective talent management system.

Unit 3: Talent Management System- Introduction, talent management system, critical success factors to create talent management system, some other critical success factors of best practice talent management system, factors of unique talent management approach, key elements of talent management system.

Unit 4: Life Cycle of Talent Management - Introduction, linkage between talent management process and workforce, importance of talent management process, important steps to assess talent management process, stages of talent management, essentials of talent management process.

Unit 5: Approaches to Talent Management -Talent management approaches, developing a talent management strategy, mapping business strategies and talent management strategies, post recession challenges of talent management.

Unit 6 : Talent Management and Organisational Environment: Introduction, talent management and organisational environment-an overview, shaping talent planning and developing values, promoting ethical behaviour.

Course Outcomes:

- Students will be able to create symbiotic relationship between talent and organization to accelerate performance improvements
- Students will be able to focus on talent “development” rather than the traditional notion of “managing” human resources
- Students will be able to understand basic human resources functions along with newer approaches

Reference Books:

- The Talent Era, Financial Times/ Prentice Hall International, Chowdhary, Subir,
- Organisation 21C, Chowdhary, Subir,
- The Talent management Handover, Berger, Lance A and Dorothy Berger (Eds.) ,
- The Handbook of Competency mapping, Response Books, Sanghi, Seema, NewDelhi.

Organizational Development

Course Code : MBAH4030

Course Objectives:

- To provide an overview of the theory and practice of making organizations more effective by applying techniques of organizational development& change
- To understand OD Approaches and Models and understand the process of change
- To understand the trends in OD and Change Management

Course Outline:

Unit 1 :Organisational development-An introduction: Organisational Development – Meaning and Definition, History of OD, Relevance of Organisational Developmentfor Managers, Characteristics of OD, Assumptions of OD.

Unit 2 :Change Process and Models - Organisational Change, Strategies for Change, Theories of Planned Change (Lewin's change model, Action research model, the positive model), Action Research as a Process, Resistance to Change.

Unit 3 : Role of OD Practitioner - OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional.

Unit 4: Process of OD - Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure.

Unit 5: Designing Interventions - OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions.

Unit 6 :Values and Ethics in OD - Professional Values, Value Conflict and Dilemma,OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgment.

Course Outcomes:

- Students will be able to provided with an overview of the theory and practice of making organizations more effective by applying techniques of organizational development& change
- Students will be able to understand OD Approaches and Models and understand the process of change
- Students will be able to understand the trends in OD and Change Management

Reference Books:

- Organizational Development & Change, Cummings, T. G. &Warley, C. G. Cincinnati,
- Organizational Development, French, W., Cecil, H. Bell & Jr..
- Organisational Change and Development – Dipak Kumar Bhattacharya
- Organizational Theory, Jones, G. R., Addison

Cross Cultural Management

*CourseCodeMBAH4040**Course Objectives:*

- To develop a diagnostic and conceptual understanding of the cultural and relatedbehavioral variables in the management of the global organization.
- To provide understanding on the synthesis of management styles, values, and communications styles.
- To understand “The way things are done” in an organization and impact of cultural differences on business operations

Course Outline:

Unit 1 :Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers, and others] – An Analytical framework.

Unit 2:Culture and Global Management – Global Business Scenario and Role of Culture Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

Unit 3: Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations-Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Unit 4: Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individualsand teams included] – Retention strategies.

Unit 5: Corporate Culture– The Nature of Organizational Cultures Diagnosing the As-Is Condition;

Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Course Outcomes:

- Students will develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of the global organization.
- Students will be able to understand the synthesis of management styles, values, and communications styles.
- Students will understand “*The way things are done*” in an organization and impact of cultural differences on business operations

Reference Books:

- Revitalize Your Corporate Culture: Cashby Franklin,.
- International Management: Managing Across Borders And Cultures, Deresky Heleni.
- The Secret Of A Winning Culture: Esenn Drlarry, Rchildress John, .G. &Warley, C. G. Cincinnati,
- Organizational Development, French, W., Cecil, H. Bell & Jr.,.
- Organisational Change and Development – Dipak Kumar Bhattacharya
- Organizational Theory, Jones, G. R., Addison

Labour Laws

Course Code MBAH4050

Course Objectives:

- To understand various legislations with their history, basic provisions & case laws
- To provide the students with practical legal knowledge of general business law issues and topics to become effective business leaders.
- To study Labour Laws with IR implications & to update the current amendments

Course Outline:

Unit 1 : Definition & Important provisions -I- importance- Evolution- Legal Provision relating to Wages- Working Conditions - Labour Welfare- Industrial Relations- Social Security.

Unit 2: Definition & Important provisions -II- Scope, Important provisions and Case laws related to The Factories Act, 1948-The Trade Unions Act, 1926 -The Payment of Wages Act, 1936 - The Minimum Wages Act, 1948-The Industrial Disputes Act, 1947- The Workmen’s Compensation Act, 1923

Unit 3: Definition & Important provisions -III - Scope, Important provisions and Case laws related to The Payment of Gratuity Act, 1972 -The Payment of Bonus Act, 1965- The Employee’s Provident Fund & Misc. Act, 1952 -The Employees State Insurance Act, 1948.

Unit 4: Definition & Important provisions -IV - Scope, Important provisions and Case laws related to The Industrial Employment (Standing Orders) Act, 1946-The Apprentices Act, 1961- The Equal Remuneration Act, 1976- The Maternity Benefit Act, 1961.

Unit 5: Definition & Important provisions -V- Scope, Important provisions and Case laws related to Contract Labour Regulations and Abolition Act, 1970-The Child Labour Prevention and Regulation Act, 1986 – Application of Labour Laws in Special Economic Zones-IssuesChallenges and strategies.

Course Outcomes:

- Students will understand various legislations with their history, basic provisions & case laws
- Students will be provided with practical legal knowledge of general business law issues and topics to become effective business leaders.
- Students will understand various Labor Laws with IR implications & update the current amendments

Reference Books:

- Industrial Laws, Padhi P.K., PHI,
- Elements of Mercantile Law, Kapoor N. D , Sultan Chand
- Labour Laws. Tax Mann,
- Industrial Relation,Trade unions and Labour Legislation, Sinha DR. N., InduBalasinha & Semma Priyadarshini Shekar,

Design Thinking

Course Code MBAH4060

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Course Outline:

Unit 1 : Design Thinking Background

Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mind-set

Unit 2: Introduction to design characteristics of successful product development, product development process, identification of opportunities, product planning, Innovation in product development.

Unit 3 : Design thinking: Introduction, Principles, the process, Innovation in design thinking, benefits of Design thinking, design thinking and innovation, case studies.

Unit 4: Idea generation: Introduction, techniques, Conventional methods, Intuitive methods, Brainstorming, Gallery method, Delphi method, Synectics, etc Select ideas from ideation methods, case studies.

Unit 5 : A Design Thinking Approach in Stages Apply the Design Thinking Frameworks, Empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions.

Course Outcomes:

- Understand the concepts of design thinking approaches
- Create design thinking teams and conduct design thinking sessions
- Apply both critical thinking and design thinking in parallel to solve problems
- Apply some design thinking concepts to their daily work
- Provide a thinking space for innovation of new ventures, value propositions, new products or services.

Reference Books:

- Roger.L. Martin The Design of Business Harvard business review press, 2009
- Tom Kelly, The art of innovation, IDEO
- Engineering Design”, Pahl and Vietz, Springer, 2007
- “Design Thinking”, Christoph Meinel and Larry Leifer, Springer, 2007
- This is Service Design Thinking”, Marc stickdorn and Jacob Schneider, Wiely, 2011

SPECIALISATION: Information Technology

Data management System& Data Warehousing

Course Code MBAT4010

Course Objectives:

- To provide knowledge of: - Data preprocessing and data quality.
- To understand modeling and design of data warehouses. –
- To understand Algorithms for data mining. Skills: -
- To be able to design data warehouses.
- To develop the ability to apply acquired knowledge for understanding data and select suitable methods for data analysis.

Course Out Line

Unit-1 :Introduction, Meaning and Definition of Database, Database Environment, Working of a Simple Centralized Database System, Tradition al File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of using

DBMS.

Unit-2 :Data Models: The importance of data models, Basic building blocks, Business rules, The evolution of data models Hierarchical, Network, Relational, Entity-Relationship model: entity and entity sets, relationship, constraints, E-R diagrams and issues.

Unit-3 : Database Management System(DBMS) Basic concepts : data, information, metadata, definition of DBMS, Components, entities, attributes, relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity ,DBMS three level(Logical, Conceptual, Physical) Advantages and disadvantages of DBMS, Database system environment and utilities

Unit-4 : Distributed Databases: Introduction to Distributed DBMS Concepts, Client-Server Model, Data Fragmentation, Replication, and Allocation Techniques for Distributed Database Design

Unit-5 :Relational Database Management System (RDBMS): Definition, Meaning, and Introduction, Merits and demerits, Relational Database design: features of good relational database design, atomic Domain and Normalization (1NF, 2NF, 3NF, BCNF).

Unit-6 : Object-Relational Database Management System(ORDBMS): Introduction, Basics of Object Oriented Design (OOD), Characteristics- Advantages-Object oriented development- Objects and Object classes-Object Oriented data Model, Object oriented databases, Object Relational Database Management Systems.

Unit-7 : Structured Query Language:SQL: Introduction, SQL, Multi table Queries, Nested Queries or Sub queries, Multiple Row Nested Queries, Data Manipulation Language, The Create Table Statement Security and integrity: Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification in SQL Data warehousing, Multidimensional Data Models, Data Warehouse Architecture, ROLAP MOLAP, HOLAP, OLAP and OLTP.

Course outcomes

- Students will get knowledge of: - Data preprocessing and data quality.
- Students will be able to understand Modeling and design of data warehouses.
- Students will be able to understand Algorithms for data mining. Skills:-
- Students will be able to design data warehouses.
- Students will be able to apply acquired knowledge for understanding data and select suitable methods for data analysis.

Text books

- Rob, Coronel, “Database Systems”, Seventh Edition, Cengage Learning.
- Database management system by Navate
- Database management by E.F Codd
- Database Management Systems by Raghu Ramakrishnan
- Introduction to Database Management Systems by Kahate

Reference books

- Database System and Concepts by A Silberschatz, H Korth, S Sudarshan,

- Database Management Systems by P.S.Gill
- Database System Concepts by Silberschatz
- Database Management Systems by Bipin Desai
- Principles of Database Systems by J.D.Ullman

Enterprise Management Systems (EMS)

Course Code MBAT4020

Course Objectives

- To understand the Enterprise Resource Planning (ERP) - Meaning and Concept of ERP, Functional view of business processes and how they are integrated using an ERP, Merits and Demerits of ERP
- To understand the Enterprise Content Management – Role of content management
- To understand the applications areas of ERP, in various industry verticals and Business
- To understand Enterprise Portals – Concept of an enterprise portal
- To understand the Enterprise Application Integration- Challenges in integrating

Course Out Line

Unit-1 : Enterprise Management Systems – the Components – what is an Enterprise and its dynamics – how does it work. What subsystems are required to make it responsive and successful? How does IT play a part? Understanding Business IT

Unit-2 : Applications areas of an Enterprise viz. ERP, across various industry verticals and businesses such as BFSI, Retail, Telecom, Healthcare, across manufacturing and/or Marketing organizations, Government bodies etc...

Unit-3 : Enterprise Content Management – role of content management –New Organization and Startup the challenges and Role of IT and systems Building Cashless and Process oriented organizations

Unit-4 : Enterprise Portals – Concept of an enterprise portal, benefits to an organization, Technologies available for building such portals.

Unit-5 : Enterprise Application Integration- Challenges in integrating various enterprise applications. Modern technologies for application integration.

Unit-6 : Application Areas of ERP in SCM, and CRM, Supply Chain Management(SCM) – Need for Supply chain integration, Application overview of supply chain solution, Advanced SCM and ERP integration

Course Outcomes

- Students will be able to describe properties and architectures of enterprise systems,
- Students will be able to understand strategies and approaches for implementation and use of enterprise systems,
- Students will be able to explain how enterprise systems support organisations.
- Students will be able to analyse implementation and use of enterprise systems from a socio-technical perspective,
- Students will be able to apply socio-technical models and provide recommendations for implementation and use of enterprise systems implementation,
- Students will be able to discuss and present critical issues related to implementation and use of enterprise systems.

Text books

- Enterprise Resource Planning by Alexis Leon
- Integrated Business Processes with Enterprise Systems by Simha Magal published by Wiley
- Enterprise Systems for Management by Luvai Motiwalla and Thompson
- Enterprise Resource Planning by Mary Sumner
- Enterprise Resource Planning by Makkar

Reference books

- Demos/Screen Shots of ERP Software such as SAP, CRM and SCM products
- ERP Demystified by Alexis Leon
- Enterprise Resource Planning Systems by Daniel O’Leary
- ERP Systems by Batra and Srivastava
- Work-study by ILO

Big Data and Business Analytics

Course Code MBAT4030

Course Objectives

- To understand the Introduction to Applications Big Data and Business Analytics s
- To understand the Business Analytics Cycle Introduction, Analytical Tools & Methods
- To understand Data Mining & decision Making concepts, Predictive Analysis,Forecasting Optimization, Simulation, and Business Metrics tc.
- To understand the Data Driven Prediction Methods NLP, Regression, Correlation,

- To enable Cluster Analysis, Artificial Neural Networks, BI Tools & Applications

Course Out Line

Unit-1.Introduction to Data Analytics :Need for Business Intelligence Data Management, Data Visualization, Data Warehousing, ETL Data Processing Chain From Business Intelligence to Business Analytics

Unit-2.BusinessAnalyticsCycle : Introduction, Analytical Tools & Methods, Integration Social Analytics, Operational Analytics Big Data Analytics, Hadoop, Informatics, Cognos etc. Business application of big data analytics

Unit-3.Data Mining & decision Making, Predictive Analysis, Forecasting, Optimization Simulation, Gamification.

Unit-4.Business Metrics in Action Data science in Startups Basics of Problem-Solving Design Patterns in Statistical Computing Excel for Data Science.

Unit-5.Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools &Applications.

Course Outcomes:

- Students will be able to identify Big Data and its Business Implications.
- Students will be able to List the components of Hadoop and Hadoop Eco-System
- Students will be able to Manage Job Execution in Hadoop Environment
- Students will be able to Develop Big Data Solutions using Hadoop Eco System
- Students will be able to Analyze Infosphere BigInsights Big Data Recommendations.
- Students will be able to Apply Machine Learning Techniques using R.

Text books

- Big Data Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses by Michael Minelli
- Big Data & Analytics by Chellappan and Acharya
- Big Data Analytics with R & Hadoop by Vignesh Prajapati
- Big Data Analytics Made Easy by Y Lakshmi Prasad
- Data Science for Business by Foster Provost & Tom Fowcett

Reference books

- Business Analytics: Data Analysis and Decision Making by S. Christian Albright
- Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance by Bernard Marr
- Data Science and Big Data Analytics by EMC Education Services
- Analytics in a Big Data World by Bart Baesens

Software Engineering

Course Code MBAT4040

Course Objectives

- To understand in-detail software development process with issues /challenges in analysis, design, implementation ,maintenance etc.
- Enable to analyze, design, verify, validate, implement, apply and maintain software systems.
- To help students to develop skills that will enable to construct high quality software and reliability.

Course Outline

Unit-1 :Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each lifecycle model, and the pros and cons of these approaches to software development

Unit-2 :Analysis and Design of Information systems

Assessing the Feasibility of a system, Gathering detailed requirement, Use of Structured methods such as Data flow, Entity Relationship diagrams etc –, Use of Object Analysis and Design, Use Cases and visualization of the IT based solution, Design of Inputs , Outputs and other interfaces

Unit-3 : Documenting Software requirements - various documents used at different stages of software development process – User Requirement Specifications.

Unit-4.: Software Estimation – challenges in Estimation of software – methods of software estimation such as Line of Code, Function Point, COCOMO, COCOMO II, Use Case Point Method etc – Estimating a Coding Task versus non-coding activities such as Documentation etc.

Unit-5 : Software Quality and Testing – Need for testing, Quality assurance of software at each phase in the lifecycle, Various types of tests such as Black box v/s White box, Functional test, code reviews , Stress tests, load tests etc Use of Use Cases for functional testing, Preparing Test Data and Test Cases, overview of Automated methods for testing.

Course Objectives

- Students are able to understand software development process with issues /challenges in analysis, design, implementation ,maintenance etc.
- Students are able to analyze, design, verify, validate, implement, apply and maintain software systems.
- Students will develop skills that will enable to construct high quality software and reliability.

Text books

- Software Engineering- A Practioners's Approach", 7th Edition , Pressman
- Analysis and Design of Information Systems, by James Senn, TMH
- Raising Enterprise applications – A software engineering perspective by Pradhan, Nanjappa & allasamy

- Fundamentals of Software Engineering by Rajib Mall
- Software Engineering by Ian Sommerville

Reference books

- Structured systems analysis and design: concise study Ed 2, Kelkar SA.
- OOAD, Booch and others
- Beginning Software Engineering by Rod Stephens
- Software Engineering by Waman Jawadekar,

Data Mining and Business Intelligence

Course Code : MBAT4050

Course Objectives

- To understand the working of Data Mining and Data mining parameters
- To understand the framework of Classification on Data Mining system
- To understand the Data Mining Techniques
- To understand the Business Intelligence: Essentials, types, Life Cycle etc

Course Outline

Unit-1 : Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining,

Unit-2 : Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Analysis of Ethical issues, Global issues

Unit-3 : Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms.

Unit-4 : Business Intelligence an Introduction: Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications

Unit-5 : Business Intelligence Essentials: Introduction, Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI.

Unit-6: Business Intelligence Types: Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers

Unit-7 : Business Intelligence Life Cycle: Introduction, Business Intelligence Lifecycle, Enterprise Performance Life Cycle (EPLC) Framework Elements, Life Cycle Phases, Human Factors in BI Implementation, BI Strategy ,Business Intelligence Issues and Challenges:Introduction, Critical Challenges for Business Intelligence success Application of

Business Intelligent and Data Mining for Business

Course Outcomes:

- Students are able to demonstrate an understanding of the importance of data mining and the principles of business intelligence
- Students are able to Organize and Prepare the data needed for data mining using pre preprocessing techniques
- Students are able to Perform exploratory analysis of the data to be used for mining.
- Students are able to Implement the appropriate data mining methods like classification, clustering or Frequent Pattern mining on large data sets.
- Students are able to Apply BI to solve practical problems : Analyze the problem domain, use the data collected in enterprise apply the appropriate data mining technique, interpret and visualize the results and provide decision support.

Text books

- Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner”, G. Shmueli, N.R. Patel, P.C. Bruce,
- Introduction to Data Mining with Case Studies By G K Gupta
- Introduction to Data Mining by Tan, Kumar
- Data Mining Concepts and Techniques by Vikram Pudi & Radha Krishna,
- Business Intelligence: Data Mining and Optimization for Decision Making by Carlo Vercellis

Reference books

- Data Mining Concepts and Techniques by Han
- Modern Data Warehousing, Mining and Visualization by George Marakas, Pearson
- Data Mining – Principles and Applications by Kumar, Elsevier
- Data Mining for Managers by Richard Boire, Palgrave Macmillan
- Data Mining for Dummies by Meta Brown , John Wiley and Sons

Design Thinking

Course Code MBAT4060

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Course Outline:

Unit 1 : Design Thinking Background

Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mind-set

Unit 2: Introduction to design characteristics of successful product development, product development process, identification of opportunities, product planning, Innovation in product development.

Unit 3 : Design thinking: Introduction, Principles, the process, Innovation in design thinking, benefits of Design thinking, design thinking and innovation, case studies.

Unit 4: Idea generation: Introduction, techniques, Conventional methods, Intuitive methods, Brainstorming, Gallery method, Delphi method, Synectics, etc Select ideas from ideation methods, case studies.

Unit 5 : A Design Thinking Approach in Stages Apply the Design Thinking Frameworks, Empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions.

Course Outcomes:

- Understand the concepts of design thinking approaches
- Create design thinking teams and conduct design thinking sessions
- Apply both critical thinking and design thinking in parallel to solve problems
- Apply some design thinking concepts to their daily work
- Provide a thinking space for innovation of new ventures, value propositions, new products or services.

Reference Books:

- Roger.L. Martin The Design of Business Harvard business review press, 2009
- Tom Kelly, The art of innovation, IDEO
- Engineering Design”, Pahl and Vietz, Springer, 2007
- “Design Thinking”, Christoph Meinel and Larry Leifer, Springer, 2007
- This is Service Design Thinking”, Marc stickdorn and Jacob Schneider, Wiely, 2011

Specialization: Logistics And Supply Chain Management

International Logistics & Management of Global Supply Chain

Course Code : MBAL4010

Course Objectives

- To understand the concept of international logistics
- To understand the framework of global supply chain management
- To understand the Customer focused marketing
- To understand the Business basic models of transportation

Course Outline

Unit 1: International Trade: Need and Importance – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity Composition and Destination - Overview of International Logistics Components, Importance, Objectives; Logistic Subsystem;- Integrated Logistics; - Barrier to Internal Integration – Logistics Documents for International Trade Marketing and Logistics Customer Focused Marketing- International Marketing: International Marketing Channel, Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics

Unit 2: Basics of Transportation Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice

Unit 3: Supply Chain Management - Integrated Planning and Models - Supply Chain Models & modeling Systems – Supply Chain Decision Databases – Data Aggregations, Facility Data, Transportation Network data, Supplier Data – Integrating Supply Chain & Demand Management, Price & location Sensitive Revenue Curves

Unit 4: Risk and Management - Risk in the Supply Chain, Features of Risk, Decisions & Risk, Structure of Decisions, Decisions with uncertainty, Risk, ignorance, Managing Risk Structure of a Supply Chain, Increasing Risk, Trends in Supply Chain Management. Integration of supply Chains, Cost Reduction, Agile logistics, E – Business, Globalization, Outsourcing, Changing practices in Logistics. Approaches to Risk Management.

Course Outcomes:

- Students are able to demonstrate an understanding the knowledge about warehouse management.
- Students are able to Design a logistics network and formulate a mathematical model.
- Students are able to evaluate the logistics cost calculation methods.
- Students are able to establish inventory control models.

Reference books

- International logistics and global supply chain management by Douglas Long
- Global supply chain management by Rishabh Publication
- International logistics by S.K.Baral

Management of Inventory Stock and Purchase

Course Code : MBAL4020

Course Objectives

- To understand the concept of inventory
- To understand the framework of stock and purchase
- To understand the Inventory Management Techniques
- To understand the Business basic models Store location and Layout.

Course Outline

Unit 1: Logistics Management and Inventory Management- Introduction, Logistics Management, Concept and Objectives, Integrated Logistics Management, Logistics and Supply Chain, Types and Characteristics of Inventory, Inventory

Functionality, Terms Associated with Inventory Management, Planning the Inventory Resource, Components of Inventory

Unit 2: Stores Management, Location and Layout- Introduction, Store/Warehouse Functionality, Stores Organisation, Warehouse Location, Warehouse Design and Layout, Space Calculation, Warehouse Layout Types, Warehouse Strategy

Unit 3: Material Identification and Stores Systems- Introduction, Material Identification, Codification, Standardization, Material Receiving, Inspection and Claims, Warehousing, Receipt System, Preservation of Materials: Labeling and Packaging, Issuing of Material

Unit 4: Managing Stock & Store Security and Performance Measures- Introduction, Store Records, Stock Verification, Stock Accounting and Valuation, General Hazards in a Warehouse, Warehouse Security, Designing a Safe Warehouse, Performance Measurement of Stores

Course Outcomes:

- Students are able to demonstrate a Creative effective forward demand plans.
- Students are able to Overcome challenges within demand planning
- Students are able to evaluate the Effective management of Slow Moving & Obsolete Stock
- Students are able to establish Effective Stock Taking Strategies.

Reference books

- Management of stock and purchase by rishabh publication
- Management of stock purchase by Villivalam Rangachari Rangaraja
- Warehouse Management by Philib Obal

World Class Manufacturing

Course Code : MBAL4030

Course Objectives

- To understand the World class manufacturing
- To understand the framework of systems and tools for top world class manufacturing
- To understand the practices of material processing and handling tools
- To understand the manufacturing Indian scenario

Course Outline

Unit 1: information age. Sub Topics. Emergency of information age: Completing in information age business challenges operating environment of information age Indian global completeness and manufacturing excellent Time based competition, managing knowledge Problems in manufacturing industry coordination control Fragmented information infrastructure Understanding, Attribute of world class status.

Unit 2: Gaining competitive advantage through world class manufacturing: Varies concepts of world class manufacturing What is world class manufacturing Various models of WCM, Various

models of WCM or approaches to WCM. Practices of WCM Meaning of WCM supplier, customer manufacturer quality in WCM

Unit 3: Systems & Tools for World Class Manufacturing: Overview of systems & tools Information management tools Material processing and handling tools. Product, Process design tools Flexible manufacturing systems rapid prototyping Lean Production tools. An assessment manufacturing systems

Unit 4: World class manufacturing the Indian scenario: Competitiveness of Indian manufacturing. Manufacturing performance & Planned strategies of Indian manufacturing. Manufacturing readiness of Indian firms Manufacturing objectives and strategy Use of Management tools and technologies classification by breadth of Information Technology. Infrastructure and depth of manufacturing applications. Strategy for world class status, and information technology. Is India ready for world class manufacturing. Leading India towards world class manufacturing Business strategy & global competitiveness. Manufacturing strategies for information age. Developing strategic thinking as world class as STRATEGIC PERSPECTIVE. Issues in strategic planning Barriers to using information technology strategically. World Class Strategic planning and Implementation Need for performance measurement Various methods of measurement Importance of Human diversions in world class- morale and team building.

Course Outcomes:

- Students are able to demonstrate a world class manufacturing systems scenario
- Students are able to Overcome challenges within manufacturing system in India
- Students are able to evaluate the Effective planning and management of human diversions in world class manufacturing system.
- Students are able to establish issues or barriers to using information technology.

Reference books

- World class manufacturing: The lessons of simplicity Richard J. Schonberger.

Customer Relationship Management

Course Code : MBAL4040

Course Objectives

- To understand the concept of CRM and its implications in Organizations.
- To understand the framework of CRM in B2B and C2C marketing
- To understand the practices of Customer Life Cycle
- To understand the CRM Projects of organizations.

Course Outline

Unit 1: Introduction to CRM: Levels of CRM, CRM and its integration processes in Organisation, Know your customer in terms of target group, Voice of customer, Customer Care, Customer Value, Customer Touch Points, Customer Portfolio Analysis.

Unit 2: Customer life cycle and customer life time value, Regency, Frequency, Monetary analysis, Importance of Customer Acquisition and Retention by Loyalty programs, impact of churn-rate and profitability, Loyalty ladder. Relationship marketing, building brands using relationship marketing.

Unit 3: CRM in B2B and B2C markets considering requirements in service and manufacturing sectors. CRM Implementation road map, Operational Issues, e -CRM, Meaning, Essence, Difference with CRM, e -CRM Process, Implementing and Integration with other processes, Steps in E CRM process

Unit 4: CRM Implementation: Choosing the right CRM Solution, Framework for Implementing CRM, a Step-by-Step Process, Five Phases of CRM Projects: Development Customization , Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support.

Course Outcomes:

- Students are able to demonstrate different levels of CRM.
- Students are able to evaluate the Importance of Customer Acquisition and Retention by Loyalty programs, impact of churn-rate and profitability Students are able to evaluate the Effective planning and management of human diversions in world class manufacturing system.
- Students are able to establish different Framework for Implementing CRM, a Step-by-Step Process and Five Phases of CRM Projects:

Reference books

- CRM by Francis Buttle and Stan Maklan 7th edition
- CRM Technology by Dale Carnegie

Total Quality Management

Course Code : MBAL4050

Course Objectives

- To understand the concept of Total Quality Management.
- To understand the framework of TQM Principles
- To understand the practices of : Statistical Process Control
- To understand the Quality System

Course Outline

Unit 1: Introduction- Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership - Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

Unit 2: TQM Principles- Customer satisfaction - Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement - Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement - Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership - Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures - Basic Concepts, Strategy, Performance Measure.

Unit 3: Statistical Process Control (SPC)-The seven tools of quality, Statistical Fundamentals - Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools.

Unit 4: TQM Tools: Benchmarking, Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD), House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) - Concept, Improvement Needs, FMEA - Stages

of FMEA.

Unit 5: Quality System-Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System - Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 - Concept, Requirements and Benefits.

Course Outcomes:

- To get familiarized with the basic concept and framework of Total Quality management
- To Understand the contribution of Quality Gurus in TQM Journey
- To grasp the nature and importance of various components that constitutes TQM
- To describe and discuss the role of techniques used in TQM

Reference books

- Total Quality Management - By Besterfield Dale H.
- 2. Out of Crisis W. Edwards Deming
- Total Quality Management – Principles and Practice – By S. k. Mandal
- The seven habits of highly effective people – By Stephen Covey
- Getting started and achieving results with TQM – by William Winchell

Design Thinking

Course Code MBAL4060

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Course Outline:

Unit 1 : Design Thinking Background

Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mind-set

Unit 2: Introduction to design characteristics of successful product development, product development process, identification of opportunities, product planning, Innovation in product development.

Unit 3 : Design thinking: Introduction, Principles, the process, Innovation in design thinking, benefits of Design thinking, design thinking and innovation, case studies.

Unit 4: Idea generation: Introduction, techniques, Conventional methods, Intuitive methods, Brainstorming, Gallery method, Delphi method, Synectics, etc Select ideas from ideation methods, case studies.

Unit 5 : A Design Thinking Approach in Stages Apply the Design Thinking Frameworks, Empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions.

Course Outcomes:

- Understand the concepts of design thinking approaches
- Create design thinking teams and conduct design thinking sessions
- Apply both critical thinking and design thinking in parallel to solve problems
- Apply some design thinking concepts to their daily work
- Provide a thinking space for innovation of new ventures, value propositions, new products or services.

Reference Books:

- Roger.L. Martin The Design of Business Harvard business review press, 2009
- Tom Kelly, The art of innovation, IDEO
- Engineering Design”, Pahl and Vietz, Springer, 2007
- “Design Thinking”, Christoph Meinel and Larry Leifer, Springer, 2007
- This is Service Design Thinking”, Marc stickdorn and Jacob Schneider, Wiely, 2011

SPECIALISATION: Pharmaceutical

Research Technology for Pharmaceutical

Course Code: MBAP4010

Course Objectives:

- To Understand the role of innovation and technical change in enterprise and national level economic performance
- To Understand the technological, human, economic, organizational, social and other dimensions of innovation
- To Explore and better manage the effects of new technology on people and work systems
- To Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology
- To Recognize opportunities for the commercialization of innovation

Unit-1 Introduction to Technology Management: Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology

Unit-2 Technology Acquisition: Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a Company for Obtaining a New Technology, Management of

Acquired Technology, Measures of Scale and Mechanisms for Acquiring Technologies- Economy of scale or Scale economy; Levels of scale; The measurement of scale; Factors affecting the choice of scale

Unit-3 Technology Forecasting: Concept of Technology Forecasting- Characteristics of technology forecasting ; Technology forecast method; Principles of technology forecasting, Technology Forecasting Process, Need and Role of Technology Forecasting, Forecasting Methods and Techniques, Planning and Forecasting

Unit-4 Selection and Implementation of New Technologies – Automation Decisions: New Technologies, Selection of a New Technology, Implementation of New Technology, Automation- Automation and automation technology; Automation decisions

Unit-5 Managing Technology Based Innovation: Innovation and Technology- Innovation – Technology relationship; Technological innovation and management, Process of Technology - Based Innovation, Measures of Innovative Performance, Characteristics of Innovative Work Environment, Key Areas of Management Focus for Productive Innovation, Measures for Building High-Performing Innovative Technology- Based Organizations.

Course Outcomes:

- Students will understand the role of innovation and technical change in enterprise and national level economic performance
- Students will understand the technological, human, economic, organizational, social and other dimensions of innovation
- Students will be able to explore and better manage the effects of new technology on people and work systems
- Students will be able to demonstrate that the effective management of technological innovation requires the integration of people, processes and technology
- To Students will be able to recognize opportunities for the commercialization of innovation

Reference Books:

1. Managing Technology And Innovation For Competitive Advantage, V.K.Narayanan Pearson
 2. Technology And Innovation Management , Sanjiva Shankar Dubey, PHI Learning
- Managing Technology And Innovation For Competitive Advantage By Narayanan, Pearson

Epidemiology and public Health Management

Course Code: MBAP4020

Course Objectives:

- To introduce students to the discipline of public health
- To understand the status of health and disease at global and national levels
- To give an overview of the methods of prevention and health promotion
- To understand the determinants and measures of disease and health related states
- To create understanding for importance of Healthcare Management.

Unit-1 Introduction- Definition, Significance, Evolution & Development of Public & Community Health. Healthcare & it's Changing Scenario, Emergence of new diseases, Prevention and control

Unit-2 Determinants of Health – Biological, Behavioral, Socio-economic, Cultural, Environmental, Geographical etc; Demography & Population Control, Population composition: Levels and trends in the

sex and age structure of the population of world and developed and developing countries Population explosion as a public health problem, Risk measurement, Measurement of morbidity and mortality:

Unit-3 Incidence, Prevalence; Social determinants of health: socio economic position, education, occupation, ethnicity and health; Environmental Pollution & its Impact on Human Health, Occupational Health: Ergonomics, Control of Physical, Chemical, Mechanical, Psychosocial and Biological Environment at Workplace, Occupational Diseases.

Unit-4 Organization & Management of Public Healthcare Delivery system in India: National, State, District and Block Level; The levels of Healthcare - Development of Public & Private Healthcare Institutions in India; Health Sector Reforms in India: Development Partners in Public health, Public- Private Partnership

Unit-5 Mass communication & Role of Media in health education; Information Communication Technologies (ICT) in health care and awareness. Technological developments in healthcare, eg. Telemedicine

Course Outcomes:

- Students will be introduced to the discipline of public health
- Students will understand the status of health and disease at global and national levels
- Students will be able to give an overview of the methods of prevention and health promotion
- Students will understand the determinants and measures of disease and health related states
- Students will create understanding for importance of Healthcare Management.

Reference Books:

1. Public Health: What It Is and How It Works, Fifth Edition. Bernard J. Turnock (2012) Massachusetts: Jones and Bartlett Publishers Schneider.
2. Introduction to Public Health, 3rd Edition, Jones and Bartlett, Publishers Schneider.

Pharmaco-Economics

Course Code: MBAP4030

Course Objectives:

- To Understand the Pharmaco economics importance
- Understand the applications of economics
- Analyse the details and create understanding
- Evaluate the issues and draw conclusions
- Create better understanding of the economics

Unit-1 Nature and Scope of Pharma co-economics

Unit-2 Demand Analysis: Meaning of Demand, Law of Demand, Elasticity of Demand, Demand Forecasting

Unit-3 Production Analysis: Production Function; Laws of Production, Theory of Cost and Concepts: Accounting Concepts, Analytical Concepts; Cost Theory –Short-run Cost-Output Relations; Long-run Cost-Output Relations.

Unit-4 Policy Relating to Pharmaceutical Industry, Market Dynamics and Structure: Perfect Competition, Monopoly and Imperfect Competition

Unit-5 Pricing Strategies and Practices: Cost based and Demand based. Business Cycles and Stabilization.

Course Outcomes:

- To Understand the Pharmaco economics importance

- Understand the applications of economics
- Analyse the details and create understanding
- Evaluate the issues and draw conclusions
- Create better understanding of the economics

Reference Books:

1. Managerial Economics, R. L. Varshey & K. L. Maheshwari Publishers Schneider.
2. Micro Economics Sameulson & Nordhaus Publishers Schneider.
3. Managerial Economics: Concepts and Cases Mote, Paul & Gupta Publishers Schneider.

Drug Regulatory Affairs

Course Code: MBAP4040

Course Objectives:

- To Understand the Drug Regulatory affairs in detail
- Understand the applications related to it
- Analyse the opportunities
- Evaluate the issues related and find solutions
- Create better opportunities

Unit-1 Historical perspective on the impact of Food and Drug laws.

Unit-2 Manufacturing: Introduction, regulatory requirements as per Indian and other regulatory authorities for manufacturing information formula, process, validation of manufacturing process, equipment, documentation, inspection requirement, regulatory guidelines for active ingredients and formulations. Regulatory guidelines for packaging materials, test and evaluation of packaging materials, biological test, microbiological test and evaluation of closures.

Unit-3 Federal Laws – FD & C Act - Definitions, History of FDA; Evolution of Drug Regulations – 1906 Act, 1938 Act, 1962 Amendments; Laws governing evaluation of New Drug products like IND, NDA, ANDA etc.; FDA Product recalls; DESI and OTC Review; Other regulations of 1962 Amendments like labeling requirements of prescription and OTC drugs.

Unit-4 FDA Enforcement powers, other federal laws affecting pharmaceutical industry (includes latest amendments in the Indian and international systems), Intellectual property rights: Introduction, purpose, guidelines as per Indian and other regulatory authorities.

Unit-5 Clinical trials: Definition, Phase I, Phase II, Phase III and Phase IV studies, design documentation, presentation and interpretation, statistical analysis of clinical data, factorial design, guidelines as per Indian and other regulatory authorities.

Course Outcomes:

- Students will Understand the Drug Regulatory affairs in detail
- Students will Understand the applications related to it
- Students will Analyze the opportunities
- Students will evaluate the issues related and find solutions
- Students will create better opportunities

Reference Books:

1. The Sciences & Practice of Pharmacy Remington Publishers
2. Community Pharmaceutical Management Lechman Schneider.

Healthcare Services Management

Course Code: MBAP4050

Course Objectives:

- To study Indian healthcare system
- To provide in-depth insights about outpatient and inpatient services
- To understand healthcare planning process.
- To acquaint students about healthcare quality management
- To create better understanding of Healthcare services

Unit-1 Hospital – meaning, characteristics, role and functions of medical services; systems view of hospitals; health care systems – primary, secondary and tertiary; classification of hospitals; hospital planning and designing location and layout.

Organization of the Hospital a. Management structure Types of hospitals, Governing body, Hospital committee and hospital functionaries b. Duties and responsibilities of various positions

Unit-2 Outpatient and inpatient services; nursing services; clinical support services – radiology/diagnostic services; operating department; medical records; pharmacy and central sterile supply department.

Unit-3 Planning process for hospitals; hospital administration – role and responsibilities of hospital administrator; hospital organization – structure and functions; types of hospital committees; directing the hospital staff – training, leading, motivating and communication; controlling and evaluating hospital performance.

Unit-4 Hospital Planning

a. Guiding principles in planning hospital facilities & services

b. Planning the hospital building Stages in planning, Finance, Location, Need assessment survey of community, factors determining site, legal requirements, design consideration,

Project management & implementation, Gantt chart, planning the operational units, engineering, lighting etc.

Unit-5 Managing service quality - need, mandatory requirements, constraints; quality management programs – development process, tools and techniques; control of hospital acquired infection and role of CSSD; hospital waste management.; NABH, NABL

Management of Quality Assured services of professional service units of hospital. Function, location, flow chart of operation, design based on flow chart, organization, physical facilities.

Course Outcomes:

- Students will study Indian healthcare system
- Students will get in-depth insights about outpatient and inpatient services
- Students will understand healthcare planning process.
- Students will acquaint students about healthcare quality management
- Students will create better understanding of Healthcare services

Reference Books:

1. “Hospital Management”, Francis C.M., Jaypee Publication
2. Management In Hospitals, Spencer J A Spencer J A, Faber & Faber

Design Thinking

Course Code MBAP4060

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Course Outline:

Unit 1 : Design Thinking Background

Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mind-set

Unit 2: Introduction to design characteristics of successful product development, product development process, identification of opportunities, product planning, Innovation in product development.

Unit 3 : Design thinking: Introduction, Principles, the process, Innovation in design thinking, benefits of Design thinking, design thinking and innovation, case studies.

Unit 4: Idea generation: Introduction, techniques, Conventional methods, Intuitive methods, Brainstorming, Gallery method, Delphi method, Synectics, etc Select ideas from ideation methods, case studies.

Unit 5 : A Design Thinking Approach in Stages Apply the Design Thinking Frameworks, Empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions.

Course Outcomes:

- Understand the concepts of design thinking approaches
- Create design thinking teams and conduct design thinking sessions
- Apply both critical thinking and design thinking in parallel to solve problems
- Apply some design thinking concepts to their daily work
- Provide a thinking space for innovation of new ventures, value propositions, new products or services.

Reference Books:

- Roger.L. Martin The Design of Business Harvard business review press, 2009
- Tom Kelly, The art of innovation, IDEO
- Engineering Design”, Pahl and Vietz, Springer, 2007
- “Design Thinking”, Christoph Meinel and Larry Leifer, Springer, 2007
- This is Service Design Thinking”, Marc stickdorn and Jacob Schneider, Wiely, 2011

SPECIALISATION: Hospital Management

Maintenance Management

Course Code: MBAHM4010

Course Objectives:

- Strategic role of maintenance management in creating and enhancing a firm 's competitive advantages
- The knowledge derived from different companies which can impact the organization
- The key concepts and issues of maintenance in both manufacturing and service organizations.

Unit-1 Maintenance Management – Introduction, Importance and types of maintenance – Maintenance Planning - Spare Parts Management – Concept of TPM

Unit-2 Inspection - Cent percent Inspection, Sample Inspection, Operation Characteristics Curves, Statistical Quality Control, Introduction to Six Sigma, Gap analysis for service quality assessment

Unit-3 Maintenance organization, work load, resource characteristics, administrative structure, work planning, scheduling and control strategy, feed back, combinations of manpower, tools and spares. Documentations. Network planning, computer based management information systems,.

Unit-4 Restoration of components, assembly, disassembly bush bearing, housings, Ball and roller bearings, key-splines, couplings shafts- lead screw fittings, clutches- brakes, belt pulley, chain sprocket, guideways, machine hydraulics, pneumatics, electrical works and motors, seals, and packings. Fasteners , welding, machining, repair cycles, repair complexities, maintenance stages. Lubrication, accuracies and technological test charts.

Unit-5 Failure statistics, Failure data, failure patterns/ statistical models, Failure analysis, applications of different models, Depreciation and average machine life.

Course Outcomes:

- Students will understand the strategic role of maintenance management in creating and enhancing a firm 's competitive advantages
- Students will get knowledge derived from different companies which can impact the organization
- Students will understand key concepts and issues of maintenance in both manufacturing and service organizations.

Reference Books:

1. Production & Operations Management, S. N. Chary, McGraw Hill
2. Manufacturing & Operations Management, L.C. Jhamb, Everest Publishing House
3. Operations Management, Krajewski, Pearson

Hospital Architecture, Planning and Maintenance

Course Code: MBAHM4020

Course Objectives:

- To understand the necessity of architecture and planning in Hospitals
- To get familiarised with the designing and maintenance of hospital systems

Unit-1 Hospital as a system: Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

Unit-2 Planning: Principles of planning – regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety

Unit-3 Technical analysis: Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements –hospital drawings & documents-preparing project report.

Unit-4 Hospital standards and design: Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment - Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste

Unit-5 Facilities planning: Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

Course Outcomes:

- Students will understand the necessity of architecture and planning in Hospitals
- Students will get familiarized with the designing and maintenance of hospital systems

Reference Books:

1. G.D.Kunders, DESIGNING FOR TOTAL QUALITY IN HEALTH CARE
2. Gupta S.K;SunilKant Chandra Shekhar; R Satpathy, MODERN TRENDS IN PLANNING AND DESIGNING OF HOSPITALS
3. Syed Amin Tabish, HOSPITAL AND NURSING HOMES PLANNING, ORGANISATIONS & MANAGEMENT, G.D.Kunders

Hospital Material Management

Course Code: MBAHM4030

Course Objectives:

- To develop competencies and knowledge of students to become effective professionals
- To apply the knowledge about material management in the real-life business situation
- To enable them to enhance their managerial ability and professional skills
- To help Students to understand basic Principles and concept of material Management
- To orient students on recent changes and development in the field of material management

Unit-1 Introduction: Materials Management - Evolution, Importance, Scope and Objectives- Interface with other functions. Concept of Logistics and Supply Chain Management and evolution to 4PL-Supply Chain Management - Objectives, Components, Significance, Trade off Customer Service & Cost.

Unit-2 Purchasing: Purchasing in Materials management- system concept- purchasing and procurement activities under Materials management- Value Analysis and value Engineering- Purchasing and quality Assurance- Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global Sourcing-Stores – Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation

Unit-3 Inventory - Need of Inventory -Types of Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS (Numerical expected on Basic EOQ, EOQ with discounts & ABC)

Unit-4 Quality control of material: Incoming material quality control- statistical quality control- governmental purchasing practices and procedures-Inventory control & Cost Reduction techniques: Inventory turns ratios-Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process.

Unit-5 Materials handling and storage systems, Physical distribution logistics- transportation, Traffic and claims management- operations research and related techniques- Principles of Materials Handling system - Materials Handling Equipment – Safety issues.

Course Outcomes:

- Students will be able to develop competencies and knowledge of students to become effective professionals
- Students will be able to apply the knowledge about material management in the real-life business situation
- Students will be enable to enhance their managerial ability and professional skills
- Students will understand basic Principles and concept of material Management
- Students will be oriented on recent changes and development in the field of material management

Reference Books:

Materials management: procedures, - A.K. Datta, LSC

Materials management: An integrated approach - , P. Gopalakrishnan, PHP

Purchasing and Materials Management, K S Menon, PHP

Total Quality Management

Course Code: MBAHM4040

Course Objectives:

- To Understand the importance of TQM
- Introduce with the TQM Concepts
- Analyse its applicability
- Understand the importance of quality in hospital management
- Create quality atmosphere in Hospitals

Unit-1 Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality. Concepts of quality improvement, quality assurance, business score card. Contribution of quality gurus: Shewhart, Juran, Figenbaum, Ishikawa, Deming and Taguchi; SPC, SQC, CWQC, TPM, TQC:

Unit-2 Definition, underlying concepts, implementation and measurement of TQM, internal customer-supplier relationship, QFD, Quality Circles, Quality improvement teams, team work and motivation in TQM implementation, training and education, role of communication in implementing TQM, policy deployment.

Unit-3 Processes in service organization and their control, simple seven tools of quality control; check sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality -SQC; control charts for variables- X, Xbar, and R charts and control charts for attributesp,Np, and c charts. Acceptance sampling plan and occurrence .

Course Outcomes:

- Students will understand the importance of TQM
- Students will be able to introduced with the TQM Concepts
- Students will analyse its applicability
- Students will understand the importance of quality in hospital management
- Students will create quality atmosphere in Hospitals

Reference Books:

1. Total Quality Management , **Bester Field H. Dale**, *Pearson New Delhi*, 2005.
2. Total Quality Management, **Sridhar Bhat**, *Himalaya House Pub., Mumbai*, 2002
3. Managing Quali- Concepts And Tasks, **Sundara Raju S.M.**, *Tata Mcgraw Hill*
4. Management Of Quality, **Srinivasan**, N.S. And V. Narayana, *New Age International*, 1996.

Hospital Facilities Management

Course Code: MBAHM4050

Course Objectives:

- To Understand the Importance of Hospital Facilities
- To get acquainted with hazards and its management in hospital environment
- To get familiarized with support service systems
- Evaluate the Facility management Related Issues
- Create Proper hazards management in hospital environment

Unit-1 Nutrition and Dietary services – Pharmacy services – Medical Records services.

Unit-2 Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems –Biomedical engineering departments in modern hospitals.

Unit-3 Laundry services – Housekeeping services – CSSD-Energy conservation methods – AMC. Ambulance services – Mortuary services – Hospital security services. Disaster management – Fire hazards – Engineering Hazards – Radiological hazards.-Outsourcing of Support services –Waste disposal and management - few case studies.

Course Outcomes:

- Students will understand the Importance of Hospital Facilities
- Students will get acquainted with hazards and its management in hospital environment
- Students will get familiarized with support service systems
- Students will evaluate the Facility management Related Issues
- Students will create Proper hazards management in hospital environment

Reference Books:

1. HOSPITAL AND FACILITIES PLANNING AND DESIGN, **D.Kunders**, Smallpox Eradication In India
2. HAND BOOK OF BIO-MEDICAL ENGINEERING, **Jacob Kline**, Smallpox Eradication In India
3. CLINICAL ENGINEERING PRINCIPLES AND PRACTICES, **Webster J.G and Albert M. Co**, Smallpox Eradication In India

Design Thinking

Course Code: MBAHM4060

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Course Outline:

Unit 1 : Design Thinking Background

Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mind-set

Unit 2: Introduction to design characteristics of successful product development, product development process, identification of opportunities, product planning, Innovation in product development.

Unit 3 : Design thinking: Introduction, Principles, the process, Innovation in design thinking, benefits of Design thinking, design thinking and innovation, case studies.

Unit 4: Idea generation: Introduction, techniques, Conventional methods, Intuitive methods, Brainstorming, Gallery method, Delphi method, Synectics, etc Select ideas from ideation methods, case studies.

Unit 5 : A Design Thinking Approach in Stages Apply the Design Thinking Frameworks, Empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions.

Course Outcomes:

- Understand the concepts of design thinking approaches
- Create design thinking teams and conduct design thinking sessions
- Apply both critical thinking and design thinking in parallel to solve problems
- Apply some design thinking concepts to their daily work
- Provide a thinking space for innovation of new ventures, value propositions, new products or services.

Reference Books:

- Roger.L. Martin The Design of Business Harvard business review press, 2009
- Tom Kelly, The art of innovation, IDEO
- Engineering Design”, Pahl and Vietz, Springer, 2007
- “Design Thinking”, Christoph Meinel and Larry Leifer, Springer, 2007
- This is Service Design Thinking”, Marc stickdorn and Jacob Schneider, Wiely, 2011

SPECIALISATION: Operations Management

Maintenance Management

Course Code: MBAO4010**Course Objectives:**

- To study the strategic role of maintenance management in creating and enhancing a firm ‘s competitive advantages
- To understand the knowledge derived from different companies which can impact the organization
- To study the key concepts and issues of maintenance in both manufacturing and service organizations.

Unit-1 Maintenance Management – Introduction, Importance and types of maintenance – Maintenance Planning - Spare Parts Management – Concept of TPM

Unit-2 Inspection - Cent percent Inspection, Sample Inspection, Operation Characteristics Curves, Statistical Quality Control, Introduction to Six Sigma, Gap analysis for service quality assessment

Unit-3 Maintenance organization, work load, resource characteristics, administrative structure, work planning, scheduling and control strategy, feed back, combinations of manpower, tools and spares. Documentations. Network planning, computer based management information systems,.

Unit-4 Restoration of components, assembly, disassembly bush bearing, housings, Ball and roller bearings, key-splines, couplings shafts- lead screw fittings, clutches- brakes, belt pulley, chain sprocket, guideways, machine hydraulics, pneumatics, electrical works and motors, seals, and packings. Fasteners , welding, machining, repair cycles, repair complexities, maintenance stages. Lubrication, accuracies and technological test charts.

Unit-5 Failure statistics, Failure data, failure patterns/ statistical models, Failure analysis, applications of

different models, Depreciation and average machine life

Course Outcomes:

- Student will understand the Strategic role of maintenance management in creating and enhancing a firm 's competitive advantages
- Student will get knowledge derived from different companies which can impact the organization
- Student will understand the key concepts and issues of maintenance in both manufacturing and service organizations.

Reference Books:

1. Production & Operations Management, S. N. Chary, McGraw Hill
2. Manufacturing & Operations Management, L.C. Jhamb, Everest Publishing House
3. Operations Management, Krajewski, Pearson
4. Operations Management, Mahadevan, Pearson
5. Production & Operations Management, Chase, Irwin Professional Publishing

Enterprise Resource Planning

Course Code: MBAO4020

Course Objectives:

- To study the elements of a value chain, and explain how core processes relate
- To understand how ERP is used to integrate business processes
- To understand the concept of ERP and the ERP model

Unit-1 ERP Introduction, Benefits, Origin, Evolution and Structure: Conceptual Model of ERP, the Evolution of ERP, the Structure of ERP.

Unit-2 ERP Marketplace and Marketplace Dynamics: Market Overview, Marketplace Dynamics, the Changing ERP Market. ERP- Functional Modules: Introduction, Functional Modules of ERP Software, Integration of ERP, Supply chain and Customer Relationship Applications.

Unit-3 ERP & E-Commerce, Future Directives- in ERP, ERP and Internet, Critical success and failure factors, Integrating ERP into organizational culture. Using ERP tool: either SAP or ORACLE format to case study

Course Outcomes:

- Students will study the elements of a value chain, and explain how core processes relate
- Students will understand how ERP is used to integrate business processes
- Students will understand the concept of ERP and the ERP model

Reference Books:

1. Enterprise Resource Planning Concepts and Practice, Vinod Kumar Garg and Venkitakrishnan N K, PHI
2. Concepts in Enterprise Resource Planning, Joseph A Brady, Ellen F Monk, Bret Wagner, Thompson Course Technology.
3. Enterprise Resource Planning, Rahul V. Altekhar, Tata McGraw Hill
4. ERP Demystified”, Alexis Leon, Tata McGraw Hill
5. Enterprise Resource Planning – A Concepts and Practice, Vinod Kumar Garg and Venkitakrishnan N K, PHI

Inventory Control

Course Code: MBAO4030

Course Objectives:

- To provide students with a broad overview of the supply chain management discipline.
- To Provides a framework for further study in supply chain management.
- To learn the importance of supply chain management and effects it has on the firm.

Unit-1 Inventory management defined Independent and dependent demands Deterministic and stochastic demands Different inventory systems Inventory costs Service level and safety stock Inventory policy, order quantity and reorder point

Unit-2 Deterministic demand model stochastic demand model Newsvendor model Optimal solution and approximations

Unit-3 Independent and dependent demands ABC Analysis Joint replenishment inventory problem Series, assembly, tree and general production network systems Optimal solution, heuristics and Approximation Bill of material and material requirements planning (MRP) Supply chain management Material management organization Centralized and decentralized management

Course Outcomes:

- Students will get a broad overview of the supply chain management discipline.
- Students will understand the framework for further study in supply chain management.
- Students will learn the importance of supply chain management and effects it has on the firm.

Reference Books:

1. Inventory Management: Principles, Concepts and Techniques, Toomey, J. W., Kluwer Academic Publishers, 2000.
2. Foundations of Inventory Management, Zipkin, Paul H., The McGraw-Hill Company, 2000.
3. Inventory Management and Production Planning and Scheduling, Silver, E. A., Pyke, D. F. and Peterson, R., 3rd Edition, Wiley, 1999.

Information Management

Course Code: MBAO4040

Course Objectives:

- To understand the concepts of Information Management
- To Learn its applications
- To analyze the scope and avenues

Unit-1 Program Security, Malicious code and controls against threats; OS level protection; Security – Firewalls, Network Security Intrusion detection systems. Data Privacy principles. Data Privacy Laws and compliance.

Unit-2 Principles of Information architecture and framework, Navigation systems and Labeling systems, Conceptual design, Granularity of Content.

Unit- 3 Data retention policies; Confidential and Sensitive data handling, lifecycle management costs. Archive data using Hadoop; Testing and delivering big data applications for performance and functionality; Challenges with data administration.

Course Outcomes:

- Students will understand the concepts of Information Management
- Students will Learn its applications
- Students will analyze the scope and avenues

Reference Books:

1. Management Information Systems: Managing the Digital Firm, Kenneth C. Laudon, Jane Laudon, Morgan kaufmann
2. Information Management: Strategies for Gaining a Competitive Advantage with Data, William McKnight, Morgan kaufmann

Production and Operations Management

Course Code: MBAO4050

Course Objectives:

- To understand basic terms and concepts related to production and the various manufacturing processes
- To study the Factors influencing product design and approaches to product design
- To study how Demand Forecasting and capacity planning are done in organizations
- To understand the Materials and Inventory Management
- To learn Productivity and its Advanced Concepts.

Unit-1 Introduction to Operations Management

Meaning & Nature of Production & Operations Management, Decision Making, Functions, Characteristics of modern Production & Operations functions, Demand forecasting- types, objectives, steps and methods, Capacity Planning

Unit-2 Production Processes

Manufacturing and Service operations, Selection, classification, Design of production Systems- Product design, Factors influencing product design, characteristics of product design, approaches to product design, Process design, Strategy, make or buy decisions.

Unit-3 Facility Location and Layouts

Facility Location – Factors, Steps, Facility layouts- Factors influencing, Principles, Types, Planning

Production Planning and Control -Planning Functions, Control Functions, Aggregate Planning, MRP

Unit-4 Quality Management-SQC, BPR, TQM, Quality Circles

Maintenance Management, Materials Management- Objectives, Materials Planning and Control, Store Management, Purchase Management- Functions, Objectives, Make or Buy, Value Analysis, Value Engineering, Inventory Management- Process and ABC analysis, VED analysis

Unit-5 Productivity and Advanced Concepts

Supply chain Management-Objectives and Activities Involved

JIT, Productivity, Six Sigma Quality control system, Lean Manufacturing, Simulation-Monte

Carlo Methodology

Course Outcomes:

- To understand basic terms and concepts related to production and the various manufacturing processes
- To study the Factors influencing product design and approaches to product design
- To study how Demand Forecasting and capacity planning are done in organizations
- To understand the Materials and Inventory Management
- To learn Productivity and its Advanced Concepts.

Reference Books:

1. Production & Operations Management, K. Ashwathappa & K. Shridhar Bhat, Himalaya
2. Production & Operations Management, S.A. Chunawala, D.R. Patel, Himalaya
3. Production & Operations Management, Kanishka Bedi, Oxford University Press
4. Production & Operations Management, S.N. Chary, Tata McGraw Hill
5. Production & Operations Management, R. Paneerselvam, PHI

Design Thinking

Course Code: MBAO4060

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Course Outline:

Unit 1 : Design Thinking Background

Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mind-set

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Unit 3 : Design thinking: Introduction, Principles, the process, Innovation in design thinking, benefits of Design thinking, design thinking and innovation, case studies.

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Unit 5 : A Design Thinking Approach in Stages Apply the Design Thinking Frameworks, Empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions.

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- Understand the concepts of design thinking approaches
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- Tom Kelly, The art of innovation, IDEO
- Engineering Design”, Pahl and Vietz, Springer, 2007
- “Design Thinking”, Christoph Meinel and Larry Leifer, Springer, 2007
- This is Service Design Thinking”, Marc stickdorn and Jacob Schneider, Wiely, 2011

SPECIALISATION: Business Analytics

Data Modelling And Analysis Using R

Course Code: MBAB4010

Course Objectives:

- To Understand the basic concepts of R programming language and its data structures.
- To Learn how to create and manipulate vectors, matrices, and data frames in R. Gain an understanding of data visualization techniques using R and how to manage missing and outlier data.
- To Develop knowledge of hypothesis testing, regression analysis, time series analysis, factor analysis, and cluster analysis using R. Gain practical skills in reproducible research using R and R studio.

Course Outline:

Unit I

Introducing to R – R Data Structures – Help functions in R – Vectors – Scalars – Declarations – recycling – Common Vector operations – Using all and any – Vectorised operations – NA and NULL values – Filtering – Vectorised if-then else – Vector Equality – Vector Element names

Unit II

Creating matrices – Matrix operations – Applying Functions to Matrix Rows and Columns – Adding and deleting rows and columns – Vector/Matrix Distinction – Avoiding Dimension Reduction – Higher Dimensional arrays – lists – Creating lists – General list operations – Accessing list components and values – applying functions to lists – recursive lists

Unit III

Creating Data Frames – Matrix-like operations in frames – Merging Data Frames – Applying functions to Data frames – Factors and Tables – factors and levels – Common functions used with factors – Working with tables - Other factors and table related functions - Control statements – Arithmetic and Boolean operators and values – Default values for arguments - Returning Boolean values – functions are objects – Environment and Scope issues – Writing Upstairs - Recursion – Replacement functions – Tools for composing function code – Math and Simulations in R

Unit IV

R Object and Class Object, Data visualization in R & Data Management: R object and Class Object and Class: R S3 Class, R S4 Class R Reference Class, R Inheritance, Data visualization in R and Data Management: Bar Chart, Dot Plot, Scatter Plot (3D), Spinning Scatter Plots, Pie Chart Histogram (3D)[including colorful ones], Overlapping Histograms, Boxplot, Plotting with Base and Lattice Graphics Missing Value Treatment, Outlier Treatment, Sorting Datasets Merging Datasets, Binning variables

Unit V

Hypothesis Testing – I (Parametric) – Hypothesis Testing – II (Non-Parametric) – Analysis of Variance (One way ANOVA, Two way ANOVA) – Simple and Multiple Linear Regression Analysis – Logistic Regression – Time Series Analysis – Factor Analysis – Cluster Analysis -Reproducible

Research using R and Rstudio (knitr, rmarkdown, bookdown, interactive document, shiny presentation, shiny web application)

Course Outcomes:

- Analyze data and create various data structures in R for business applications.
- Perform data visualization techniques and effectively manage missing and outlier data using R. Apply hypothesis testing, regression analysis, time series analysis, factor analysis, and clusteranalysis techniques to business data.
- Create reproducible research using R and Rstudio to effectively communicate results to stakeholders.
- Develop proficiency in R programming language for analyzing and presenting business data.

Reference Books:

- *Chang, Winsto (2018) R Graphics Cookbook*, O'Reilly; 2nd edition
- *Phil, Spector (2008) Data Manipulation with R*, Springer-Verlag New York Inc
- *Kabacof, Robert, R in Action: Data Analysis and Graphics with R*, Manning Publications
- *Wickham, Hadley (2019), Advanced R*, Routledge, Taylor & Francis

Digital Transformation Management

Course Code: MBAB4020

Course Objectives:

- To develop an understanding of the concept of digital transformation and its impact on business and society.
- To identify the key drivers and challenges of digital transformation and assess the organization's digital maturity and readiness for digital transformation.
- To develop a digital transformation strategy aligned with business goals and objectives. To explore the emerging digital technologies and platforms that enable digital transformation and evaluate the benefits and risks of adopting these technologies and platforms.
- To monitor and evaluate the progress and impact of digital transformation initiatives.

Course Outline:

Unit I:

Introduction to Digital Transformation Management

Definition and significance of digital transformation, Key drivers and challenges of digital transformation, Digital technologies and platforms enabling digital transformation, Organizational and cultural aspects of digital transformation.

Unit II:

Strategy and Planning for Digital Transformation

Developing a digital transformation strategy, Business model innovation and value proposition design, assessing digital maturity and readiness for transformation, Creating a digital transformation roadmap

Unit III:

Digital Leadership and Change Management

Competencies and skills for digital leaders, Change management in digital transformation, Challenges and opportunities of leading digital transformation initiatives, Communication and collaboration strategies for digital transformation.

Unit IV:

Digital Technologies and Platforms

Emerging digital technologies and platforms for digital transformation, Benefits and risks of adopting digital technologies and platforms, Implications of digital technologies and platforms for business models and value chains, Impact of digital technologies and platforms on customer experience and engagement

Unit V:

Implementation and Evaluation of Digital Transformation

Agile and iterative approaches to digital transformation, Effective project planning and implementation, Monitoring and evaluating progress and impact of digital transformation, Key success factors and lessons learned from digital transformation projects

Course Outcomes:

- Understand the concept of digital transformation and its impact on business and society. Develop a digital transformation strategy aligned with business goals and objectives.
- Identify the key competencies and skills required for digital leaders and develop effective communication and collaboration strategies.
- Develop and implement effective digital transformation projects.

Reference Books:

- Jo Caudron and Dado VanPeteghem (2018); Digital Transformation: A Model to Master Digital Disruption, BookBaby
- Janet S., Digital Leadership: Changing Paradigms for Changing Times
- Alexander (2016); Digital Strategy: A Guide to Digital Business Transformation, Createspace Independent Pub
- LindsayHerbert (2017); Digital Transformation: Build Your Organization's Future for the Innovation Age, Bloomsbury Business
- Thomas M. Siebel (2019); Digital Transformation: Survive and Thrive in an Era of Mass Extinction, RosettaBooks
- George Westerman,Didier Bonnet, and Andrew McAfee (2014); Leading Digital: Turning Technology into Business Transformation, Harvard Business

Marketing Analytics

Course Code: MBAB4030**Course Objectives:**

- To introduce students to the concepts, tools, and techniques of marketing analytics for effective decision-making.
- To provide an overview of popular software tools that are used for marketing analytics. To teach students how to use marketing analytics to address complex business problems and enhance the organization's performance.
- To develop students' skills in data cleaning, data preparation, exploratory data analysis, and advanced forecasting techniques.

Course Outline:**Unit-I:**

Introduction to Marketing Analytics

Understanding the importance of Marketing Analytics,

An overview of R and SPSS for Marketing Analytics, Data Cleaning and Preparation for Marketing Analytics, Exploratory Data Analysis (EDA) using R.

Unit-II:

Pricing and Forecasting

Estimating Demand Curves and Using Solver to Optimize Price, Price Bundling, Nonlinear Pricing, and Price Skimming, Time Series Analysis and Forecasting, Advanced Forecasting

Techniques: Ratio to Moving Average, Winter Method, Neural Networks.

Unit III:

Product Analytics

Product Attribute Analysis [Conjoint Analysis], Logistic Regression, Discrete Choice Analysis & Random Utility Theory.

Unit-IV:

Customer Relationship Management Analytics

Customer Relationship Management Analytics, Benefits of CRM Analytics, Common CRM Metrics, Calculating Lifetime Customer Value, Using Customer Value to Value a Business, Monte Carlo Simulation, and Marketing Decision Making, Allocating Marketing Resources between Customer Acquisition and Retention

Unit-V:

Marketing Channels Analytics

Market Segmentation using Clustering and Classification Trees with R and SPSS, Retail Analytics: Market Basket Analysis and Lift, Allocating Retail Space and Sales Resources, Identifying the Sales to Marketing Effort Relationship. Advertising Analytics: Measuring the Effectiveness of Advertising, Media Selection Models, Pay per Click Advertising.

Course Outcomes:

- Understand the importance of marketing analytics and its role in the decision-making process.
- Apply pricing and forecasting techniques, including estimating demand curves, nonlinear pricing, and advanced forecasting methods, to analyze and predict consumer behavior. Use marketing analytics to analyze and optimize marketing channels, customer acquisition and retention, and product analytics. Understand market segmentation, retail analytics, advertising analytics, and media selection models and learn to apply them in a business context.
- Develop the ability to analyze data and draw meaningful insights from it to inform marketing strategies and improve organizational performance.

Reference Books:

- Rai, Alok Kumar, Customer Relationship Management: Concepts and Cases, PHI Learning
- Wayne L. Winston (2014); Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley
- Mike Grigsby (2015); Marketing Analytics: A Practical Guide to Real Marketing Science, Kogan Page
- Stephan Sorger (2013); Marketing Analytics: Strategic Models and Metrics, Amazon Digital Services

Artificial Intelligence in Business

Course Code: MBAB4040

Course Objectives:

- To give the student a conceptual understanding of how AI works and how is it different from the human mind.
- To enlighten the student on how the traditional business tools and practices will be affected by the AI systems.
- To get important points regarding the challenges and the ethical dimension are also incorporated. Finally, the future of AI and the interface between consciousness and AI is brought out succinctly.

Course Outline:

Unit I: HUMAN VERSUS MACHINE

What matters to a machine; What makes a mind; Looking into the Future; Programs that Write Programs; Four Basic Drives; The Intelligence Explosion; The Point of No Return; The Law of Accelerating Returns; The Singularity; The End of Human Era; The Cyber Ecosystem; Telemigration, Automation and the Transformation; Digitech Impulse.

Unit II: USING AI TO ATTRACT, PERSUADE, AND RETAIN CUSTOMER

Market Research; Marketplace Segmentation; Raising Awareness; Social Media Engagement; In RealLife; The B2B World; The In-Store Experience; On the Phone; The Onsite Experience—Web Analytics; Merchandising; Closing the Deal; Back to the Beginning: Attribution; Growing Customer Expectations; Retention and Churn; Many Unhappy Returns; Customer Sentiment; Customer Service; Predictive Customer Service; The AI Business Platform

Unit III: SOLVING THE BUSINESS PROBLEMS

Application of AI: Finance, Manufacturing, Transportation, Energy, Healthcare, Communication, Law, and Defence. One-to-One Marketing; One-to-Many Advertising; The Four Ps; The Customer Journey; Branding; Your Bot Is Your Brand; Marketing Mix Modelling; Econometrics; Customer Lifetime Value

Unit IV: THE CHALLENGES

Machine Mistakes; Human Mistakes; The Ethics of AI; What Machines Haven't Learned Yet; How to Train a Dragon; The Human Advantage; AI to Leverage Humans; Collaboration at Work; Your Role as Manager; AI for Best Practices.

Unit V: THE FUTURE

The Path to the Future; Machine-Train Thyself; Intellectual Capacity as a Service; Data as a Competitive Advantage; How Far Will Machines Go; Computing Tomorrow; Consciousness and AI: What is Consciousness; is Consciousness beyond Science; Experimental clues about Consciousness; Theories of Consciousness; How might AI Consciousness Feel?

Course Outcomes:

- The conceptual understanding of AI system and its difference with the human mind will help student appreciate the gravity of the implications for the business in the coming decades.
- Going through the instructions on the utility of AI as business tools the student would stand out as a valuable asset to their future employers.
- The ethical dimensions involved should also sensitize the students on the challenges involved for value-based business practices.
- The frightening and uncertain times of AI era the student should find solace in the infallibility and supremacy of human consciousness and take the AI challenge boldly and positively.

Reference Books:

- James Barrat (2015) Our Final Invention; Pan Macmillan India, 1st Edition.
- Garry K. & Mig G. (2017) Deep Thinking: Where Machine Intelligence Ends and Human Creativity Begins; John Murray Publications, 1st Edition.
- Kamal Y. (2020) Marketing Management; NRBC, 1st Edition.
- Jim Sterne, G.A. Poe & Gildan M. (2018) Artificial Intelligence for Marketing; Gildan Media- Audible Book, 1st Edition.
- Max Tegmark (2017) Life 3.0: Being Human in the Age of AI; Knopf, 1st Edition.

Business Intelligence and Data Visualization

Course Code: MBAB4050

Course Objectives:

- To introduce the concepts and techniques of business intelligence and data visualization.
- To familiarize students with the different architectures, tools, and techniques of business intelligence.
- To provide students with an understanding of database systems, data models, and normalization.
- To develop skills in SQL and its application in database management. To teach students how to work with data in Power BI and Tableau and create interactive visualizations.
- To equip students with knowledge and skills to develop dashboards and reports that support data-driven decision-making.

Course Outline:

Unit 1

Business Intelligence – Introduction, Framework of Business Intelligence- Definition, History, Architecture of BI, benefits of BI, Intelligence creation and use of BI governance, Transaction processing versus analytic processing, BI implementation – Developing or acquiring BI, Justification and Cost-benefit analysis, Security and protection of privacy, Integration of systems and applications, BI tools and techniques, Major vendors.

Unit 2

Introduction Database system concept and architecture, data model schema and instances, data independence and database language and interfaces, DDL, DML, Overall Database Structure. ER model concepts, notation for ER diagram, mapping constraints

Relational data Model and Language: keys, Concepts of Super Key, candidate key, primary key, Relational data model concepts, integrity constraints, entity integrity, referential integrity, Keys constraints, Domain constraints,. Normalization

Unit III

Introduction on SQL: Characteristics of SQL, advantage of SQL. SQL data type and literals. Types of SQL commands. SQL operators and their procedure. Tables, views and indexes. Queries and sub queries. Aggregate functions. Insert, update and delete operations, Joins, Unions, Intersection, Minus, Cursors, Triggers, and Procedures in SQL/PL SQL

UNIT-IV

Introduction to PowerBI – Working with data – Importing from flat files, excel files, other sources – PowerPivot data types – Column operations - Table relationship – PowerPivot data analysis – PivotTable and PivotChart – Slicers – Dashboard Implementation – Dates, hierarchies, and perspectives – Data Analysis Expressions – Introduction to Power Query – Introduction to Power View – Power View visualizations – Power View filtering options – Introduction to Power Map – Preparinggeospatial data – Publish from Power BI desktop – Publish Dashboard to Web

UNIT V

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

Course Outcomes:

- Explain the framework and benefits of business intelligence. Identify the architecture and major vendors of business intelligence systems.
- Design and develop a business intelligence solution by acquiring or developing a BI system. Develop skills in database systems, data models, and normalization.
- Use SQL to manage databases, perform queries, and apply constraints. Create interactive visualizations in Power BI and Tableau. Develop dashboards and reports to support data-driven decision-making.

Reference Books:

- Rick Sherman (2014); Business Intelligence Guidebook: From Data Integration to Analytics, Morgan Kaufmann
- Kristen Sosulski (2018); Data Visualization Made Simple, Routledge
- Molly Monsey and Paul Sochan , (2015); Tableau For Dummies, For Dummies
- Ken Withee (2010); Power BI for Dummies, John Wiley & Sons
- Kieran Healy (2018); Data Visualization: A Practical Introduction, Princeton University Press

Design Thinking

Course Code: MBAB4060

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Course Outline:

Unit 1 : Design Thinking Background

Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mind-set

Unit 2: Introduction to design characteristics of successful product development, product development process, identification of opportunities, product planning, Innovation in product development.

Unit 3 : Design thinking: Introduction, Principles, the process, Innovation in design thinking, benefits of Design thinking, design thinking and innovation, case studies.

Unit 4: Idea generation: Introduction, techniques, Conventional methods, Intuitive methods, Brainstorming, Gallery method, Delphi method, Synectics, etc Select ideas from ideation methods, case studies.

Unit 5 : A Design Thinking Approach in Stages Apply the Design Thinking Frameworks, Empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions.

Course Outcomes:

- Understand the concepts of design thinking approaches
- Create design thinking teams and conduct design thinking sessions
- Apply both critical thinking and design thinking in parallel to solve problems
- Apply some design thinking concepts to their daily work
- Provide a thinking space for innovation of new ventures, value propositions, new products or services.

Reference Books:

- Roger.L. Martin The Design of Business Harvard business review press, 2009
- Tom Kelly, The art of innovation, IDEO
- Engineering Design”, Pahl and Vietz, Springer, 2007
- “Design Thinking”, Christoph Meinel and Larry Leifer, Springer, 2007
- This is Service Design Thinking”, Marc stickdorn and Jacob Schneider, Wiely, 2011

SPECIALISATION: Financial Technology

BLOCKCHAIN AND CRYPTOGRAPHY

Course Code: MBAFT4010

Course Objectives:

1. To introduce the concepts of BlockChain and its usages.
2. To introduce the concept of Cryptocurrencies and its use cases

Course Outline:

Unit I: BlockChain-Introduction to crypto economics -Byzantine agreement-Extensions of BFT(Ripple,Stellar)-Blockchain Dynamics -Public and private blockchains –Hard and soft forks-Sharding, Side chain-Verifiers-trust, cost and speed-Proof of work and other models.

Unit II: Smart Contracts -Distributed Virtual Machines, Smart Contracts, Oracles-Basics of contract law-Smart contracts and their potential, Trust in Algorithms, -Integration with existing legal systems-Open Zeplin, Open Law-Writing smart contracts.

Unit III: Cryptography and Other Technologies: Application of Cryptography to Blockchain– Using hash functions to chain blocks-Digital Signatures to sign transactions – Using hash functions for Proof-of-Work.-Putting the technology together- examples of implementations with their tradeoffs.

Unit IV: Implementation: Supply Chain and Identity on Blockchain- Blockchain interaction with existing infrastructure- Trust in blockchain data- Scaling Blockchain- reading and writing data. Differentiate nodes, sparse data and Merkle trees –Fixing on the fly-Layer 2 solutions-Lightning and Ethereum state channels

Unit V: Bitcoin-The big picture of the industry- size, growth, structure, players-Bitcoin versus Cryptocurrencies versus Blockchain -Distributed Ledger Technology (DLT) - Strategic analysis of the space- Major players: Blockchain platforms, regulators, application providers, etc.-Bitcoin, Hyper Ledger, Ethereum, Litecoin, Zcash.

Course Outcomes:

- To gain practical knowledge in developing secure systems using block chain and cryptographic concepts
- To develop secure systems using block chain and cryptographic concepts.

Reference Books:

1. Blockchain Revolution: How the Technology Behind Bitcoin and Other Cryptocurrencies Is Changing the World, Don Tapscott and Alex Tapscott, Portfolio, 2018.
2. The Age of Cryptocurrency: How Bitcoin and the Blockchain Are Challenging the Global Economic Order, Paul Vigna and Michael J. Casey, Picador.2016
3. Blockchain Technology Explained: The Ultimate Beginner's Guide About Blockchain Wallet, Mining, Bitcoin, Ethereum, Litecoin, Zcash, Monero, Ripple, Dash, IOTA And Smart Contracts, Alan T. Norman, Create Space Independent Publishing Platform, 2017

Open Resources: Research papers from Journals and Conferences with Open Access

Tools/Software: Open-Source Tools for AI Application development.

Financial Modeling Using Spreadsheet

Course Code: MBAFT4020

Course Objectives:

- To introduce concepts and theories related to – Financial modelling
- To facilitate the application of financial models in real life business

Course Outline:

Unit I: Financial Models Introduction to modelling, introduction to spreadsheet, database functions in spreadsheet, finance function in spreadsheet, creating dynamic models. Basic Financial Calculations – Financial Statement Analysis – Financial Ratios – Cash Flow Analysis - Financial Budget & other Budget Modelling – Break even analysis - Financial Forecasting – Valuation and Rates of Return

Unit II: Corporate Financial Models Calculation of Time value of Money - Cost of Capital – Leverage Analysis - Capital Budgeting – Financial analysis of Leasing

Unit III: Portfolio Models Calculating of Efficient Portfolios – Calculating variance – Covariance Matrix – Estimating- Beta and Security Market line – Portfolio Optimization – Value at Risk

Unit IV: Derivatives & Option Pricing Models and Bonds -Introduction to Options – Binomial Option Pricing Model - Black Scholes Model – Option-Greeks - Calculation of Bond Duration - Returns – Modelling the Term Structure.

Unit V: Statistical Models- Application of Statistical tools for financial calculations and Model Building through Excel- Addon.

Course Outcomes:

- To understand and appreciate the concepts of Financial models
- To acquire required knowledge and demonstrate financial modeling skills

Text Books and References:

1. Simon Benninga, Financial Modeling, MIT Press, Cambridge
2. Scott Proctor, Building Financial Models, Wiley India private Ltd, 2013
3. Clive Marsh, Business and financial models, konganPage.
4. Alastair L. Day, Mastering Financial Modelling in Microsoft Excel, 2/E pearson
5. Chandan Sengupta, Financial Analysis and Modeling using Excel and VBA, 2/E, Wiley.

Open Resources: Case studies, Companies Balance sheet

Tools / Software: - MS excel

Financial Information Security & Privacy

Course Code: MBAFT4030

Course Objectives:

- Financial Information Security & Privacy

Course Outline:

Unit I: Introduction to Information Security - Information Security Overview – Importance of Information Security – Security Methodology. Risk Analysis: Threat – Types of Attacks – Secure Design Principles: The CIA Triad and Other models, Defense models – Security Policies, Standards, Procedures and Guidelines – Security Organizations: Roles and responsibilities, Managed security services – Authentication and Authorization.

Unit II: Data, Network and Operating System Security - Data Security – Securing Unstructured Data – Encryption – Database Security -Security in Networks – Threats in Networks – Network Security controls. Operating System Security – Operating system security models – Security Technology – Access Controls – Firewalls – Virtual Private Networks – Intrusion detection and Prevention Systems.

Unit III: Securing Infrastructure Services - E-mail– Web Servers – DNS Servers – Proxy Servers – Application Security – Secure Application Design – Secure Development Lifecycle – Application Security Practices.

Unit IV: Security Operations and Physical Security - Disaster Recovery, Business Continuity, Backups and High Availability – Incident Response and Forensic Analysis – Physical Security – Security Agencies – Certifying Authorities –National and International. Compliance with Information security standards, Regulations and Laws.

Unit V: Recent Trends in Security - Case Studies: Analyze Information security for Financial Systems.

Course Outcomes:

- Gains knowledge in identifying the weakest component in the Financial Information systems and helps in providing a countermeasure for it.

Reference Books:

1. Mark Rhodes – Ousley, “Information Security, The Complete Reference”, Second Edition, 2013, McGraw Hill.
2. Charles P. Pfleeger, Shari Lawrence Pfleeger, “Security in Computing”, Fourth Edition, 2006
3. William Stallings, Cryptography and Network Security Principles and Practices, PHI Third Edition, 2005
4. Caelli, J., and Longley D. and Shain M., Information Security Handbook, Macmillan, 1991

5. McClure S., Scambray J. and Kurtz G., Hacking exposed: Network security secrets and solutions, McGraw-Hill, 1999

Open Resources: Research papers from Journals and Conferences with Open Access

Tools/Software: Open-Source Software for Information Security

Information System Control and Audit

Course Code: MBAFT4040

Course Objectives:

- To understand the concepts of Audit and Control in information system.
- To learn the management control framework, data resource management controls, application control framework and processing controls.

Course Outline:

Unit I: Introduction-Overview of Information Systems Auditing-Need for Control and Audit of Computers -Effects of Computers on Internal Controls-Effects of Computers on Auditing – Foundations of Information Systems Auditing- Conducting an Information Systems Audit-Audit risks-Types of Audit Procedures - Auditing around or through the computer.

Unit II: Management Control Framework - Top Management Controls- Systems Development Management Controls-Programming Management Controls

Unit III: Data Resource Management Controls- Security Management Controls-Operations Management Controls- Quality Assurance Management Controls

Unit IV: The Application Control Framework- Boundary Controls - Input Controls - Communication Controls

Unit V: Processing Controls-Database Controls-Output Controls Basic

Course Outcomes:

- To understand the concepts of Audit and Control in information system.
- To gain practical knowledge for carrying out projects in information system audit and control services.

Reference Books:

1. Ron Weber, "Information System Control and Audit", Prentice Hall, 2011. (Text book)
2. Dube, D.P. and Gulati V.P., -Information System Audit and Assurance (Including Case Studies and Checklists from the Bank), Tata McGraw-Hill, 2nd Edition, 2008.
3. Frederick Gallegos, Daniel P. Manson, Sandra Senft, and Carol Gonzales Gallegos, - Information Technology Control and Audit, Auerbach Publications, Second Edition, 2004
4. Alexander, Michael. 2007. Microsoft Access 2007 Data Analysis. Wiley. ISBN 978- 0-470-10485-9
5. Mayor-Schonberger, V., and K. Cukier. Big Data. First Mariner Books

Open Resources:

Research papers from Journals and Conferences with Open Access

Tools/Software: Open Source Tools

Data Visualization and Reporting

Course Code: MBAFT4050

Course Objectives:

1. To introduce visual perception and core skills for visual analysis
2. To understand visualization for various analysis

Course Outline:

Unit I :CORE SKILLS FOR VISUALANALYSIS: Information visualization-effective data analysis - traits of meaningful data- visual perception - making abstract data visible - building blocks of information visualization - analytical interaction - analytical navigation - optimal quantitative scales - reference lines and regions - trellises and crosstabs - multiple concurrent views- focus and context- details on demand-over-plotting reduction - analytical patterns-pattern examples.

Unit II :TIME-SERIES, RANKING, AND DEVIATION ANALYSIS: Time-series analysis - time-series patterns - time-series displays - time-series best practices - part to whole and ranking patterns - part-to-whole and ranking displays - best practices - deviation analysis-deviation analysis displays- deviation analysis best practices

Unit III :DISTRIBUTION, CORRELATION,AND MULTIVARIATE ANALYSIS: Distribution analysis - describing distributions - distribution patterns - distribution displays - distribution analysis best practices - correlation analysis - describing correlations - correlation patterns - correlation displays - correlation analysis techniques and best practices - multivariate analysis - multivariate patterns - multivariate displays - multivariate analysis techniques and best practices.

Unit IV :INFORMATION DASHBOARD DESIGN: Information dashboard - categorizing dashboards - typical dashboard data - dashboard design issues and best practices - visual perception - limits of short-term memory - visually encoding data - Gestalt principles -principles of visual perception for dashboard design

Unit V :INFORMATION DASHBOARD DESIGN II: Characteristics of dashboards - key goals in visual design process - dashboard display media - designing dashboards for usability- meaningful organization - maintaining consistency- aesthetics of dashboards - testing for usability - case studies: sales dashboard, CIO dashboard, Telesales dashboard, marketing analysis dashboard.

Course Outcomes:

- To gain knowledge in visual perception and core skills for visual analysis
- To gain practical knowledge in use of current techniques, skills, and tools necessary for visualizing data output and preparing business intelligence reports.

Text book and Reference Books

1. Stephen Few, "Now you see it: Simple Visualization techniques for quantitative analysis", Analytics Press, 1stEdition, 2009 (TextBook)
2. Stephen Few, "Information dashboard design: The effective visual communication of data", O'Reilly, 2006.
3. Edward R. Tufte, "The visual display of quantitative information", Second Edition, Graphics Press, 2001.
4. Nathan Yau, "Data Points: Visualization that means something", Wiley,2013
5. Ben Fry, "Visualizing data: Exploring and explaining data with the processing environment", O'Reilly, 2008

- **Open Resources:** Research papers from Journals and Conferences with Open Access
- **Tools/Software:** Open Source Tools

Design Thinking

Course Code: MBAFT4060

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Course Outline:

Unit 1 : Design Thinking Background

Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mind-set

Unit 2: Introduction to design characteristics of successful product development, product development process, identification of opportunities, product planning, Innovation in product development.

Unit 3 : Design thinking: Introduction, Principles, the process, Innovation in design thinking, benefits of Design thinking, design thinking and innovation, case studies.

Unit 4: Idea generation: Introduction, techniques, Conventional methods, Intuitive methods, Brainstorming, Gallery method, Delphi method, Synectics, etc Select ideas from ideation methods, case studies.

Unit 5 : A Design Thinking Approach in Stages Apply the Design Thinking Frameworks, Empathize with the Customers and/or Users, Define the Problem, Ideate, Prototype Alternate Solutions, Test the Solutions.

Course Outcomes:

- Understand the concepts of design thinking approaches
- Create design thinking teams and conduct design thinking sessions
- Apply both critical thinking and design thinking in parallel to solve problems
- Apply some design thinking concepts to their daily work
- Provide a thinking space for innovation of new ventures, value propositions, new products or services.

Text book and Reference Books:

- Roger.L. Martin The Design of Business Harvard business review press, 2009
- Tom Kelly, The art of innovation, IDEO
- Engineering Design”, Pahl and Vietz, Springer, 2007
- “Design Thinking”, Christoph Meinel and Larry Leifer, Springer, 2007
- This is Service Design Thinking”, Marc stickdorn and Jacob Schneider, Wiely, 2011

SPECIALISATION: DIGITAL MARKETING

E-mail marketing, Mobile Marketing and Video Marketing

Course Code: MBADM4010

Course Objectives:

- RECALL the key concepts of e- consumer buying behavior.
- EXPLAIN the applications of Digital Marketing, Mobile Marketing, Affiliate Marketing, Video Marketing, Email Marketing in multiple business domains and scenarios To bring awareness on idea generation
- DEVELOP a thought process to harness the power of Digital Marketing to improve the website or business
- ANALYSE Digital Marketing tools
- SELECT the right method for Digital Marketing in business
- COMBINE various tools and methods for business domains and scenarios

Unit 1:

Email Software and Tools, Importing Email Lists, Planning Email Campaign, Email templates and Designs Sending HTML email Campaigns, Web forms lead importing, Integrating Landing page forms, Campaign Reports and insights, Segmentation Strategy, Segmentation lists.

Unit2:

Auto Responder series, Auto Responder Actions, Triggering Auto- Responder Emails, Triggers in Email using the 4Ps of marketing Mobile usage, Mobile penetration Worldwide, Smartphone penetration worldwide Mobile Advertising Models, Advantages of Mobile Advertising, Mobile Marketing Toolkit, Paid and Owned.

Unit3:

Location-Based Services or Proximity, Social Marketing on Mobile, QR Codes Augmented Reality, Gamification, and Common mistakes in mobile strategy. Diversity issues in India through Mobile, Campaign development Process, Tracking of Mobile Campaigns-Mobile Analytics.

Unit 4:

How to make videos, Camera angles, settings, shooting techniques, editing, audio, background score, Animation, Software for editing

Unit 5:

On hands training on video, Publishing HD videos, Practical Examples and creating Animated Contents.

Text book and Reference Books:

1. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing, By Ian Brodie, 2013
2. Digital Marketing by Seema Gupta
3. Groundswell: Winning in a World Transformed by Social Technologies Charlene Lian Josh Bernoff
4. The Elements of User Experience: User-Centered Design for the Web Jesse James Garrett Mobile Marketing: How Mobile Technology is Revolutionizing Marketing, Communications and Advertising by Daniel Rowles
5. Tap: Unlocking the Mobile Economy by Anindya Ghose

Analytics-Web And Google

Course Code: MBADM4020

Course Objectives:

- To familiarize with Analytics-Web And Google
- To introduce the basics of Web
- To bring awareness on idea generation in Web And Google

Unit 1

Data Collection, Web logs and Java Script Tags, Key Metrics, Behavior Analysis, Outcomes Analysis and experience analysis. Making Web Analytics Actionable, Context , Creating high impact executive Dashboard, Customer Segmentation.

Unit 2

Web Analytics, Measurement metrics Accounts and Profiles, Analytic Reporting, Sorting, Filter and Time chart, Audience Segmentation. Traffic and Behavior Reports, Goals and Conversion Reports, Developing Intelligence Report.

Unit3

Google Webmaster Tool, setting it up for SEO and Integrating, Google Indexing, Search Traffic and links, Site Map and Site Links, Managing Security Issues.

Unit 4

Linear Attribution Model, Last interaction/last click and First Interaction/First Click Attribution Model. Time Decay Attribution Model, Position Based Attribution Model, how to connect offline with online.

Unit5

Panel based and ISP Based Measurement , Browser Toolbar and Benchmarking Data, Remarketing Code.

Text book and Reference Books:

1. Web Analytics2.0 by Avinash Kaushik
2. In The Plex: How Google Thinks, Works, and Shapes Our Lives-Sтивен Levy
3. The Big Data – Driven Business by Russell Glass & Sean Callahan

Building Digital Brands

Course Code: MBADM4030

Course Objectives:

- To DEFINE the key concepts in Digital Branding.
- To ESSENTIAL COMPONENTS AND DIFFERENTIATION between Digital Branding and marketing & Relationship
- To IDENTIFY the sources as well applications of Digital Branding and marketing in market and organization/s and usability of it in practical way as well growth and to make a way towards future growth.
- CATEGORIZE a service/s in Digital marketing, Branding and growth in it.
- MODIFY the Service, marketing branding, strategies, planning, innovative things of an organization for achieving the strategic service vision.
- SOLVE the relevant SEO, SEM like concepts and its relationship with Marketing & Branding.

Unit-1

Modern Marketing. Characteristics, Integration, Accessibility & Connectivity aspects in Digital Brands.

Unit 2.

Components of Digital Brands: Logo, Website, Brand messaging, SEO, Social media, Online advertising
Content marketing, Influencer marketing, key benefits.

Unit 3.

Applications of Digital Branding: Digital Branding in the Virtual world, interfaces with Automation, Social media, Online, Content marketing and Influencer marketing

Unit 4.

Technology and Digital Branding: Application of Advanced Technological components in Digital Branding. Pink cow concept, Technological tools for effective Digital Branding, examples of Digital Branding.

Unit 5. Digital Branding trends for the future: Essential elements for making digital brands work.
Relationship of digital brands with SEO & SEM.

Text book and Reference Books:

1. Understanding Digital Marketing: - Teresa Pineiro-Otero and Xabier Martinez-Rolan
2. Understanding Digital Marketing Author Damian Ryan, Calvin Jones
3. Netmark's 2016 Guide to the 6 fundamentals of Digital Marketing.

Search Engine Marketing & Optimization (SEO)

Course Code: MBADM4040

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Unit 1:

What is SEM and SEO? SEO key word planning, Meta tags and Meta Description, Website content optimization, Backlink strategies, Internal and external links, Optimizing the site structure.

Unit 2:

On page SEO, off page SEO, Local SEO, Mobile SEO, Ecommerce SEO Use of web master tools, Measuring SEO Effectiveness, Synthesis of Data. 8 Hours

Unit 3:

Introduction to Google Ad words, Ad Types, Pricing models, PPC cost, Formula, Ad Page Rank, Billing and payments.

Unit 4:

User Interface, Planning and control of keywords, Designing Image Ad, Creating Animated Ads, YouTube Video Promotion.

Unit5:

Practical Work: Creating Video Ads, Use Self Service or managed Ads, get started with a Campaign Manager, choose an Ad Format, create an Ad, Target, Measure And optimize your Campaign.

Textbook and Reference Books:

1. Search Engine Land's Guide to SEO- Search Engine Land
2. The Referral Engine John Jantsch
3. Digital Marketing for Dummies, By Ryan Deiss and Russ Hennesberry, 2017
4. Art of SEO (3rd edition) by Eric Enge.
5. The New Rules of Marketing and PR: How to Use News Releases, Blogs, Podcasting, Viral Marketing and Online Media to Reach Buyers Directly David Meerman Scott

Social Media Marketing

Course Code: MBADM4050

Course Objectives:

- To familiarize product design process
- To introduce the basics of design thinking
- To bring awareness on idea generation

Unit1:

Introduction to social Media, How to build a successful, Social Media Strategy, Goal setting, Strategy and implementation, Measure and Improvement.

Unit2:

Listening to Market, Digital Marketing Trends, Branding on the Net, Branding your Website, Trends in Digital Advertising. Google Pages for YouTube Channels, Video Flow, Verify Channel, Webmaster Tool Adding Asset.

Unit3:

Associated Website Linking, Custom Channel URL, Channel ART, Links, Keywords, Main Trailer, Uploading Videos, Defaults, Creator Library, Channel Navigation, Video Thumbnail.

Unit4

CTA-Annotation, Cardson Mobile, redirect Traffic to Website, Post Upload Enhancements, Live Broadcasting, Managing Playlists, comments and Messages, Monetization with AdSense, paid

YouTube Channel, Channel Analytics, Realtime Analytics. How to make videos, Camera angles, settings, shooting ,techniques, editing, Audio, background score, Animation, Software for editing

Unit5:

Social media Platforms for Business-Fan Engagement, Anatomy of Ad Campaign, Adverts-Types of adverts, Adverts Targeting. Adverts optimization, Adverts Placement, Adverts Bidding, Adverts Budget, Adverts Scheduling, Adverts Objectives Adverts Delivery. Audience Insights, page Insights, Facebook/ Instagram /You Tube etc :Recent Trends and Technologies

Textbook and Reference Books:

1. Social Media Marketing All-In-One for Dummies by Jan Zimmermanand DeborahNg,2017
2. Social nomics: How Social Media Transforms the Way We Live and Do Business Erik Qualman
3. Digital Marketing by Seema Guptha

Data Protection Laws and Data Privacy

Course Code: MBADM4060

Course Objectives:

1. DEFINE Data Protection and privacy concepts related to GDPR ,PECR and OSM.
2. COMPARE Data protection and Data Privacy, Risk and harm, Differentiate The areas of PECR in Digital Marketing.
3. APPLY PECR in digital marketing with use of online social media for Identifying fraudulent entities and issue.
4. ILLUSTRATE the various reasonable personal data security practices and Ways to protect it in current digital Marketing Scenario
5. To EVALUATING DEDUCT the Obligations of a business in relation to personal data,Data breaches in current model of digital Marketing for domestic and international Market.
6. To CREATING ELABORATE model for Digital Marketing considering GDPR by OSM policy for Indian and International market.

Unit 1.

Data Protection: Concept of data protection risk, difference between risks and harm, Governance, Risk Management and Compliance. Data Protection vs. Data Privacy. (5+1)

Unit 2.

General Data Protection Regulations: Meaning, Concept and factors affecting GDPR in digital Marketing. The impact of the Data Protection Act. The Seven Principles of Data protection, and business to business marketing.

Unit 3.

PECR: The Privacy and Electronic Communications (EC Directive) Regulations 2003, Concepts, coverage, exemptions and consent in PECR. Obligations of businesses towards personal data and

types of breaches.

Unit 4.

Online social Media: OSM and Policing, Information privacy disclosure, revelation and its effects on online social networks. Phishing, identifying fraudulent entities in online social networks. Data protection on social media.

Unit 5.

Personal Data Security: Sensitive Personal Data or Information (SPDI), Definition and Reasonable Security Practices in India. International perspective, Data Protection for Copy right & Trademarks and related cases, Data protection and privacy policies in Major Countries in the world.

Textbook and Reference Books:

- 1.Data Protection: Governance, Risk Management, and Compliance, by David G. Hill Format: Kindle Edition.
2. The Risk-Based Approach to Data Protection(Oxford Data Protection &Privacy Law),by Raphaël Gellert.
3. DATA PROTECTION AND PRIVACY- The Age of Intelligent Machines- Ronald Leenes, Rosamunde Van Brakel, Serge gut wirthnd Paul deHert-HartPublication10thVolume.
4. The IT _ digital legal companion_ A comprehensive business guide to software, IT, Internet, media and IPLaw–by Gene KLandy.
5. Cyber Law & Cyber Crimes by Advocate Prashant Mali, Snow White Publications, Mumbai)