

Annexure I

MBA (General) – Syllabus

MBA Semester Curriculum Draft

Total MBA Credit (102)

MBA First Year

Total no. of Credits to be earned in First year: 51

Semester I							Semester II							
S. No.	Course Code	Course Name	L	T	P	C	S. No.	Course Code	Course Name	Course Type	L	T	P	C
1	MB6111	Self -Development & Personality growth	3	0	0	3	1	MB6202	Management Accounting	Core	4	0	0	4
2	MB6102	Managerial Economics	4	0	0	4	2	MB6203	Operation Management	Core	3	0	0	3
3	MB6103	Accounting for Managers	4	0	0	4	3	MB6205	Human Resource Management	Core	3	0	0	3
4	MB6104	Business Analysis and Decision Making	4	0	0	4	4	MB6207	Legal Aspects of Business	Core	3	0	0	3
5	MB6108	Management Concepts & Organizational Behaviour	4	0	0	4	5	MB6208	Financial Management	Core	2	0	4	4
6	MB6109	Marketing Management	4	0	0	4	6	MB6209	Entrepreneurial Practice (Wadhvani Foundation)	Core	0	1	6	4
7	MB6110	Business Communication	3	0	0	3	7	MB6210	Strategic Management	Core	4	0	0	4
		Total	26 Contact Hrs		26 Credits				Total		29 Contact Hrs		25 Credits	

Total no. of Credits to be earned in Second year: 51

Semester III							Semester - IV							
S. No.	Course Code	Course Name	L	T	P	C	S. No.	Course Code	Course Name	Course Type	L	T	P	C
1	MB7170	Summer Internship	0	0	8	4	1	MB7270	Dissertation	Core	0	0	12	6
2	ART***	Elective 1	2 Credits				2	MB7202	Business Ethics & Corporate Governance	Core	3	0	0	3
3	MB****	Elective Major 2	12 Credits				3	MB****	Elective Major	Elective	12 Credits			
4	MB****	Elective Minor 2	6 Credits				4	MB****	Elective Minor	Elective	6 Credits			

Elective Courses Semester III

Elective Bucket 1

S. No.	Course Code	Electives:1	L	T	P	C
1	ART****	Vedic Management	2	0	0	2
2	ART****	Health & Wellness	2	0	0	2
3	MB7140	Human Development	2	0	0	2

Elective Major Bucket 2

MARKETING						
S. No.	Course Code	Course Name	L	T	P	C
1	MB7141	Consumer Behaviour	3	0	0	3
2	MB7142	Sales and Distribution Management	3	0	0	3
3	MB7143	Marketing Channels	3	0	0	3
4	MB7144	Product and Brand Management	3	0	0	3
5	MB7145	Digital Marketing	2	0	2	3
6	MB7146	Services Marketing	3	0	0	3

7	MB7147	Rural Marketing	3	0	0	3
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HUMAN RESOURCE MANAGEMENT						
S. No.	Course Code	Course Name	L	T	P	C
1	MB7148	Human Resource Planning	3	0	0	3
2	MB7149	Performance Management	3	0	0	3
3	MB7150	Compensation Management	3	0	0	3
4	MB7151	HR Processes and Practices	3	0	0	3
5	MB7152	Recruitment and Selection	3	0	0	3
6	MB7153	Labor Laws	3	0	0	3
7	MB7154	Managing Diversity in Organizations	3	0	0	3
8	MB7155	Negotiation Techniques	3	0	0	3
9	MB7156	Economics of HRM	3	0	0	3
10	MB7157	Conflict Management	3	0	0	3
FINANCE						
S. No.	Course Code	Course Name	L	T	P	C
1	MB7158	Financial Modelling	2	0	2	3
2	MB7159	Security Analysis and Portfolio Management	2	0	2	3
3	MB7160	Fixed Income Securities	3	0	0	3
4	MB7161	Banking and Insurance	3	0	0	3
5	MB7162	Financial Services	3	0	0	3
6	MB7163	Financial Analytics	2	0	2	3
7	MB7164	Financial Statement Analysis	2	0	2	3
8	MB7165	Corporate Valuation	3	0	0	3
9	MB7166	Managerial perspective to Direct Taxes	2	0	2	3

Elective Minor Bucket 2

MoT

S. No.	Course Code	Course Name	L	T	P	C
1	MB7167	E-Commerce	3	0	0	3
2	MB7168	R Programming	2	0	2	3
3	MB7169	Python Programming	2	0	2	3

Elective Courses Semester IV

- Elective Major

S. No.	Course Code	Course Name	L	T	P	C
1	MB7240	Marketing Research	2	0	2	3
2	MB7241	Retail and Merchandise Management	3	0	0	3
3	MB7242	Strategic Marketing	3	0	0	3
4	MB7243	B2B Marketing	3	0	0	3
5	MB7244	Integrated Marketing Communication	3	0	0	3
6	MB7245	Marketing Analytics	2	0	2	3

HUMAN RESOURCE MANAGEMENT						
S. No.	Course Code	Course Name	L	T	P	C
1	MB7246	HR Analytics	2	0	2	3
2	MB7247	Organization Change & Development	3	0	0	3
3	MB7248	Training and Development	3	0	0	3
4	MB7249	Industrial Relations	3	0	0	3
5	MB7250	Competency Mapping	3	0	0	3
6	MB7251	HR Issues in Corporate Restructuring	3	0	0	3
7	MB7252	Positive Organization Behaviour	3	0	0	3
8	MB7253	Learning Organizations	3	0	0	3

FINANCE						
S. No.	Course Code	Course Name	L	T	P	C
1	MB7254	International Financial Management	3	0	0	3
2	MB7255	Financial Risk Management	2	0	2	3
3	MB7256	Project & Infrastructure Finance	2	0	2	3
4	MB7257	Behavioral Finance	3	0	0	3
5	MB7258	Strategic Cost Management	3	0	0	3
6	MB7259	Managerial Perspective to GST	2	0	2	3
7	MB7260	Financial Econometrics	2	0	2	3
Elective Minor ----MoT						
S. No.	Course Code	Course Name	L	T	P	C
1	MB7261	Introduction to Fintech	3	0	0	3
2	MB7262	Technology Forecasting & Assessment	2	0	2	3
3	MB7263	Block Chain	2	0	2	3

Semester I

MB6101 Self Development & Personality growth

Introduction to Managerial Skill: Concept Types and Importance. Developing Self Awareness. Key dimensions and self-awareness, important areas of self-awareness, diagnostic surveys, skill analysis and skill application. Communicating Supportively. Concept and Importance, coaching, counselling and consulting, eight principles of supportive communication, Effective Assertive communication, skill: Analysis, Practice and application. Managing Stress: Major elements of stress, Managing stress, eliminating stress, Situational stressors & anticipatory stressors, developing resilience, diagnostic surveys for managing stress, skill analysis practice and application. Solving Problems and Creativity: Steps in solving problems, limitations of the rationale problem solving models, creativity and innovation: concepts, models, processes, Blocks to creativity, diagnostic surveys for creative problem solving, analysis and practice of the skill. Interpersonal skills: Concept, types and importance, Using diagnostic (FIRO B) tools to assess skills, analysis and practice of interpersonal skills. Leadership Skills: Types of leadership, transformational leadership, Gaining power and influence, Strategies for gaining organizational power, transforming power into influence, Diagnostic surveys for assessing leadership skills, skill analysis, practice and application. Managing Conflict: Sources of management conflict, resolution styles of conflict, and diagnostic surveys of managing conflict, skill analysis, practice and application.

References:

1. C. L. Bovee, J. V. Thill, *Business Communication Today*, (14e), Pearson Education, 2017.
2. P. D. Chaturvedi, M. Chaturvedi, *The Art & Science of Business Communication: Skills, Concept & Applications*, (4e), Pearson Education, 2017.
3. G. S. Chauhan, S. Sharma, *Soft skills: An Integrated Approach to Maximize Personality*, (1e), Wiley Publishing, 2016.
4. R. V. Lesikar, M. E. Flatley, K. Rentz, P. Lentz, N. Pandey, *Business Communication*, (13e), Tata McGraw Hill, 2015.
5. S. Ober, *Contemporary Business Communication*, (7e), Cengage Learning, 2007.

MB6102 Managerial Economics

Scarcity, Law of demand and Law of supply, equilibrium and applications, Price elasticity of demand, cross elasticity of demand, degrees and determinants of price elasticity demand, production, costs and revenue, markets, and game theory. Challenges for managers from micro and macro environment perspectives, Slow down/recession/ depression and conventional and non -conventional measures, Measuring the output, Nominal GDP vs Real GDP, GDP deflator. Consumption function, derivation of multiplier Investment function, MEC, Money supply, components of Money supply, Measure of high-power money, the money multiplier, the demand for money. Monetary policy, objectives, instruments, and real-life analysis. Fiscal policy, objectives instruments and real-life analysis of the Union Budget and consequences .

Inflation, types, measurements using CPI and WPI, the impact of inflation on the economy, Phillips curve. Exchange rate, types, and determinants . Balance of payments real-life analysis

Reference books

1. Alan Glanville ,Economics from a global perspective, Alan Glanville, United Kingdom 1998
2. Amos Witztum, Economics An Analytical Introduction, Oxford University Press, New York 2009
3. Mankiw N.Gregory, Principles of Macro economics, Haryana, Thomson , 2007, 4th Edition
4. Dornbusch Rudiger, Fischer Stanley and Startz Richard, Macro economics, New Delhi, TATA Mc Graw Hill , 2005

MB6103 Accounting for Managers

Objectives and Uses of Accounting, Advantages and Limitations of Accounting, Concepts and Conventions of Accounting, Basic Accounting Terminology, Double Entry System of Accounting, Accounting Equation, Accrual and Cash Basis of Accounting, Accounting Standards, Accounting Policies, (GAAP and US GAAP), Accounting Terminologies, Accounting Standards. Preparation of Accounting Books and Financial Statements: Accounting Concepts and Conventions, Journal, Books of Accounting, Ledger, Preparation of Trial Balance, Income Statement and Balance Sheet, Presentation of Financial Statements, Financial Statements of Companies, Annual Reports of Companies, Limitations of Financial Statements, Single and double entry book system. Depreciation Accounting: Causes for Depreciation, Need for Depreciation, Methods of Depreciation: Straight line method, Written Down Value Method and Annuity Method, Year to Year digit method, ICAI Guidelines on Depreciation, Window Dressing in Financial Statements: Meanings, Benefits and Techniques in window dressing, Ethics in Accounting.

References:

1. R. N. Anthony, D. F. Hawkins, K. A. Merchant, *Accounting: Text and Cases*, (12e), Tata McGraw Hill, 2011.
2. M. Bamber, S. Parry, *Accounting and Finance for Managers: A Decision Making Approach*, (2e), Koganpage, 2018.
3. C. T. Horngren, G. L. Sundern, J. A. Elliott, D. R. Philbrick, *Introduction to Financial Accounting*, (11e), Pearson, 2017.
4. P. M. Collier, *Accounting for Managers*, (5e), John Wiley & Sons, 2015.
5. R. N. Anthony, D. F. Hawkins, K. A. Merchant, *Accounting: Text and Cases*, (12e), Tata McGraw Hill, 2011.

MB6104 Business Analysis and Decision Making

Introduction to Data and their Characteristics: Data Description; Describing categorical and numerical data, data representation and their measures – frequency distribution, graphs, histogram, boxplot, mean, mode, median, Variability – quartile deviation, variance, standard deviation, coefficient of variation, Measures of association - correlation, scatter diagrams. Sampling & Statistical Inferences: Sampling and Estimation; Generating random samples, The normal distribution, The central limit theorem, Confidence intervals for estimating

population mean, population proportion; Hypothesis Testing; Hypothesis tests for single population mean, proportion, using P-values, Hypothesis test comparing two population means, proportions, t and F. Probability: Introduction to probability; Joint, Conditional and marginal probabilities, Bayes' theorem, Discrete distributions – Binomial, Poisson, Continuous distributions – Uniform, Normal, Exponential. Data Analysis & Decision Making: ANOVA – One way and two way analysis, Chi-Square test – χ^2 Goodness-of-fit test, Decision making under uncertainty & risk: Expected monetary value, Expected value of perfect information, Bayesian analysis, Decision trees. Regression & Time Series Analysis: Estimation and interpretation of simple and multiple regression models, components of time series and quantitative methods of Forecasting

References:

1. D. R. Anderson, D. J. Sweeney, T. A. Williams, J. D. Camm, J. J. Cochran, *Statistics for Business and Economics*, (13e), Cengage Learning, 2018.
2. D. M. Levine, D. F. Stephan, K. A. Szabat, *Statistics for Managers Using Microsoft Excel*, (8e), Pearson, 2017.
3. R. I. Levin, D. S. Rubin, S. Rastogi, M. H. Siddiqui, *Statistics for Management*, (8 e), Pearson, 2017.
4. R. A. Stine, D. Foster, *Statistics for Business: Decision Making and Analysis*, (2e), Pearson, 2017.

MB6108 Management Concepts and Organisational Behaviour

Nature of management, social responsibilities of business, managerial skills. Planning – steps in planning process, scope, and limitations, short- and long-range planning, flexibility in planning. Characteristics of a sound plan. Management by objectives (MBO) – policies and strategies, scope and formulation, decision making, techniques and processes. Organizing – organizational structure and design, authority and responsibility relationships, delegation of authority and decentralization, interdepartmental coordination, emerging trends in corporate structure, strategy, and culture, Mechanistic vs Adoptive structures – formal and informal organization. Perception and learning – personality and individual differences, motivation and job performance – values, attitudes and beliefs, stress management, communication – types, barriers, making effective communication. Group dynamics – leadership styles, approaches, power and politics, organizational structure – climate and culture, organizational change and development. Comparative management styles and approaches – Japanese management practices, organizational creativity and innovation. Management of innovation – entrepreneurial management – benchmarking – best management practices across the world. Management of diversity.

References:

1. F. Luthans, B. C. Luthans, K. W. Luthans, *Organizational Behavior*, (13e). Information Age Publishing, 2015.
2. J. W. Newstrom, *Organizational Behavior: Human Behaviour at work*, (14e), McGraw Hill, 2014.
3. F. Luthans, *Organizational Behavior*, (12e), McGraw Hill, 2011.
4. M. R. Carrell, D. F. Jennings, C. Heavrin, *Fundamentals of Organizational Behavior*, (1e) Prentice Hall International Inc, 1997.
5. Koontz, Weirich & Aryasri, *PRINCIPLES OF MANAGEMENT*, Tata McGraw-Hill,

- NewDelhi,2004
6. Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson, NewDelhi,2007
 7. Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, PHI Learning, NewDelhi, 2009

MB6109 Marketing Management

Introduction to marketing: Nature and Scope of Marketing, Core Marketing Concepts, Selling vs. Marketing, Marketing-Mix, Marketing Environment Analysis, Developing Marketing Strategies and Plans , Customer's orientation: Building Customer Value, Satisfaction and Loyalty, Consumer Behavior and Buying Decision Process, Marketing Research and Segmentation: Marketing Research Process, Importance and Application, Levels and Selecting Market Segments and Targeting, Developing Value Proposition and Positioning Strategy, Positioning Strategy Differentiation Strategies, Product Life-Cycle, diffusion of innovation, Product mix, Pricing: Objectives, Methods of pricing. Pricing for strategic gains. Promotion: Branding, Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations, Key Marketing elements: Physical distribution and channel management, contemporary channels, AIDAS model, Sales Process and Marketing Funnel, Marketing Applications: Marketing of Services, Rural Marketing, CRM, e-Marketing, B2C, B2B and C2C, Marketing through Internet, International Marketing. Contemporary issues in marketing and Ethics in marketing .Introduction to Retail marketing , e retailing, New age media, ethics in marketing , Customer value. Meet the Industry leader

References:

1. Kotler, Lane, Abraham Jha, *Marketing Management*, Pearson Education, 2012
2. Baines, *Marketing* , Oxford University Press,2014
3. Ramaswamy, Namakumari, *Marketing Management: Global Perspective, Indian Context* (4e) Macmillan Publishers India,2009
4. Etzel, M.J, Walker B.J , Stanton W.J, Pandit, A, *Marketing*; (14e) McGraw Hill,2001
5. P. Baines, C. Fill, S. Rosengren, P. Antonetti, *Marketing*, (5e), Oxford University Press, 2019.
6. M. J. Etzel, B. J. Walker, W. J. Stanton, A. Pandit, *Marketing*, (14e), McGraw Hill 2017.
7. P. Kotler, K. L. Keller, A. Koshy, M. Jha, *Marketing Management*, (14e), Pearson Education, 2014.

MB6110 Business Communication

Introduction to Communication: Class Exercises & Discussions. Introduction to Writing: Class Exercises & Discussions. Elements of Presentation: Class Exercises & Discussions. Presentation: INTRODUCTION: Presentation by Students & Feedback. Presentation: BODY: Presentation by Students & Feedback. Presentation Skills: Presentation by Students . Writing a Passage: Class Exercise. Writing a Formal Letter : Home Work & Class Exercise., Writing Complaints: Home Work & Class Exercise., Responding to Complaints: Home Work & Class Exercise., Performance Detailing : Home Work & Class Exercise., Writing Executive Summary: Home Work & Class Exercise., Effective Email : Home Work & Class Exercise., Congratulating & Complimenting: Home Work & Class Exercise., Writing Reports : Home Work & Class Exercise., Termination Letter : Home Work & Class Exercise.

References:

1. C. L. Bovee, J. V. Thill, R. L. Raina, *Business Communication Today*, (13e), Pearson, 2017.
2. R. V. Lesikar, M. E. Flatley, K. Rentz, P. Lentz, N. Pandey, *Business Communication*, (13e), Tata McGraw Hill, 2015.
3. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz, Paula Lantz, Neerja Pande, *Business Communication*, (13e) McGraw-Hill Pvt, 2012.

Semester II**MB6202 Management Accounting**

Introduction: Comparison of Management Accounting with Financial Accounting and Cost Accounting, Decision making process and Management Accounting, Information needed by Management Accounting, Types of Costs: Direct, Indirect, Prime Cost, Material Cost, Labour Cost & Overhead Cost, Product Costing Systems: Job Order Costing, Accumulation of costs in job order costing, Illustration of job order costing system; Process Costing, Flow of costs, Process costing vs. job order costing, Concept of equivalent units, Illustration of process costing, Issues in process costing, Financial Planning and Forecasting: Long Term Financial Planning, Short Term Financial Planning, Financial Forecasting, Steps in Financial Planning. Budgeting and Budgetary Control – Classification of Budgets, Preparation of Fixed and Flexible Budgets, Purchase Budget, Sales Budget, Production Budget, Cash Budget – A Tool of Cash Planning, Master Budget, Cost-Volume- Profit (CVP) Analysis: Techniques of CVP Analysis, Contribution and Margin Analysis, BEP Analysis, Margin of Safety

References:

1. M.Y Khan, P.K Jain, *Management Accounting: Text, problems and Cases*; (4e); Tata McGraw Hill, 2016
2. R.P Rustagi, *Management Accounting*, Taxman, 2017
3. S.N Maheshwari, S.K Maheshwari, *A Textbook of Accounting for Management*, Vikas Publishing House, 2006
4. P.S Ananthanarayanan *Management Accounting*, Oxford, 2015

MB6203 Operation Management

Introduction to Operations and Supply Chain Management: How operations relates to other functional areas of an organization, relationships that exist between various factors that affect operations of a business organization, managing a supply chain, supply chain performance factors, Capacity and Layout Planning: Demand forecasting, strategies for managing capacity to meet demand, capacity and facility design, facility location models decision support tools, optimizing layout design to meet customer demand, optimizing layout to improve capacity utilization. Introduction to Project Management: Project Management principles, utilizing work breakdown structures (WBS) to identify project schedule, different types of project management methods, scheduling using Gantt Charts, PERT; CPM, Introduction to Materials

Management: Material requirements planning, interaction with production planning and control, purchasing processes, materials forecasting, inventory management fundamentals, Just In Time manufacturing, warehouse management, Quality Management Systems: Total Quality Management fundamentals, Cost of Quality concept, process variation, process capability, process control, utilizing Lean Six Sigma for processes to meet customer specifications, Quality Function Deployment

References:

1. Russell & Taylor, *Operations Management: Creating Value along the Supply Chain*, Wiley 2011
2. Lee J. Krajewski, Larry P. Ritzman, *Operations Management: Processes and Value Chains*, Prentice Hall India, 2018
3. Norman Gaither, Greg Frazier, Study Guide, *Operations Management*, (9e) Thomson South-Western, 2002
4. Slack and Lewis, *Operations Strategy*; (4e) Prentice Hall, 2007
5. James R. Evans and William M. Lindsay, *The management and control of quality* (6e), South-Western College, 2004

MB6205 Human Resource Management

Acquisition of Human Resource: Introduction to Human Resource Management: Meaning; Significance; Objectives; Evolution and Development of Personnel Management and HRM; Difference between H.R.M., H.R.D, and Personnel Management; Key Roles, Functions and Activities of HRM; Strategic Human Resource Management; Acquiring Human Resources: HR Planning, Job Design, Job Analysis, Role Analysis; Recruitment; Selection; Induction & Placement, Talent Management and Retention strategies, Developing Human Resource: Performance Measurement and Reward Systems- Introduction, Performance Drivers, Reward Management, Performance Appraisals: process; tools; errors; Potential Appraisal; Career Planning and Development; Succession Planning; Training Human Resources – Phases of Training, Need Assessment, Training Methods and Evaluation, Compensating Human Resources: Job Evaluations, Compensation Administration; Incentive Plans and Fringe Benefits; Workers Participation in Management; Employee empowerment, Managing Industrial Relations & Contemporary issues in HRM: Dynamics of Industrial Relations; Discipline and Grievance Management; Collective Bargaining; Trade Unions; Industrial Disputes. Work-life Balance, Human Resource Accounting and Audit; Latest trends of HRM.

References:

1. Gilley, Jerry W., Steven A. England, Ann Maycunich Gilley, *Principles of human resource development*, (2e) Basic Books, 2002
2. D.K Bhattacharyya, *Human resource planning*; Excel Books India, 2009
3. G S Sudha, *Human Resource Management*; RBD Publications, 2011

MB6207 Legal Aspects of Business

Indian Contract Act 1872: Formation of agreement; rules regarding offer and acceptance; consideration; essential elements of a valid contract; classification of contracts; void, voidable, quasi, unilateral, bilateral, express and implied contracts; breach of contract, Sale of Goods Act 1930: Sale and agreement to sell; quality of goods; condition and warranty; transfer of property; sale and transfer of ownership; delivery of goods by seller; acceptance of delivery by buyer, Partnership Act 1932: Formation of partnership; partnership agreement;

unlimited liability; rights and liabilities of individual partners; relationship with third party; registration of firm; dissolution of firm, Limited Liability Partnership (LLP) Act 2008: Concept of LLP; difference with partnership and company; registration of LLP; liabilities of partners; transferability of shares, Companies Act 2015: Definition of a company; types of companies; memorandum of association; article of association; limited and unlimited liability companies; private and public companies; registration of companies; holding, subsidiary and associate company; board of directors; principles of lifting the corporate veil; doctrine of indoor management, Consumer Protection Act 1986: Definition of consumer, goods, defect and deficiency; consumer forums; procedure to approach consumer forums; unfair trade practices; monopoly and restrictive trade practices; Latest amendments to the act, Intellectual Property Rights: The Patent Act 1970; The Copyright Act 1957; Trade Marks Act 1999, Cyber laws: Information Technology Act; Alternate Disputes Resolution forum; Arbitration Procedure, Right to Information Act 2005

References:

1. A Pathak, *Legal Aspects of Business*, Tata McGraw-Hill, 2007
2. P. Saravanavel, S. Sumathi, *Business Law for Management*; Himalaya Publishing House, 2004
3. N. D. Kapoor, *Mercantile Law*, Sultan Chand & Company, 2002.
4. M.C Kuchhal, P Deepa, *Business Legislation for Management*, (2e), Vikas Publishing House
5. D.C Bose *Business Law*; PHI Learning, 2008.
6. P.C Tulsian, *Business Law*; (2e) Tata McGraw Hill, 2012.
7. P. C. Tulsian, *Business Law*, (2e) Tata McGraw Hill.

MB6208 Financial Management

Overview of Financial Management: Scope and objectives of finance; Profit maximization vs. Wealth maximization; Functions of financial management, Time Value of Money: Future value vs. present value – frequency of compounding – time value of annuity and perpetuity – loan amortization, Cost of Capital: Cost of Equity, Cost of Debt, Cost of Preference Share, Cost of Retained Earnings, WACC & CC, Capital Budgeting: Concept of capital budgeting, decision making based on capital budgeting methods, Leverage: Concept of leverage, Understanding and Implication of Financial, Operating & Combined Leverage Fund Raising: Source of funding: domestic & international, Capital Structure and firm Value: Capital Structure Decision, NI, NOI Approach and MM Hypothesis, Dividend Policy: Types of Dividend Policy, Factors affecting dividend policy, Walter's Model, Gordon's Model and MM Hypothesis, Working Capital Management: Components of Working Capital, Its determinants and its Financing

References:

1. P. Chandra, *Financial Management: Theory and Practice*, (9e), McGraw Hill Education, 2017.
2. R. Brealey, S. Myers, F. Allen, *Principles of Corporate Finance*, (11e), McGraw Hill Education, 2017.
3. I. M. Pandey, *Financial Management*, (10e), Vikas Publishing House, 2014.

MB6209 Entrepreneurial Practice (Wadhvani Foundation)

Entrepreneurship and the Entrepreneurial Mind-Set: The Nature of Entrepreneurship, How Entrepreneurs Think, The Intention to Act Entrepreneurially, Entrepreneur Background and Characteristics, Role Models and Support System, Sustainable Entrepreneurship Corporate Entrepreneurship: Reason for Interest in Corporate Entrepreneurship, Managerial Versus Entrepreneurial Decision Making, Establishing Corporate Entrepreneurship in the Organization. Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities: New Entry, Generation of a New Entry Opportunity, Entry strategy for New Entry Exploitation, Risk Reeducation Strategies for New Entry Exploitation . Creativity and the Business Idea: Ideas from Trends Analysis, Sources of New Ideas, Methods of Generating Ideas, Creative Problem Solving, Creativity and Entrepreneurship, Entrepreneurship Innovation, Opportunity Recognition, Product Planning and Development Process, E-Commerce and Business Start-up. Identifying and Analyzing Domestic and International Opportunities: Opportunity Recognition and the Opportunity Assessment Plan, Information Sources, Sources of Information for Start-up Entrepreneurs in India, The Nature of International Entrepreneurship, Foreign Market Selection, Entrepreneurial Entry Strategies, Entrepreneurial Partnering, Barriers to International Tread, Implication for the Global Entrepreneur. Protecting the Idea and the Other Legal Issue for the Entrepreneur: Intellectual Property, Need For a Lawyer, How to Select a Lawyer? Legal Issues in Setting up the Organization, Patents, Business Method Patents, Stat-up Without a Patent, Trademarks, Copyrights, Trade Secrets and Noncompetition Agreements, Licensing, Product Safety and liability, Insurance. The Business Plan: Creating and Starting the Venture: Planning as Part of the Business Operation, Business Plan, Writing the Plan, Scope and Value of the Business Plan, How Do Potential Leaders and Investors Evaluate the Plan? Presenting the Plan, Information Needs, Financial Information Needs, Using the Marketing Plan: Industry Analysis, Marketing Research for the New Venture, Difference between a Business Plan and a Marketing Plan, Preparing the Marketing plan, Characteristics of a Marketing Plan, The Marketing Mix, Steps in Preparing the Marketing Plan. The Organizational Plan: Developing the Management Team, Legal Forms of the Business, Tax Attributes of Forms the Business, The Limited Liability Company, Building the Management Team and a Successful Organization Culture, The Role of a Board Director, The Board of Advisor, The Organization and use of Consultants. The Financial Plan: Operating and Capital Budgets, Forecasting Sales, Pro forma Income Statements, Pro Forma Cash Flow Statement, Pro Forma Balance Sheet, Break-Even Analysis, Pro Forma Sources and Applications of Funds Statement. Sources of Capital: Personal Funds, Family and Friends, Commercial Banks, Role of government agencies, R & D Partnerships, Govt. Grants, Pvt. Placement, Boot Strap Financing. Informal Risk Capital, Venture Capital and Going Public: Financing the business, valuing the company, deal structure, going public and underwriter selection, Registrations. Strategies for Growth and managing implications: Growth strategies, implications, overcoming pressure on existing HR, employee, entrepreneur Accessing resources for growth from external sources: external support, joint ventures, acquisitions, mergers, leveraged buyouts, franchising. Succession planning and strategies for harvesting and ending the venture: exit strategy, succession of business, option for selling the business, bankruptcy law for companies in India, reorganization and keeping the venture going, warning signals of bankruptcy, Business turnaround.

References:

1. R. D. Hisrich, M. J. Manimala, M. P. Peters, D. A. Shepherd, *Entrepreneurship*, McGraw-Hill Education, 2014.
2. P. Charantimath, *Entrepreneurship Development Small Business Enterprises*, Pearson

Education, 2009.

MB6210 Strategic Management

Introduction to strategic management: Conceptual Framework of Strategy: Genesis, concept and characteristics of Strategy, Policy versus Strategy, Reasons for growing importance of strategy, Types; levels of strategy, Strategic management model, initiation of strategy, strategic decision making, Indian business environment: past and present and its strategic implications, and concept of business model. Strategic tools; techniques for analysis at corporate level: Experience Curve, SWOT analysis, BCG Matrix, GE-Nine Cell Matrix, Space Matrix, corporate parenting, scenario planning, stakeholder analysis . Competitive Advantage and Value Chain: Concept of Competitive advantage, industry analysis (Porter's Five Forces Model), Concept of value chain, Contemporary issues before value chain, Role of Value Chain for gaining sustainable competitive advantages, corporate value chain .Competitive intelligence: competitor analysis, competitive intelligence programs, gathering and analysis of competitor intelligence, competitive portfolio matrix (CPM). Scanning and assessing the Business environment: Concept, need and process, types of environment, External Environmental Analysis: Nature, Characteristics, Type and Approaches to External environment, Key External Forces, ETOP analysis, The External Factor Evaluation (EFE) Matrix, Internal Analysis and Assessment: Nature, Characteristics, Types and Approaches to internal Environment, Key Internal Forces, Analysis of Strengths and weaknesses, The Internal Factors Analysis (IFA) Matrix, resource based view of organization (VRIO Model) & other qualitative & quantitative methods for internal assessment. Strategy formulation: Vision, Mission and Objectives: Vision versus Mission, The Mission and Business Definition, Process of developing a mission statement, Writing and Evaluating mission statement, Nature and characteristics of Objectives and Goals, Long-term objective setting, developing strategic alternatives (TOWS matrix) and making strategic choice. Evolution of industry & strategy, corporate strategy: growth strategy, stability strategy, retrenchment strategy; Business strategy: porter's generic strategies, cooperative and competitive strategies, competitive tactics; Functional strategy: Marketing strategy, HR strategy, Finance strategy, Purchase strategy, IT strategy, Operations strategy, R&D strategy. Strategy Implementation, Control and Evaluation: Strategy execution, preparing firm for strategy execution, strategic evaluation process and control mechanism for correction of deviations.

References:

1. R. F. David, *Strategic Management: Concepts and Cases*, (12e), PHI, 2008.
2. J. Pearce, R. Robinson, A. Mital, *Strategic Management: Formulation, Implementation and Control*, (12e), McGraw Hill Education, 2017.
3. L. R. Jauch, R. Gupta, W. F. Glueck, *Business Policy and Strategic Management*, Frank Bros. & Co. Ltd., 2010.
4. T. L. Wheelen, J. D. Hunger, *Concepts in Strategic Management and Business Policy*, (12e), Pearson Education, 2010.

Semester III

MB7170 Summer Internship

Objective:

The basic objective of a Summer Internship is to refine the practical exposure of the corporate functioning. This summer training will provide an opportunity to the students to apply their theoretical understanding while working on the concerned project in the industry. Thus this summer internship programme is an attempt to bridge the gap between theory and practice. This will also enhance the students' intellectual ability and attributes related to data handling, decision making, report writing, oral presentation and imbibing an interdisciplinary approach.

General Guidelines:

Every student shall be required to undergo a practical training in an corporate organization approved by the Institute for eight weeks, normally in the Summer Vacation, after the end of the fourth semester examinations. The candidates shall be required to undergo training in the various areas of the organization concerned. The organization may assign a specific project to the candidate, which will be completed by him/her during the period of training. The work done by the candidate during the training period shall be submitted in form of a training report.

The last date for the receipt of training report in the department shall be one month after the date of completion of training, i.e. at the beginning of the fifth semester.

Chapter Scheme

Chapter I: Introduction 20 marks

Chapter II: Conceptual Framework/National/International

Scenario 5 marks Chapter III: Presentation, Analysis and

Findings 35 marks

Chapter IV: Conclusion and Recommendations 15 marks

The report has to be type written in font Times New Roman, 12 points, 1.5 line spacing on both sides of the paper, Spiral Bound. The report should comprise of a maximum of 80 to 100 pages and has to be submitted in two copies.

Components of the Report

The outcome of Summer Internship is the Project Report. A project report should have the following components:

1) Cover Page: This should contain the title of the project proposal, to whom it is submitted, for which degree, the name of the author, name of the supervisor, year of submission of the project work, name of the University.

2) Acknowledgement: Various organizations and individuals who might have provided assistance

/co-operation during the process of carrying out the study.

3) Table of Content: Page-wise listing of the main contents in the report, i.e., different Chapters and its main Sections along with their page numbers.

4) Body of the Report: The body of the report should have these four logical divisions

a) **Introduction:** This will cover the background, rationale/ need / justification, brief review of literature, objectives, methodology (the area of the study, sample, type of study, tools for data collection, and method of analysis), Limitations of the Study, and

Chapter Planning.

b) **Conceptual Framework / National and International Scenario:** (relating to the topic of the Project).

c) **Presentation of Data, Analysis and Findings:** (using the tools and techniques mentioned in the methodology).

d) **Conclusion and Recommendations:** In this section, the concluding observations based on the main findings and suggestions are to be provided.

5) Bibliography or References: This section will include the list of books and articles which have been used in the project work, and in writing a project report.

6) Annexures: Questionnaires (if any), relevant reports, etc.

ART 1249 Vedic Management .

Concept of Management as enshrined in Vedas- vision ,leadership, motivation, excellence in work, achieving goals, attitude toward work, nature of individual,decision making, planning discussed by great gurus like Achary Vidura, Chanakya, Parshuram. The Concept of Sthitpragya in Gita, The Concept of Nishkamkarma in Gita,Positive effect of Vedas: better perception of life, clarity of thought, positive attitude, Message of Vedas for Inner peace and ability to better deal with stress, Vedas as Problem solving and satisfaction with themselves, Other effects of Gita: sense of well-being, physical fitness References:Vasudha-ev-kutumbakam,(accepting the whole world as one and one's family), Samarpan Bhav (dedication), Loksangraha(Welfare of all beings), Shubh Labh (Ethical Profits), Varnashram Vyastha, Ashtang Yoga.

References-

1. Harold, T. *Living Issues in Philosophy*, Oxford University Press, New York, 1995.
2. Perumalil, A. *An Introduction to Philosophy*, ISPCK, New Delhi. 2001.
- 3.Banerjee, B. P. *Foundations of Ethics in Management*. New Delhi: Excel Books. (2005).
- 4.Bhatia, V. P. *Ethical and Spiritual Values in Indian Scriptures*. Chennai: Notion Press. (2016).

MB7141 Consumer Behaviour

Introduction to Consumer Behaviour: Consumer Behaviour: Development, Interdisciplinary Nature, Introduction to Model of consumer decision making; Nicosia model, Howard Sheth model, Belch model, Engel-Blackwell-Miniard model The Consumer Research Process: Steps and process of consumer behavior research, Qualitative and Quantitative Marketing Research Model; Market Segmentation and Strategic Targeting: How consumer behavior variables provide framework for strategically planning the STP; Consumer Motivation: Motivation as a psychological force, The dynamics of motivation, Types and Systems of Needs, The measurement of motives, Culture and need states; Personality and Consumer Behaviour: What is personality? Theories of personality, Personality and understanding consumer behavior, Brand personality, Self and Self Image, Virtual Personality or self; Consumer Perception: Sensory dynamics of perception, Elements of perception, Consumer Imagery; Consumer Learning: Elements of consumer learning, Behavioural Learning,

Information processing and cognitive learning, Consumer Involvement and Passive Learning, Outcomes and Measures of Consumer Learning; Consumer Attitude Formation and Change: What are attitudes? Structural models of attitudes, Attitude formation, Strategies of Attitude Change; The Family and Social Class: Socialization and related roles of family members, Family decision making and consumption related roles, Social Class, The measurement of social class, Lifestyle profiles and social classes; Influence of Culture on Consumer Behaviour: What is culture? Culture is learned, Culture is Dynamic, Cultural aspects of Emerging Markets; Consumer Decision Making: What is Consumer Decision Making? Levels of consumer decision making, Models of consumer decision making; Marketing Ethics and Social Responsibility: Exploitive targeting, Manipulating consumers, Social Responsibility.

References (Preferably Latest Edition May Be Referred):

1. Schiffman, Kanauk and R. Kumar, *Consumer Behaviour*, (10e), Pearson, 2010
2. Sheth, N. Jagdish and Mittal, Banwari, *Consumer Behaviour: A Management Perspective*, Thomas, 2003.
3. Blackwell, D. Roger and Miniard, W. Paul, *Consumer Behaviour*, Cengage Learning, 2006.
4. Solomon, R. Michael, *Consumer Behaviour: Buying, Having and Being*, (8e), PHI, 2009.

MB7142 Sales and Distribution Management

Introduction to Sales Management: Introduction, Evolution of Sales Management, Nature and Importance of Sales Management, Roles and Skills of Modern Sales Managers, Sales Management Positions, Sales objectives, Strategies and Tactics, Linking Sales and Distribution Management; Personal Selling: Preparation and Process: Buying decision process, Buying situations, Planning, Sales Forecasting and Budgeting: Sales planning, Developing sales forecast, Forecast accuracy, Sales budgets; Management of Sales Territories and Quotas: Defining sales territories, Procedure of designing sales territories, Assigning salespersons to territories, Managing territorial coverage, Sales quotas; Organizing and Staffing the Sales Force: Sales force training, Concept of sales organization, Size of the sales force, Staffing the sales force; Sales Call Script, Objection handling and Sales Closing Techniques, Negotiation, Motivating and Compensating Sales Personal, Selection and Placement of Sales Personnel, Sales Budgeting - Approaches and Techniques, Training and Development of Sales Force and Sales Organization, Evaluation of Sales Personnel, Sales control and cost analysis, Sales Ethics, Introduction to distribution management. Distribution network management, Evolution of Distribution Channels, Retailing, wholesaling, Measuring Wholesale Performance, Franchising. Channel Design and Planning Process, Channel Management, Channel Information System, Designing, Customer-oriented Logistics Management, E-commerce and Distribution Channel Management, Logistics and SCM, IT and Logistics & SCM, Performance Measures, Information System and Channel Management, Assessing Performance of Marketing Channels , Managing Channel Member Behaviour, Managing Wholesalers and Franchisees, Managing the International Channels of Distribution, Designing and implementing a winning go-to-market strategy- channel stewardship, channel value chain, manage conflicts, Balancing customers' needs with distribution channel's capabilities, Route-to-market Optimization, New product distribution strategy, Leveraging data and technology in sales and distribution management.

References (Preferably Latest Edition may be referred):

1. Futrell, M. Charles, *Fundamental of Selling*. McGraw Hill Education (India). (12e), 2014.
2. Ingram, N. Thomas and LaForge, W. Raymond, *Sales Management: Analysis and Decision Making*, (6e), Cengage Learning, 2007.
3. Krishna K. Havaldar and Vasant M. Cavale, *Sales and Distribution Management: Text and Cases*, (2e), Tata Mc Graw Hill, 2011

MB7143 Marketing Channels

Marketing channels, structure and functions, Marketing Channel System. Channel Design and Development: Demand-supply and channel efficiency, segmentation for service design, supply side channel analysis, strategy in marketing channels, selecting the channel members, target markets and channel design strategy, evaluating channel members performance. Channel Management and Implementation: motivating channel members, handling product, pricing, and promotional issues in channels, logistics and channel management, channel Power, managing conflict to increase channel coordination, strategic alliance in distribution. Vertical integration in distribution. Channel Institutions: Retailing, Wholesaling, Franchising, Logistics and Supply chain Management. Emerging Perspective in Marketing Channels: Electronic marketing channels, franchise marketing channels, marketing channels for services, international channels perspectives Omni Channels & Multi level Channels.

References:

1. B.Rosenbloom, *Marketing Channels-A Management Perspective*, Cengage. (8e), 2012.

MB7144 Product and Brand Management

Introduction to Product Management, Product Lines, portfolios and mix. Product Planning, Ansoff's Matrix, Product Launch Strategies, New Product Development, Conjoint analysis product design, Packaging Decisions, Brands vs Products, Branding : Role , Scope and Advantages , Types of Brands, Branding challenges and opportunities, Brand Equity Concept, Strategic Brand Management Concept; Customer Based Brand Equity: Brand Knowledge, Sources of Brand Equity, Building a strong brand: Four steps of brand building, Creating customer value; Brand Positioning: Establishing Brand Positioning, Positioning Guidelines, Brand Associations, Brand Mantras, Internal Branding, Brand Audits; Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, Options and tactics for brand elements; Designing Marketing Programs to Build Brand Equity: Product strategy, Pricing strategy, Channel strategy; Integrated Marketing Communication to Build online Branding Equity: The new media environment, Marketing options, Developing IMC programs; Leveraging Secondary Brand Associations to Build Brand Equity: Leveraging process, Company, Country of Origin and other Geographic areas, Channels of distribution, Co-branding, Licensing; Developing a Brand Equity Measurement and Management System: Brand value chain, Designing brand tracking studies, Establishing a brand equity management system; Measuring Sources of Brand Equity: Qualitative research techniques, Quantitative research techniques, Comprehensive models of Consumer based brand equity; Managing Brands over Time: Reinforcing brands, Revitalizing brands, Adjustments to the brand portfolio.

References (Preferably Latest Edition may be referred):

1. I. Jacob, *Strategic Brand Management*, (3e), Pearson, 2011
2. Keller, Kevin Lane, *Strategic Brand Management: Building, measuring and managing*

- Brand Equity*, (3e), Pearson, 2008.
3. Kapferer, Jean-Noel, *The New Strategic Brand Management*, (4e), Kogan Page, 2008.
 4. Lehmann, R. Donal and Winer, S. Sussel, *Product Management*, (4e), Tata McGraw Hill, 2005

MB7145 Digital Marketing

The Digital Paradigm: The new world of marketing, Modern digital consumer; Online-offline comparison; Marketing in Digital World: State of the Modern digital ecosystem, Marketer's new role, Ultimate goal of digital marketing: ROI; Managing Content in Digital Age: Importance of Content Marketing, 70/20/10 Content Planning Model; Search Marketing: Importance of search, How searches work? Types of Search Marketing, Measuring search success, Search Trends; Mobile Marketing: Modern Mobile consumer, Mobile website considerations, SMS and MMS Campaigns; Video Marketing: Who discovers and watches videos? Steps to plan, shoot, edit and publish, Building video channel strategy; Social Media Marketing, E-Mail marketing: What is Social Media? Facebook, Instagram, Twitter, Pinterest, Strategies for SMM, Importance, Social media channel strategy, Social Media ROI, Tools of the trade

Reference Books (Preferably Latest Edition May Be Referred)

1. E. Greenberg and A.R Kates, *Strategic Digital Marketing*, (1e), Mc Graw Hill, 2013
2. D. Ryan, C. Jones, *Understanding Digital Marketing*, (2e), Viva Books, 2012
3. Godfrey Parkin, *Digital Marketing: Strategies for Online Success*, New Holland Publishers, 2009.
4. D.Chaffey and F.Ellis Chadwick, *Digital Marketing: Strategy, Implementation and Practice*, (5e), Pearson, 2012

MB7146 Services Marketing

Nature and Characteristics of services, Gap Model of Service Quality, Consumer Behaviour in Services Context: Three stage model of service consumption, Pre-purchase Stage, Service Encounter Stage, Post-encounter Stage; Positioning Services in Competitive Markets: Achieving competitive advantage through focus, Market Segmentation, Service attributes and levels, Positioning and Distinguishing from competition; Developing Service Products: Core and Supplementary Services: Planning and Creating Service Products, The flower of service, Branding service products and experiences, New Service Development; Distributing Services through physical and electronic channels: Distribution in a service context, Place and Time decisions, Delivering service in cyberspace, The role of intermediaries, Challenge of distribution in large domestic markets, Distribution Internationally; Pricing of Services and Revenue Management: Pricing strategy, Revenue Management, Ethical concerns in service pricing; Promoting Services and Educating Customers: Role of marketing communication, Marketing communication planning, Marketing communication mix, Role of corporate design, Integrated Marketing Communications; Designing and Managing Service Processes: Flowcharting customer service processes, Blueprinting services, Customer as co-producer Complaint Handling and Service Recovery: Customer complaining behavior, Customer responses to effective service recovery, Service Guarantees, Discouraging abuse and Opportunistic Customer Behaviour.

References:

1. H. L. Christopher, W. Jochen, *Services Marketing*, (7e), Pearson, 2010.
2. V.A. Zeithaml, M.J. Bitner, *Services Marketing*, (4e), Tata McGraw Hill, 2006.
3. G. Christian, *Services Management & Marketing*, (3e), Wiley, 2006.
4. R. Nargundkar, *Services Marketing*, TMH, 2012.
5. G. Apte, *Services Marketing*, Oxford, 2010.

MB7147 Rural Marketing

Introduction-What is Rural- Taxonomy of the Rural Market- Rural Inhibiting Factors Rural Marketing Models – Bottom of the Pyramid Approach, Scope of rural marketing-concepts-components of rural markets – classification of rural markets – rural vs. urban markets, : The Rural Environment- The Rural Economic Environment- The Rural Economic Structure- The Rural Infrastructure - Rural Employment Generation Programmes Government Initiatives-The Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA), ITC E-Choupal : Corporate Social responsibility in Rural India, The Consumer Buying Behaviour Model – What Influences Rural Consumer Behaviour? – The Buyer Decision Process- The Product Adoption Process, The Rural Marketing Research Process – Special Tools Used in Rural Marketing research (Participatory Rural Appraisals)- New Age Innovation in Rural Research-Scaling Tools for Rural Quantitative Research-Rural vs Urban Marketing Research, Selecting and Attracting Markets, Introduction – Concepts and Process – Bases for Segmentation, Targeting-selection of Segments –Coverage of Segments-Choosing a coverage strategy- Positioning-Identifying the Positioning Concept-selecting the positioning concept, Developing the concept, Product Strategy- The Product Concept and the classification of Rural Products- Product decisions and Strategies- Product Acceptability-Individual Product decisions- Product Line and Mix decisions- Products Designing for Rural Needs, Product Branding in Rural Markets-Building Brands in Rural Markets- -Brand Loyalty versus in Brand Stickiness-Fake Brands-Packaging for Rural Markets- dealing with piracy- Packaging Material-Pack size and Convenience- The Sachet Revolution- After Sales Service Initiatives by companies in Rural Markets, Pricing strategy – Rural versus Urban, Pricing strategy –Rural versus Urban, Pricing for quality Conscious Segment –Pricing for value conscious segment, Distribution Strategy– The Availability Challenge – Distribution Practices – Distribution Trends –Rural Logistics – Rural Coverage decision-Distribution Decision –Direct versus Indirect, Rural Retailing- The Rise of organized retailing –Role of Retailers-Rural Malls- Agri company retail outlets, promotional Strategy- Promotional Mix, Communication Process –Communications Media-Designing the communication strategy- IMC Strategy- Rural advertising, Marketing of Agri Inputs- Marketing of seeds – Marketing of Fertilizers –Marketing of Pesticides – Marketing of Tractors, Marketing of Services- Marketing of Savings – Savings and Investment-Marketing of Credit services – Marketing of Insurance Services

Text-Book:

1. Kashyap Pradeep (20139): “Rural Marketing” Pearson , ISBN: 978-81-317-6035-2

References:

1. Raozada Sumesh and Agarwal Vishal (2010): Scope and Challenges in Rural Marketing In India , Excel Books , ISBN 978-81-7466-842-0
2. Krishnama charyulu C.S.G. & Ramakrishnan Lalitha (2011), Rural Marketing Text & Cases, Pearson Education ISBN:978-81-317-3263-2
3. Dogra B. & Ghuman K. (2010), Rural Marketing Concepts and Practices, Tata McGraw-Hill. ISBN: 81-7992-085-2

MB7148 Human Resource Planning

Human Resource Planning : Manpower Planning , Objectives (Micro and Macro Levels) | Benefits ,Limitations and Problems ,HR Planning, Linkage of HR Planning with Other HR Functions, Influencing Factors in Manpower Planning ; process, principles and elements of HRP, HRP in changing context. Manpower Planning Tools: Tools, Methods and Techniques, Job Analysis, Job Description, Job Specification Skills Analysis/Skill Inventory, Performance Appraisal. Forecasting: Human Resource Demand Forecasting, Human Resource Supply Estimates. Use and Applicability of Statistical and Mathematical Models in Manpower Planning, Cohort Analysis, Census Analysis, Markov Models, Gap Analysis, Action Plans – Separation, Retention, Training, Redeployment & Staffing. Career and Succession planning: concept and importance, managing and developing career; HR issues involved in Career Planning and Development

References (Preferably Latest Edition may be referred):

1. J. Phillip and S. Gully, *Strategic Staffing*, Pearson Education, Upper Saddle River, NJ, 2012.
2. D.K. Bhattacharya , *Human Resource Planning*, Excel Books, 2009
3. J. Bramham , *Human Resource Planning*, University Press, 1994
4. A. Sekhri , *Human Resource Planning And Audit*, Himalaya Publishing House, 2010

MB7149 Performance Management

Introduction to Performance Management: - Performance Management System, Concept of performance management, Process & elements of performance management, Job Analysis, Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches & tools to measure organizational and individual performance. Performance Appraisal Methods: Traditional Methods, Modern Methods. Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process, Common Errors in Performance Appraisal. Performance Management System: Its Relevance, usage and Application. Designing PMS and its adaptation to specific departments and Jobs. Process of Performance Management: Overview of Performance Management Process, Performance Management Planning, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance. Competency Analysis and Performance Management: Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management

References (Preferably Latest Edition may be referred):

1. D.K. Bhattacharya , *Performance Management, Systems and Strategies*, (1e), Pearson, New Delhi, 2011.
2. P. Chadha , *Performance Management*, (1e) , Macmillan, New Delhi, 2011.
3. H. Aguinis, *Performance Management*, Pearson Education.

MB7150 Compensation Management

Introduction: Compensation meaning, objectives, nature of compensation, types of compensation, Compensation structure, legal perspective and compensation strategy, compensation surveys, market forces and compensation, labour market and compensation, ILO and compensation. 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. Compensation Strategy: Compensation Design, Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategy, Compensation Strategy as an Integral Part of HRM, Compensation Policies. Wage: Concept, Wage Determination and Wage Components, Pay Grades, Method of wage payment, Theories of Wages; Administering incentive plans, individual incentive plans-piecework, standard hour plan, bonuses, merit pay, group incentive plans-team compensation, enterprise incentive plans-profit sharing plans, stock options, executive compensation: elements of executive compensation & its management, Dearness Allowance, Method of Determining Bonus. Fringe Benefits, Wage Survey, International Compensation, Tax Planning and Compensation, International Compensation wage & compensation design for exports and Compensation Tax Planning .

References (Preferably Latest Edition may be referred):

1. I. Richard, Henderson, *Compensation Management in Knowledge Based World*, (10e), Pearson Education, New Delhi, 2009.
2. D.K. Bhattacharya, *Compensation Management*, Oxford University Press, New Delhi, 2009.

MB7151 HR Processes and Practices

On boarding an employee Key employment terms., Welcoming employee on board and getting various forms filled, Employee Induction, Discussing employee handbook and various processes and practices, Sharing expectations, culture and attitude, Designing On Boarding Process. Statutory Compliance for HR Process and Practices. Understanding employment act and contract, Legal aspects in Compensation and benefits, Gender Equality in compensation and equal opportunity for gender, Understanding and preparing various compliance reports, Preparing employee handbook & terms and conditions of service, Employee dismissal and the enquiry. Developing and Maintaining HR processes and Practices. Identifying HR's need and process for data collection, Role of Information Technology for HR to facilitate employee interface, HR Auditing Practice. Communication, Motivation, learning and development and employee engagement Practices. Promotion and termination processes, establishing Various communication linkage with employees, Designing motivational practices across the organization, Establishing employee engagement practices. De boarding an employee Employee exit and separation process, Employee exit interview, Processing employee legal dues and benefits

References (Preferably Latest Edition may be referred):

1. Dessler, Gary and B. Varkkey , *Human Resource Management*, (14e), Pearson Education,

New Delhi ,2016.

2. Bernardin, H. John, *Human Resource Management: An Experiential Approach*, (5e), McGraw- Hill, New Delhi, 2013.
3. U. Pareek , T.V. Rao , *Designing and Managing Human Resource Systems*, (3e), Oxford & IBH Publishing Co. , New Delhi,2012
4. U. Pareek, T.V. Rao and D.M. Pestonjee, *Behavioural Processes in Organisations*, Oxford and IBH, New Delhi, 1981.

MB7152 Recruitment and Selection

Introduction: Relevance & importance of R&S to an organization, Legal issue affecting R&S process., Assuring a fair & unbiased and objective R&S Process, Role & relevance of HRP in R&S, job analysis, Job competency models in the R&S, Recruitment & selection policy, Establishing Recruitment & selection process : Identifying sequential steps in the process, Documenting the steps & establishing procedures for each step, Preparing various forms & applications for the purpose, HR Team & Line Mangers in the process. Modern Sources & Practice of Recruitment: Traditional sources of Recruitment, Emerging trends in R & S, Establishing the effectiveness of a source. Executions of the process : Tapping Recruitment sources, Screening, Testing , Interviewing & Selection, Online recruitment : Preparing the schedule for the R&S, Identifying & choosing various sources for recruitment., Preparing job description & Job specification & sharing other details for advertisement, Deciding Criteria , Various Selection Tools and techniques, Choice of tools, Fitting selection tools to the requirement ,biases in selection. Determining the effectiveness of the process & Cost of hiring: Criteria for effectiveness, reviewing the process based on actual hiring. Determining factors affecting art of hiring

References (Preferably Latest Edition may be referred):

1. Gomez-Mejia,R. Luis , D. B. Balkin, and R. L. Cardy, *Managing Human Resources*, Prentice Hall, New Jersey, 1998.
2. D'Cenzo, A. David & S.P. Robbins, *Human Resource Management*, John Wiley and Sons, New Delhi, 2001.
3. Ian, Beardwell and L. Holden, *Human Resource Management*, Macmillan, Delhi, 1998.
4. M.S.Saiyadain, *Human Resource Management*, Tata McGraw-Hill Pub. Co. Ltd., New Delhi, 2000.
5. T. N.Chhabra , *Human Resource Management*, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999
6. G.Dessler, *A Framework for Human Resource Management*, Prentice Hall of India, 2006.

MB7153 Labor Laws

Laws Related to Working Condition: The Factories Act, 1948, The Contract Labor Legislation Act 1970. Law Related to Industrial Relations: The Industrial Employment (Standing Order) Act, 1946; Industrial Dispute Act, 1947; Trade Union Act, 1926. Law Related to Wages: The Minimum Wages Act, 1948; The Payment of Wages Act, 1936; The Payment of Bonus Act, 1965; The Payment of Gratuity Act, 1972. Law Related to Social Issues: The Workers Compensation Act, 1923; The Provident Fund Act (and Misc. Provisions) ,1952; The Maternity Act,1961; The Employees' State Insurance Act, 1948, The Shops and Establishment Act, 1948

References (Preferably Latest Edition may be referred):

1. P. R. N. Sinha, I. B. Sinha, S. P. Shekhar, *Industrial Relations, Trade Unions, and Labour Legislation*, (7e), Pearson, 2011.
2. R. S. N. Pillai, Bagavathi, *Legal Aspects of Business*, (1e), New Delhi: S Chand & Company Ltd., 2011. B. P. Singh and T. N. Chhabra, *Personnel Management & Industrial Relations*, Dhanpat Rai and Co. Pvt. Delhi, 2000.

MB7154 Managing Diversity in Organizations

Introduction: Diversity, Culture, and Inequality. The business case for diversity – inclusion and diversity foundations. Self-awareness – Morality, grounded values, cognition, learning, and authenticity. Impact of culture on behavior. Isomorphic attributions, role-taking, and perspective taking. Unconscious and implicit bias – the ultimate attribution error. Leadership & development – emotional intelligence and identity abrasions, mindfulness, and group facilitation. Policies and practices – sexual orientation and gender identity. Communication with strangers. Conflict negotiation and resolution. Cognitive complexity, flexibility, and cosmopolitanism. Commitment to inclusiveness – overcoming ethnocentrism, diversity and inclusion in organizations.

References :

- 1 Lewis, Earl and Nancy Cantor. 2016. *Our Compelling Interests: The Value of Diversity for Democracy and a Prosperous Society*. Princeton, NJ: Princeton University Press.
2. Anand, Rohini and Winters, Mary-Frances, 2008. A Retrospective View of Corporate Diversity Training from 1964 to Present. *Academy of Management Learning & Education*. 7(3): 356-372.
3. Bar-Tal, Daniel. 2000. From Intractable Conflict through Conflict Resolution to Reconciliation: Psychological Analysis. *Political Psychology* 21(2): 351-365.
4. Desmond, Matthew, 2019, In Order to Understand the Brutality of American Capitalism, You Have to Start on the Plantation, August 14, 1619 Project, New York Times Magazine, <https://www.nytimes.com/interactive/2019/08/14/magazine/slavery-capitalism.htm>

MB7155 Negotiation Techniques

Introductory principles – tensions and stages of negotiation, Feedback and self-reflection, Negotiator's Dilemma, preparing to negotiate, understanding interests, aspirations, and alternatives, rapport building. Tension between creating and claiming value – identifying value, creating value, claiming value, balancing the tension between creating and claiming value. Tension between empathy and assertiveness – separating the people from problem, empathy and acknowledgement, partisan perceptions, and cognitive bias, managing emotion and identity, conflict styles, power, and ethics. Tension between principal and agent.

References :

- 1 . Richard Shell, Bargaining for Advantage, 2006 (2 nd edition)

MB7156 Economics of HRM

Hiring – selection. Understanding the market – demand for workers, supply decisions of workers, and the market equilibrium. Incentives and Compensations – variable pay or straight pay, seniority-based pay, incentives to overcome individual moral hazards, incentives to overcome free riding problem in teams, compensation for negative attributes in the workplace, risk in the workplace, and risk sharing. Investment in Human capital. Trade union and collective bargaining.

References :

1. Economics of Human Resource Management in India by MM Goyal, VK Global Publications Private Limited, 2014.

MB7157 Conflict Management

Introduction to conflict analysis – conflict: sources, processes, and dynamics parties in conflict, conflict map. Introduction to self-presentation techniques – basic concepts and definition in conflict analysis. Conflict analysis – issues, behavior, attitudes, parties, needs, values, and interests. Stages of conflict. Desalination of conflict map. Introduction to various theories and approaches to analytical conceptualization of parties of conflict, and their stand. Dealing with conflict – management resolution, and transformation strategies. Spiral model of conflict. Elements of conflict. Strategies of behavior in a conflict – escaping, aggression, compromise, transformation, and management. Personal conflict, group conflicts, labor conflicts, social and political conflicts. Conflict resolution.

References :

- 1.Fisher, R. Getting to yes: negotiating an agreement without giving in / R. Fisher, W. Ury; Ed. B. Patton. – London: Business Books, 2012. – 204 c.
2. Azar, E. The Management of Protracted Social Conflict: Theory and Cases. Review of International Studies, Vol. 31, No. 1 (Jan., 2005), pp. 109-126
3. Khol, Radek (2002). Contemporary Conflict Resolution: The Prevention, Management and Transformation of Deadly Conflicts. Journal of International Relations & Development. Sep 2002, Vol. 5 Issue 3, p311. 3p.

MB7158 Financial Modelling

Formulation of Financial Models: Power & usage of Financial Modelling, Step By Step Modelling Process, Documenting spreadsheet Model, and Debugging spreadsheet Models, Using Auditing tools for debugging, Improving Model performance, Foundation of Financial Models: Time Value of Money: PV, FV, Annuities of PV and FV, Constant and Growing Annuities; Sinking Fund, Capital Recovery Factor; Depreciation; LPP through Solver, Financial Models: Financial Statement Analysis: Historical Analysis, Common Size Statements, Financial Indicators (Ratios), Cash Budgeting, Sensitivity and Scenario Analysis; Cost of Capital: K_e , K_p , K_d , WACC, etc.; Leverage: Financial & Operating Leverages; Bond Valuation, Advanced Financial Models: Bond Pricing; Return with Changing Reinvestment Rate, Saving for Retirement, and Retirement Planning; Estimating Stock's Volatility; Forecasting; Investment Analysis: NPV, IRR, PBP & PI, Sensitivity & Scenario Analysis; Leasing; Break Even Analysis; Loan Amortization; Designing Capital Structure: EBIT-EPS Analysis, Indifference Point, Measuring Operating & Financial Risks

References:

1. C. Sengupta, *Financial Analysis and Modeling using Excel and VBA*, (2e), Wiley, 2017.
2. D. S. Fairhurst, *Using Excel for Business Analysis*, (Revised Edition), Wiley, 2015.
3. A. L. Day, *Mastering Financial Modelling in Microsoft Excel*, (2e), Pearson, 2009.
4. R. Srivastava, *Financial Management*, (2e), Oxford University Press, 2011.

MB7159 Security Analysis and Portfolio Management

Investment Scenario and Indian Stock Market: Types of Investments, Objectives & Constraints of Investments, Stock Market in India, Markets for Securities. Risk and Return: Measurement of Risk and Return of securities and related concepts. Fundamental Analysis: E-I-C analysis for stocks. Bond Analysis: Analysis of bonds and bond portfolios. Technical Analysis: Overview of basic tools and patterns. Portfolio Theories and Asset Pricing: Markowitz Mean Variance Model of Risk Return Optimization, Capital Asset Pricing Model, Arbitrage Pricing Theory, CML, SML. Efficient Market Hypothesis: Random Walk Theory and EMH. Derivatives Market: Basics & overview of Derivatives market. Portfolio Selection, Evaluation and Revision: Performance Measurements: Jensen's Performance Index, Sharpe's Index, Treynor's Index, Portfolio Revision Strategy. Behavioral Finance: Overview of behavioral finance

References (Preferably Latest Edition may be referred):

1. D. E. Fischer, R. J. Jordan, *Security Analysis and Portfolio Management*, (6e), Pearson, 2016.
2. E. J. Elton, M. J. Gruber, S. J. Brown, W. Goetzman, *Modern Portfolio Theory & Investment Analysis*, (8e), Wiley, 2016.
3. D. G. Luenberger, *Investment Science*, Indian Edition, Oxford University Press, 2014.
4. P. Chandra, *Investment Analysis & Portfolio Management*, (5e), McGraw Hill Education, 2017.

MB7160 Fixed Income Securities

Fixed Income Securities and their Markets: Basics of fixed income securities, markets, participants and instruments;

G-sec. market; Bond Valuation: Bond value, Concept of yield, Valuation of floating rate bonds and other type of bond instruments; Term Structure and Yield Curve: Term structure of interest rates Bond Risk Management: Duration and immunization; Analysis of Yield

Curve: Zero coupon rates, Spot curve, Spot and forward rates; Auction of G-Secs: Bidding and auction process of Govt. securities; Bond Portfolio Management: Active and passive management, application of duration and immunization in bond portfolio management; Bond Markets around the World: International bond markets . Foreign currency denominated bonds, Euro bonds

References (Preferably Latest Edition may be referred):

1. P. Veronesi, *Handbook of Fixed Income Securities*, (1e), Wiley, 2016.
2. S. Sundaresan, *Fixed Income Markets and Their Derivatives*, (3e), Academic Press, 2009.
3. F. J. Fabozzi, *The Hand Book of Fixed Income Securities*, (8e), McGraw Hill Education, 2012.
4. B. Tuckman, A. Serrat, *Fixed Income Securities*, (3e), Wiley, 2011.

MB7161 Banking and Insurance

Lending Policies of Banks & Credit Facilities: Establishing banks' lending policies under changing socio-economic and legal environment –types and Forms of bank advances – Principles of credit management – types of documents used for lending – Modes of creating charge – Evaluation of different types of securities. Credit Policy of RBI & individual Banks, Kinds of Credit facilities; Personal loans, Agricultural credit, Priority-sector loans, Corporate & Institutional credit; Credit Process of Banks: Various Credit Appraisal techniques, Financial analysis techniques for bank lending –Assessment of credit needs for fixed assets and working capital – Monitoring of advances – renewal and recovery of advances. Other Approach to lending, Monitoring & follow-up. Channel Financing. Banking Norms & Recovery Management: Classification of Assets and provisioning Norms. Assessment of Credit Risk. Credit Risk Management. Basel Norms. Recovery Management. Methods of Recovery. Legal and other methods of Recovery. Lok Adalat, Civil Suit, SARFAESI, DRT, IBC. Introduction to Insurance: Meaning, Purpose, Need of insurance, Insurance as a social Security tool, Risk v/s Uncertainty, Types of risks, Difference between assurance & insurance, Elementary knowledge of riders, Options, Guarantee, Provident fund with reference to insurance. Basic principles of insurance, Indemnity, Reinsurance, Role of insurance in the development of commerce & industry. Tax benefits under insurance policies. General Insurance: Meaning and role of General Insurance in India, Life Insurance: Basic elements of life insurance. Type of insurance plan: Whole life policy, Endowment plans, term annuities Plan, Pension Plan, Children Plans. Marine Insurance: Definition, procedure for issuing policy, types of marine insurance, conditions of policies, Marine Losses. Health Related Policies, Group Policies. Fire Insurance: Meaning & Scope, type of fire insurance policies, settlement of claims. Concept of Premium & Bonus, Concept of Surrender Value, Insurance Documents.

Reference Books

1. D. D. Mukherjee, *Credit Appraisal, Risk Analysis & Decision Making*, Snow white, (8e), 2016.
2. IIBF, *Handbook on Debt Recovery*, Taxmann, 2e, 2017.
3. Hibbeln & Martin, *Risk Management in Credit Portfolios*, Springer, 1e, 2010.

MB7162 Financial Services

Merchant Banking : Origin and development of merchant banking in India, scope, Organisational aspects and importance of merchant bankers, Latest guidelines of SEBI

regarding merchant bankers; Leasing: concept and development of leasing, business, difference between leasing & purchase, types of leasing business, advantages to lessor and lessee; Credit Rating : Concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects; Venture Capital: Types of venture capitalists, Different stages of venture capital financing, Funding & organizing a new venture, Contribution of PE investors to value creation in new ventures; Factoring: Development of factoring types & importance, procedural aspects in Factoring, financial aspects and prospects of factoring in India; Money Market related financial services: Call money market, Treasury bill market, Commercial Bill market, Market for CPs and CDs, Discount market and market for financial guarantees, Repo rate & reverse repo rates; Plastic Money: Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organisations, Factors affecting utilisation of plastic money in India.

References (Preferably Latest Edition may be referred):

1. B. V. Pathak, *Indian Financial System*, Pearson Education, (4e), 2015.
2. P. Suresh, J. Paul, *Management of Banking and Financial Services*, (2e), 2014.
3. F. S. Mishkin, S. G. Eakins, *Financial Markets and Institutions*, Pearson, (6e), 2013.
4. M. Y. Khan, *Indian Financial System*, Tata McGraw Hill, (6e), 2009.

MB7163 Financial Analytics

Introduction to Financial Analytics: Definition, relevance and scope financial Analytics, recent trends in financial analytics. Financial Time Series and Their Characteristics: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time. Asset Portfolio Models: Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization. Modeling Volatility and Risk: Characteristics of volatility. Modeling volatility using ARCH/GARCH models. Measuring and modeling risk. Application of Value at Risk (VaR) . High-Frequency Data Analysis: Non synchronous Trading, Bid–Ask Spread of trading Prices, Empirical Characteristics of Trading Data, Models for Price Changes, Duration Models. Modeling Credit Risk: Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based term-structure models, Credit risk and interest-rate Swaps, Modeling dependent defaults.

References (Preferably Latest Edition may be referred):

1. Panneerselvam, R. (2012). *Design and Analysis of Experiments*, PHI, New Delhi
2. Wayne, Winston (2014). *Microsoft Excel 2013: Data Analysis and Business Modelling*, Micro soft Press, Washington
3. Christian Albright and Wayne L. Winston (2011). *Business Analytics: Data Analysis and Decision Making*, Cengage Learning, New Delhi [5th Edition]

MB7164 Financial Statement Analysis

Concept of Financial Statements and their Nature - Limitations of Financial Statements - Need for financial statement analysis, Types of financial statement analysis Analysis and Interpretation - Tools - Comparative Financial Statements - Common size Statements – Trend Percentages .Ratio Analysis - Nature and Interpretation - Utility and Limitations of Ratios - Short-term Financial Ratios - Long-term Financial Ratios - Profitability Ratios - Proprietary and Yield Ratios - Turnover Ratios - Du-point analysis DUPONT Control Chart. Significance of cash flows, Analysis of cash flows, Cash flow from operating activities, Cash flow from investing activities, Cash flow from financing activities, Important conclusions from cash flow analysis. Significance of Fund flows, Analysis of Fund flows, fund flow from operating activities, fund flow from investing activities, fund flow from financing activities, Important conclusions from fund flow analysis. Projects and Case studies.

References (Preferably Latest Edition may be referred):

1. A. Damodaran, *Damodaran on Valuation*, (2e), Wiley, 2009.
2. A. Damodaran, *Investment Valuation*, (10e), Wiley, 2012.
3. S. Titman, J. Martin, *Valuation*, (3e), Pearson, 2015.
4. P. C. Chandra, *Corporate Valuation*, McGraw Hill Education, 2016.

MB7165 Corporate Valuation

Significance of valuation, various approaches to valuation, the need for various approaches to valuation; Intrinsic Valuation: Adv problems on Valuation of Shares and Goodwill. The intrinsic valuation model, various approaches for estimation of discount rate, estimation of cash flows from various perspective, various approaches for estimation of growth rate, equity valuation and firm valuation; Relative Valuation: Equity valuation multiples, Enterprise valuation multiples, the linkage between the various approaches to valuation; Contingent Claim Valuation: Contingent claim situations (real theories of M&A, valuation in M&A, forms of consideration; Valuation of Intangible Assets: Nature of intangible assets, types of intangible assets, valuation methods for intangible assets. Corporate Reporting and Information disclosures: Concept of adequate disclosure, methods of disclosures, Indian company Law and disclosure practice .

References (Preferably Latest Edition may be referred):

5. A. Damodaran, *Damodaran on Valuation*, (2e), Wiley, 2009.
6. A. Damodaran, *Investment Valuation*, (10e), Wiley, 2012.
7. S. Titman, J. Martin, *Valuation*, (3e), Pearson, 2015.
8. P. C. Chandra, *Corporate Valuation*, McGraw Hill Education, 2016.

MB7166 Managerial perspective to Direct Taxes

Brief History of Income Tax, Legal Frame work, Cannons of Taxation – Finance Bill – Scheme of Income Tax. Definition: Assessee, Person, assessment year, previous year, income, Gross Total Income, Total Income, Agricultural Income (including integration of Agricultural Income with Non- Agriculture Income), Revenue and Capital (a) Receipts (b) Expenditure (c) Loss. Residential Status and Incidence of Tax. Residential Status and tax incidence. Introduction to the Heads of Income - Income from Salary , Income from House Property , Profits and Gains from Business and Profession , Income from Capital Gains , Income from Other Sources .

Deductions from GTI: Rebates and reliefs, Clubbing provisions; set off and carry forward of losses. TDS Computation and rules . Computation of Income of Individual . Computation of Tax – Introduction to Tax slabs .

References (Preferably Latest Edition may be referred):

1. Shukla S.K. – Income Tax : Laws and Accounts (Hindi & English)
2. Singhanai V.K. – Students, Guide of Income Tax, Taxman, Delhi
3. Prasad, Bhagwati: Income Tax Law & Practice; Wiley Publication, New Delhi
4. Mehrotra, H.C. – Income Tax Law & Accounts;
5. Dinker Pagare: Income Tax Law and Practice; Sultan Chand & Sons, New Delhi
6. Grish Ahuja & Ravi Gupta, Syustematic approach to income tax, Sahitya Bhawan publication, New Delhi.

MB7167 E-Commerce

Evolution of e-Business in India and abroad, Different generations of ebusiness, failures and success of large players Forms of e-Business - B2B, B2C, C2C and other forms of business Strategy and Business Models – e-Business models introduced in India and other parts of world, Strategy behind successful business models, Role of Innovation in e-Business, Subscriber, transaction, procurement and marketplace models Marketing - Social Mobile and on ground marketing, Technicalities of e-marketing, Ethical social issues Securing e-Business transactions – Fundamentals of security, cost vs performance model, important issues in IT Act, Payment – Forms of payment, cost of payment, security of payment Emerging Issues - Backend of e-Business, Localization and Globalization, Enabling Technologies, Mobile Commerce

Reference Books (Preferably latest edition may be referred)

1. K. C. Laudon, C. G. Traver, *E-commerce*, (14e), Pearson, 2018.
2. D. Chaffey, *E- Business, E-Commerce Management: Strategy Implementation and Practice*, Pearson Education India, (5e), Prentice Hall, 2013.
3. P. Erisamn, *Six Billion Shoppers: The Companies Winning the e –Commerce Boom*, Macmillan, 2017.
4. K. Vaitheeswaran, *Failing to Succeed: The Story of First Indian e- Commerce Company*, Rupa Publications India, 2017.

MB7168 R Programming

Introduction to R; Data Types and Data Structures in R; Basic Operations using R; Basic Statistical Analysis using R; File Management using R; Conditional Statements; Loop Structures; Functions; Algorithms; Complexity; Plotting using R ; Advanced Plotting using R; Advanced Statistical Analysis using R; Regression Analysis using R ; Case Study

References:

1. Gillespie, Colin, and Robin Lovelace. Efficient R programming: a practical guide to smarter programming. " O'Reilly Media, Inc.", 2016.

2. Jones, O., Maillardet, R., & Robinson, A. (2014). Introduction to scientific programming and simulation using R. CRC Press.
3. Davies, T. M. (2016). The book of R: a first course in programming and statistics. No Starch Press.

MB7169 Python Programming

Introduction to Python Programming : Basics of Python: Installation, Data Types, String and Arithmetic Operators

Data and Control Structures: Lists, Tuples, Sets, Dictionaries, Loops, Functions

OOP in Python: Objects, Methods, Class Inheritance, Overriding

Basic Coding, Strings, Remove Duplicates, Balanced Brackets, Time Complexity, Searching, Sorting, Two Pointers, Recursion

Python for Data Science: NumPy: Basics, 1-D and Multidimensional Arrays, Creating and Manipulating Arrays; Matplotlib: Visualisation, Subplots; Pandas: Basics, Indexing and Slicing, Dataframes, Grouping and Pivoting, Merge and Append; Data Visualisation in Python Case Study: Analysing Google Playstore Ratings

Data Visualisation with Seaborn: Distribution Plots, Styling Options, Different Types of Charts and Plots, Heatmaps, Plotly

Movies Dataset Project: Find insights for some movies released between 1916 and 2016 by exploring a dataset of the same. Gather insights on entities such as actors, directors etc.

References

1. McKinney, W. (2017). Python for data analysis: Data wrangling with Pandas, NumPy, and IPython (2nd ed.). O'Reilly Media.
2. VanderPlas, J. (2016). Python data science handbook: Essential tools for working with data. O'Reilly Media.
3. Sweigart, A. (2019). Automate the boring stuff with Python: Practical programming for total beginners (2nd ed.). No Starch Press.
4. Grus, J. (2015). Data science from scratch: First principles with Python. O'Reilly Media.
5. Mueller, J. (2016). Python for data science handbook: Tools and techniques for developers (1st ed.). Packt Publishing.

Semester IV

MB7270 Dissertation

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree. The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

The Components of a Dissertation

A Dissertation should have the following components:

- 1) Cover Page:** This should contain the title of the, to whom it is submitted, for which degree, the name of the author, name of the supervisor, year of submission of the work and name of the University.
 - 2) Acknowledgement:** Various organizations and individuals who might have provided assistance /co-operation during the process of carrying out the study.
 - 3) Table of Content:** Page-wise listing of the main contents in the report, i.e., different Chapters and its main Sections along with their page numbers.
 - 4) Body of the Report:** The body of the report should have these four logical divisions
 - a) **Introduction:** This will cover the background, rationale/ need / justification, brief review of literature, objectives, methodology (the area of the study, sample, type of study, tools for data collection, and method of analysis), Limitations of the Study, and Chapter Planning.
 - b) **Conceptual Framework / National and International Scenario:** (relating to the topic of the Dissertation).
 - c) **Presentation of Data, Analysis and Findings:** (using the tools and techniques mentioned in the methodology).
 - d) **Conclusion and Recommendations:** In this section, the concluding observations based on the main findings and suggestions are to be provided.
 - 5) Bibliography or References:** This section will include the list of books and articles which have been used in the work, and in writing the report.
 - 6) Annexures:** Questionnaires (if any), relevant reports, etc.
- (The main text of the Dissertation should normally be in the range of 5000 words. However, there may be annexure in addition to the main text)

Steps of the Dissertation Work

Step I: Selection of the topic should be made keeping the following points into consideration:

- ☐ Suitability of the topic.
- ☐ Relevance of the topic
- ☐ Time available at the disposal.
- ☐ Feasibility of data collection within the given time limit.
- ☐ Challenges involved in the data collection (time & cost involved in the data collection, possibility of getting responses, etc.)

Step II: Finalisation of the Topic and preparation of Dissertation Proposal in consultation with the Supervisor.

Step III: Collection of information and data relating to the topic and analysis of the same.

Step IV: Writing the report dividing it into suitable chapters, viz.,

MB7202 Business Ethics & Corporate Governance

Personal ethics and Business ethics, Ethics as a field of enquiry, Normative judgments, can business be run ethically at all? Can business be better off being ethical? Role of the top management play in ethical orientation of an organization, analysis of ethical issues and the

concept of Dharma Stakeholders: Shareholders, shareholders Vs customers, shareholders Vs employees Shareholders Vs Community and society, Relationship between a corporation and a buyer, Obligation of employees, Whistleblower and obligations of employer, ethical issues in international business Reports on Corporate Governance Theories and models of corporate governance and models ,OECD model, Board Structure- Duties, responsibilities, attributes and liabilities of corporate board, Cadbury committee report - Kumar Mangalam committee report, SEBI committee report, corporate governance standards and practices in Indian industries, recent development in corporate governance Corporate Social Responsibility: Does CSR necessarily mean a corporate ethical? Does it play a role in achieving set objectives of the policy?

References (Preferably latest edition may be referred):

1. A.C. Fernando, Business Ethics and Corporate Governance, Pearson 2012.
2. S. S. Khanka, Business Ethics and Corporate Governance, Sultan Chand, 2015.
3. C. S. N. Murthy, Business Ethics and Corporate Governance, Himalaya Publishing House, 2014.
4. B. N. Ghosh, Business Ethics and Corporate Governance, McGraw Hill Education, 2011.

MB7240 Marketing Research

Meaning of Marker Research & Marketing Research, Role of Marketing Research in Marketing Management, process of Marketing Research, Ethical Issues in Marketing Research, Nature & contents of Ethical Issues, Branches of Marketing Research. Consumer Research - Meaning & Scope, Need, Functions. Product Research - Meaning & Scope, Importance. Advertising Research - What to Test, When to Test. Media Research - Functions of Media Research. Motivational Research - Meaning uses & Limitations. Techniques - Marketing Research in India. Marketing Research Proposal – Meaning, Elements of Research Proposal. Marketing Research Design – Its Meaning, Its Importance, Types of Research Design, Criteria of good Research Design. Scales of Measurement – Meaning of Measurement in Marketing Research, criteria of sound Measurement of Marketing Research , Meaning of sampling, steps of sampling process, Types of sampling plans, Meaning of Marketing Research Report, writing criteria of Marketing Research Report, Proforma / Format of a Market Research Report, Types of Research Report.

Reference Books.

1. Essentials of Marketing Research By S.A.Chunawala – Himalaya Publishing House.
2. Marketing Research By B.S.Goel - Pragati Prakashan, Meerut (UP)
3. Marketing Management by Kotler, keller, koshy, Jha, (13th Edition Pearson.)

MB7241 Retail and Merchandise Management

Introduction: Retailing Scenario - Global, Retail Scenario – India, Consumption and its impact on retailing, Prospects of Retailing in India; Trends in Retailing: Global overview of retailing, Key drivers of retailing in India, Projected trends in retailing, Growth of organized retailing in India; Retail Strategies: Developing a strategy framework, Corporate strategy, Store strategy, Growth Strategies; Retail Formats: Retail formats and their evolution, Store formats in common parlance, Scalability of store formats; Merchandise Planning: Merchandise planning, Gross margin return on inventory, Markups and Markdowns,

Shrinkage, IT & Systems support in Merchandise Planning, Merchandising Organization; Buying in Retail: The buying function, Buying methods and controls, Key buying activities, The buying organization, Buying Pitfalls, Best Practices in Buying; Category Management: Definition, Benefits of category management, Category Management Process, Category Captainty, Principles of Category Management, Criticism of Category Management, Role of People in Category Management; Pricing Strategies: Pricing Strategies, Online Pricing, Regulation of Pricing in India; Private Labels: Evolution of private labels, Role of private labels, Global scenario of Private Labels, Factors influencing development of Private Labels, Promotion of Private Labels; Store Planning, Design and Layout: Store location analyst planning and location planning, Store design and retail image mix, The space mix, Store Layout, Floor space management; Managing Retail Personnel: HR issues and concerns in retailing; Visual Merchandising and Displays: Visual Merchandising, Role of visual merchandising in retail.

References (Preferably latest edition may be referred):

1. Levy, Michael & Barton, A. Weitz, *Retailing Management*, (2e), McGraw Hill, 2004
2. Berman, Barry and Evans, R. Joel, *Retail Management: A Strategic Approach*, (10e), PHI, 2007.
3. Sinha, Uniyal, *Managing Retail*, (2e), Oxford, 2012.
4. Bhalla, Anurag, *Visual Merchandising*, McGraw Hill, 2015.
5. Easterling, Flottman, *Merchandising Mathematics for Retailing*, (4e), Pearson, 2012.
6. D. Gilbert, *Retail Marketing Management*, (2e), Pearson, 2013.

MB7242 Strategic Marketing

Introduction- Marketing Strategy Blueprint, Marketing Strategy Analysis and Perspectives. Situation analysis: Where are We Now?-Environmental Analysis and Internal Analysis-Market Information and Intelligence. Strategic Visioning: Where do we want to be?- Strategic Marketing Decisions, choices, and mistakes, segmentation targeting, and positioning strategies, branding strategies, relational and sustainability strategies, Strategy Execution: How do we get there?- Product innovation and development strategies, service marketing strategies, pricing and distribution, marketing communication, E-marketing strategies, social and ethical strategies. Strategy Evaluation: Did we get there?- strategy implementation, control and metrics-financial measures, market share, customer equity. Marketing Strategy Simulation.

References (Preferably latest edition may be referred):

1. West, Douglas; Ford, John, and Ibrahim, Essam, *Strategic Marketing*, (2e), 2004.
2. H. Anderson Carol, *Strategic Marketing*, Houghton Mifflin Harcourt, Biztantra, Dreamtech Press 2006
3. W. Cravens & N. F. Piercy, *Strategic Marketing*, (6e), McGraw Hill/Irwin, 1999.
4. O.C. Ferrell & D. Hartline. Michael, *Strategic Marketing*, (6e), South-Western Cengage, 2012.
5. Colin, J.David, M. Richard, S. Wilson, *Strategic Marketing Management; Planning, Implementation & Control*: Pearson, Gilligan, Oxford, Butterworth-Heinemann – Heinemann, 1992.
6. Aaker, David, *Strategic Marketing*, (7e), Wiley-India, 2008.
7. S. George, *Market Driven Strategy Day; Process of Creating Value*, Free Press, Reprint ed., 2015.
8. Kerin Roger, Peterson Robert, *Strategic Marketing Management*, (2e), Allyn and Bacon, Longman Higher Education, 1982.

MB7243 B2B Marketing

Fundamental of business markets: Differences between consumer and business markets, Organizational buying process. Significance of supply, demand and value chains, supply and demand chain ethics. Organizational buying behavior contexts: commercial, institutional and government organizations, organizational decision making, and buying influencers. Inter-organizational relationships and networks: Buying Centers & Types of buying, Customer Relationship Management (CRM), partnership and alliances, Marketing channels and supply chains, Industrial networks. Business Marketing Planning: Planning process and supply/demand chain management, situation analysis, segmentation in B2B markets. B2B Marketing Strategy and Implementation. Business Marketing Programmes: Managing Business Products, Developing new products, Business services marketing, Value and pricing in B2B markets, B2B marketing communications, personal selling and sales management in B2B context, Key Account Management. B2B Simulation.

References (Preferably latest edition may be referred):

1. Sharma and Hutt, *B2B Marketing*, (11e), Cengage Learning, 2014.
2. Frederick Webster, Wiley, *Industrial Marketing Strategy*, (3e), 1995.
3. Nick Ellis and Soumya Sarkar, *Business-to-Business Marketing*: Oxford, 2011.
4. Taylor, Kogan, *B2B Marketing Strategy*, Heidi Page Publishers, 2013.
5. Anderson, Narus, Narayandas and Seshadri, *Business Market Management (B2B)*, (3e), Pearson, 2010.

MB7244 Integrated Marketing Communication

Introduction: Concept of Integrated Marketing Communications (IMC), Process and Role of IMC in Marketing, Promotion mix - Advertising (Classification of advertising, types, advertising appropriation, advertising campaigns), Sales Promotion (Different types of Sales Promotion, relationship between Sales promotion and advertising) , Publicity (Types of Publicity, relationship between advertising and publicity), Personal Selling, Direct marketing and direct response methods, Interactive / Internet Marketing. Objectives for IMC Programs: Determining Promotional Objectives, DAGMAR approach, establishing and allocating promotional budget. IMC Message Design-The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. (Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Client Evaluation and approval of Creative Strategy/work. Media Management- Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research, online advertisement .Facilitators in IMC- Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc. Ethics and social responsibility in IMC campaigns. Emerging Concepts and Issues Marketing Communications

References (Preferably latest edition may be referred):

1. Belch, George, Belch, A. Michael, Poorani, Keyoor, *Advertising and Promotion*, (9e), McGraw Hill Education, 2017.
2. Kenneth Clow & Donald Baack, *Integrated Advertising, Promotion, & Marketing Communications*, (4e), Pearson Education, 2009.
3. Batra, Rajeev; G. John Myers' and Aaker, A. David, *Advertising Management*, (5e), Pearson, 2016.

4. M Joseph Sirgy & R.Don Rahtz, *Integrated Marketing Communication – A Strategic Approach*, Cengage Learning, 2009.
5. Wright, Warner, Winter & Zeigler, *Advertising*, (5e), McGraw Hill Education, 1982.
6. Chunawala & Sethia, *Foundations of Advertising Theory & Practice*; Himalaya Publishing House, 2011.

MB7245 Marketing Analytics

The Marketing Engineering Approach: The Marketing Decision Environment, Basic Economic Concepts For Analyzing Marketing Actions, Tools For Marketing Engineering, Business Value Of Marketing Engineering: From Promise To Reality Customer Value Assessment And Valuing Customers: The Concept Of Customer Value, Approaches To Measuring Customer Value, Valuing Customers And Customer Lifetime Value, Segmentation Targeting And Positioning: The Segmentation, Targeting, And Positioning Approach, Segmentation Analysis, Traditional Segmentation, Targeting Individual Customers, Implementation Barriers And Solutions, Positioning Through Brand Linkages, Positioning Using Perceptual Maps, Combining Perceptual And Preference Mapping, Translating Preference To Choice, Reverse Mapping (From Map To Raw Data), Incorporating Price As An Attribute, Uses And Limitations Of Perceptual And Preference Maps, Forecasting: Forecasting Methods, New Product Forecasting Models, Which Forecasting The Marketing Mix, Pricing Decisions, Resource Allocation And The Marketing Communications And Promotions, Mix, Sales Promotions: Types and effects, The Digital, Online Revolution In Marketing, The Evolution Of Online Technologies, Online Advertising Versus Traditional Advertising, Search Analytics, Social listening and text analysis, Panel Data Analysis.

References :

1. James Evans, *Business Analytics*, 2e, Pearson, 2017
2. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams *Essential of Business Analytics*, Cengage Learning.
3. Thomas Eri, Wajid Khattack & Paul Buhler : *Big Data Fundamentals, Concepts, drivers and Techniques* by Prentice Hall of India, New Delhi, 2015
4. Akil Maheswari: *Big Data, Upskill ahead* by Tata McGraw Hill, New Delhi, 2016
- 5..Seema Acharya & Subhashini Chellappan: *Big Data and Analytics*, Wiley Publications, New Delhi, 2015.

MB7246 HR Analytics

Introduction to people analytics & Analytical thinking. people Analytics & evolution of HR analytics, Statistics & people analytics ,Thought leaders in people Analytics, HR Metrics for CEO, HR process mapping & identifying data points, Data sources, obtaining & cleaning data & typical data issues, Setting the business context & asking right questions, People related cost & HR analytics area. Analytical Techniques & Visual Analytics Types of data analytics, Understanding & exploring data, Basic statistics for data interpretation. Exploring the distribution of data examining the relationship between data points. Why visual analytics & choosing appropriate visual for different HR aspects/questions, various types of charts, graphs and making appropriate choices. Managing HR Data & preparing Data for HR Analytics

Types of data: structure & unstructured, Data to information journey: cleaning, transformation & integrations, Data modelling basics, Dimensions, measures & Hierarchy, Orientations to BI tools. Building HR Dash Boards & Story Telling : HR Dash Boards & its key features., Building HR Dashboard, Building story on HR aspects, Demo of story-telling in HR. Predictive Analytics & Other advanced Techniques Why HR predictive analytics, Predictive modelling, and Statistical tool: Linear regression & Logistic regression, Big data analytics, Machine learning algorithms, Internet of things

References (Preferably Latest Edition may be referred):

1. J.Fitz--enz , Mattex ,*Predictive Analytics for Human Resource*, Wiley, 2014.
2. J.Phillip., P.Phillips, *Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and outcomes* ,2014
3. T.H.Devenport , J.Kim ,*Keeping up with the quants: your guide to understanding and using Analytics*, Harvard Business Review,2013.
4. J. Fitz-enz, B.Davison, *How to measure Human Resource Management*, Mc Graw Hill, New York, 2002.
5. J. Fitz-Enz , *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*, Amacom, 2010
6. G. Pease, B. Byerly and J. Fitz-enz, *Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset*, John Wiley & Sons,2012

MB7247 Organization Change & Development

Planned Organizational Change, Foundations of OD, Organizational Diagnosis, Feedback and OD, Future of OD. Organizational Development: Conceptual Framework of OD, History of OD, First order & Second order Change, Values, assumptions & beliefs in OD, Characteristics of OD, Participation & Empowerment, Teams & Teamwork, Parallel learning structures; Managing the OD Process: Components of OD process, Diagnosis, Diagnosing the system, its subunits & processes, diagnosis using the Six-box Organizational Model, the program management concept: phases of OD programs, Third Wave Consulting. OD Interventions: Definition, factors to be considered, choosing & sequencing intervention activities, classification of interventions: individual (coaching, counseling, training, behavioral modeling & mentoring), group (conflict management, group facilitation, group learning, self-directed work teams, team building & virtual teams), technical (structures, technologies, positions etc) & strategic interventions (techno structural) .The Action component: nature of OD intervention, analyzing discrepancies;. Organizational Change: Concept, Scope, Models and Theories of Planned Change, Force Field Analysis, Systems Theory, Normative Reduction Strategy, Resistance to Change: Individual Resistance, Organizational Resistance to change, Overcoming Resistance to Change. Approaches to Managing Organizational Change: Lewin's Three-Step Model, Action Research, Change Agents: external and internal change agents, Skills, Knowledge and Style of change agents, Role of change agents in Effective Change; Emerging Issues in OD and Change Management.

References :

1. W. L. French, C. H. Bell, *Organizational Development*, Prentice Hall of India, 1999.
2. T. G. Cummings, C. G. Worley, *Organisation Development and Change*, West, New York, 1985.

MB7248 Training and Development

Introduction to Employee Learning and Development in Organizations: Learning, the forces influencing working & learning, Adult learning; Theories of Adult Learning; the learning cycle, age influences on learning, Learning Domains and Bloom's Taxonomy. Training and Development: Concept & why training; Process of Training ; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development. Training Need Analysis; types of need categories, training need identification models; Training Design: Concepts and Various training design Models; factors influencing training design and selection of the appropriate design. Training Implementation in organizations: Methods of Training; Types of training methods and choosing training methods. On-the Job and off –the Job methods, conducting training: scheduling, pre- training preparation, Administrative actions for successful conduct of the training, preparing post training report. Evaluation of Training; Overview of the evaluation process, evaluation design, Models of Evaluation ; determining ROI, determining costs, measuring human capital & training activity; Emerging issues in Training & Development: Training and development initiatives of some selected companies from private and public sectors and MNCs. The future of learning & development, Micro learning, LMS ,Blended learning and E-learning, Computer based Learning, Technology and Multimedia in training

Reference Books

1. P. N. Blanchard, J. Thacker, V. A. Ram, *Effective Training*, (4e), New Delhi: Pearson Education, 2015.
2. R. A. Noe, A. D. Kodwani, *Employee Training and Development*, (5e), New Delhi: Tata McGraw-Hill, 2012.
3. B. Janakiram, *Training and Development*, New Delhi: Biztantra, 2007.
4. R. P. Lynton, U. Pareek, *Training and Development*, (3e), SAGE India, 2011.

MB7249 Industrial Relations

Industrial Relations: Approaches to IR, Indian Labor Market, ILO & its Relevance, Trade Union:- Functions of Trade Union, Types & structure of Trade Union, Impact of globalization on Trade union movement, Trade Union recognition and Impunity. Employers' Federations: Functions & Roles, Various federations like FICCI, ASSOCHAM, CII and PHDCCI, Industrial Disputes-Meaning, Causes, Industrial Relation Machinery to solve Industrial Disputes, Collective Bargaining, Workers Participation in Management, Grievance Handling, Discipline &Disciplinary Committees, Globalization and IR: Impact of Globalization & Information Technology on IR, Role of Human Resource Development in Developing Industrial Relation, Contemporary Issues in IR.

References :

1. P.N. Singh, N. Kumar, *Employee Relations Management*, (1e), New Delhi: Pearson, 2011.
2. P.R.N. Sinha, I. B. Sinha, S. P. Shekhar, *Industrial Relations, Trade Unions, and Labour Legislation*, (8e), New Delhi: Pearson Education, 2011.
3. V. Nayar (2010), *Employees First, Customers Second: Turning Conventional Management Upside Down*. Harvard Business School Publishing, 2011.
4. K. Mamkoottam, *Trade Unionism. Myth and Reality*, New Delhi, Oxford University Press,

MB7250 Competency Mapping

Concept and definition of Role and competency, Characteristics of competency, Competency versus competence, Performance versus competency; skills versus competency, behavior indicators, History of competency, Types of competencies – generic/specific, threshold performance, and differentiating between technical, managerial and human skills; Promoting a competency culture, Context and Relevance of competencies in modern organizations. Competencies Applications – Competency Frameworks (competency management framework or competency model), Competency Maps, and Competency Profiles. Competency management framework/competency model: Macro View of Competency management framework: strategic framework – linking HR processes to organizational strategy, competency framework – development of personal competency framework, Lancaster Model of managerial competencies, competency modeling framework – developing a competency model – Understanding job positions, Data collection instruments for job descriptions, , Stages in design and implementation of competency model – General competency framework, competency identification – Competency assessment and competency development ,competency mapping, integration of HR function. Design and Implementation of competency model: Introduction to Core competencies (Organization wide), Business competencies (SBU specific), Team Competencies (project driven), Role competencies (Role wise); Competency identification

References :

1. S. Sanghi, *Handbook of Competency Mapping*, Sage Publication, 2016.
2. G. Shermon, *Competency based HRM*, Tata Mc Graw Hill, 2004.
3. G. Roberts, *Recruitment and Selection: A Competency Approach*, Cromwell Press, Wiltshire, 1997.

MB7251 HR Issues in Corporate Restructuring

Conceptual framework – M&A concepts and lexicon, organizational growth through M&A, M&A through Historical perspective. The acquisition perspective – strategic and operational fit, exploring reasons for failure, and Indian M&A scenario. Understanding the strategic dimensions of M&A – M&A process. Cultural challenges and cultural due diligence. Developing integration strategy and models. Stress and ambiguity in M&As. Cultural integration in M&As – acculturation, leadership, and communication. HR integration in M&As – factors shaping the integration strategy and HR integration process.

References :

1. Schweiger, D. M. (2006). *M&A integration: A framework for executives and managers*. New York: McGraw-Hill. (Book 1)
2. Galpin, T., & Herndon, M. (2007). *The complete guide to mergers and acquisitions: Process tools to support integration at every level* (2nd ed.). San Francisco: Jossey-Bass. (Book 2)

MB7252 Positive Organization Behaviour

Introduction – an inclusive view. Psychological capital – investing and developing positive organizational behavior. Healthy, productive work – positive strength through communication competence and interpersonal interdependence. Eustress at work – extending the holistic stress model. Positive emotions in organizations – a multi-level framework. Thriving in organizations. Explaining vigor – on the antecedents and consequences of vigor as a positive affect at work. Ethical leadership. The positive role of political skills in organizations. Forgiveness in organizations. Self-engagement at work.

References :

1. Positive Organizational Behavior by Debra Nelson and Cary Cooper, Sage Publications, 2007.

MB7253 Learning Organizations

Emerging business realities, the need for organizations to learn, organizational learning – capabilities view, learning tools and techniques, systems thinking, benchmarking and process mapping, knowledge based competition, knowledge-creation and acquisition processes, measuring learning – the intellectual capital, architecting a learning organization.

References :

1. Peter M. Senge. The Fifth Discipline: The Art and Practice of the Learning Organization. Doubleday. 2006 revised edition.

MB7254 International Financial Management

Foreign Exchange Markets and Quotations: Organization and structure, types of transactions, types of quotations; International Financial Institutions: Multilateral financial institutions, World Bank, IMF & others; Balance of payments: Balance of payments and exchanges rates; Exchange Rate Parity Conditions: Purchasing power parity, Interest rate parity, Fisher Effect, International Fisher Effect; International Financing: International financial markets, international financial instruments; Financing Foreign Trade: Payment terms, Documents in international trade, financing techniques; International Working Capital Management: Cash, receivables & inventory management; International investments and capital budgeting: Estimation of cost of capital, evaluation criteria, issues in foreign investment analysis; Risks in International Financial Management: Translation risk, transaction risk, economic risk; Overview of Hedging Tools & Techniques in International Finance

References (Preferably Latest Edition may be referred):

1. A. C. Shapiro, *Multinational Financial Management*, (9e), Wiley India, 2012.
2. M. D. Levi, *International Finance*, (5e), Routledge, 2009.
3. P. G. Apte, *International Financial Management*, (7e), McGraw Hill Education, 2014.

MB7255 Financial Risk Management

Introduction to Derivative Instruments: Types of vanilla derivative contracts: Forwards, futures, options and swaps, Types of underlying assets and their characteristics, Types of players in derivative markets, Exotics versus vanilla derivatives; Forward & Futures Contracts: Hedging practices, specifications & terminology, practices in futures market, pricing of forwards & futures on various types of underlying assets, hedging with futures contracts; Option Contracts: Types of options, practices in options markets, option payoffs, upper & lower bounds of option prices; Option strategies: Option strategies using vanilla option contracts, Spreads and combinations; Option Pricing: Factors affecting option premiums, put-call parity, Binomial model of option pricing, Black-Scholes model of option pricing, ESOPs, option pricing variants; Greeks: Introductory ideas on Greeks, Application of Greeks; Swaps: Interest rate swaps, currency swaps; Other Derivatives: Credit risk derivatives, energy derivatives, weather derivatives, commodity derivatives

References:

1. J. C. Hull, *Options, Futures & Other Derivatives*, (9e), Pearson, 2016.
2. R. Sundaram, S. Das, *Derivatives: Principles & Practice*, McGraw Hill Education, 2013.
3. R. W. Kolb, J. A. Overdahl, *Financial Derivatives*, (3e), Wiley Finance, 2002.

MB7256 Project & Infrastructure Finance

Project Financing: Project financing framework; Project Viability: Project feasibility from various perspectives, Types of project risk; Security Arrangements for Projects: Need & types of security arrangements, supplemental credit support mechanisms; Project Financing Plan: General issues, estimating borrowing capacity of projects; Public Private Partnerships: Issues faced by the host government, types of PPP arrangement; Estimating the Cost of Capital for a Project: Various approaches towards estimation of cost of capital, portfolio approach to capital budgeting; Special Decisions in Project Investments: Projects with different lifetimes, investment and financing, international projects; Financing of Projects: Various sources of financing, financing methods from the market, various aspects of financing; Infrastructure Projects: Characteristics of infrastructure projects, parties involved, contracts involved, corporate governance issues, risks in private infrastructure projects; Cash Flow Projections: Estimation of project costs, deriving the operating cash flows, measuring the debt capacity of the project, measuring the rate of return to various types of investors; Regulation: RBI guidelines

References :

1. J. D. Finnerty, *Project Financing: Asset Based Financial Engineering*, (3e), Wiley, 2013.
2. P. Chandra, *Projects – Planning, Analysis, Selection, Financing, Implementation & Review*, (8e), McGraw Hill Education, 2014.

MB7257 Behavioral Finance

Rational Market Hypothesis: Basis, Evolution of RMH, Behaviouralist; The Framework of Rational Finance: Utility theory, Modern Portfolio Theory, CAPM, Efficient Market Hypothesis, Agency theory; Heuristic and Biases: Functioning of human mind, familiarity

and related heuristics, representativeness and related biases, related concepts; Self-Deception: Overconfidence: forms and causes, other types of self-deception; Prospect Theory: Prospect theory and related concepts; Challenges to Efficient Market Hypothesis: Basis of EMH, Empirical evidence, Challenges to EMH; Emotional Factors: Concepts of emotion, Theories of emotion, Aspects of emotion, Investment and emotions, Social influences and other concepts; Investor Behavior: Describing the individual investor, Heuristic and biases in financial decision making, implications of overconfidence, emotional influence, behavioral portfolio theory; Market Outcomes: Seasonality and size-effects, momentum and reversal, Post-earnings announcement drift, Impact of excess volatility, Bubbles, Behavioral Asset Pricing Model; Value Investing: Concept of value investing, Evidence of value investing, Investment approaches of famous value investor.

References :

1. P. Chandra, *Behavioral Finance*, (1e), McGraw Hill Education, 2016.
2. M. Pompian, *Behavioral Finance & Wealth Management*, (2e), Wiley Finance, 2012.
3. R. Deaves, L. F. Ackert, *Behavioral Finance*, Cengage learning, 2010.
4. H. K. Baker, J. R. Nofsinger, *Behavioral Finance: Investors, Corporations and Markets*, Wiley Finance, 2010.

MB7258 Strategic Cost Management

Introduction to Strategic Management, Environmental Scanning – PESTEL (ETOP) Analysis. , Strategy: Meaning, Types and Techniques of Strategy Formulation. ,Strategic Management: Meaning, Characteristics and Process . Strategic Cost Management (SCM) , Limitations of Traditional Cost Management. SCM: Meaning, Definition and Features. Techniques of Strategic Costing , Activity Based Costing (ABC) • Lacunas in Traditional Costing Systems • Introduction, Meaning and Definition ABC • Objectives of ABC • Cost Pools and Cost Drivers • Steps in ABC • Illustrations and Case Studies. • ABC Vs. ABM ,Target Costing • Origin • Meaning and Definition • Steps in Target Costing • Integration of Target Costing and ABC • Illustrations and Case Studies. Kaizen Costing • Meaning and Definition – Kaizen and Kaizen Costing • Principles • Operating Procedure • Reasons for Failure • Case Studies

References (Preferably Latest Edition may be referred):

1. John K Shank and Vijaya Govindarajan ; Strategic Cost Management : Free Press Publication ; New York
2. Drury and Colin , Management Accounting and Control , Thomson Learning.
3. Horngren and Datar Foster, Cost Accounting, Pearson Education.
4. Hansen and Mowen, Cost Management, Thomson Learning.
5. Kaplan, Atkinson and Young , Management Accounting , Pearson Education.
6. Kaplan and Atkinson, Advanced Management Accounting, Pearson Learning.
7. Anthony , Robert N, and Govindrajana , Vijay , Management Control System, TMH.
8. Ravi M.Kishore, Cost Management, Taxmann.

MB7259 Managerial Perspective to GST

Introduction Constitutional framework of Indirect Taxes before GST (Taxation Powers of Union & State Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Rationale for GST; GST in Other Countries ;

Existing taxes proposed to be subsumed under GST ; Principles adopted for subsuming the taxes ; Dual GST ; Benefits of GST ; Structure of GST (SGST,CGST, UTGST & IGST); GST Council, GST Network, State Compensation Mechanism, Registration. GST Council ; GST Network (GSTN) and GST regime; Registration under GST ‘Rules and Procedure of registration ; Amendment of registration ; Cancellation of registration ; Revocation of cancellation of registration; Levy and collection of GST Taxable event- “Supply” of Goods and Services; Place of Supply: Within state, Interstate, Import and Export; Time of supply; Valuation for GST Valuation rules, taxability of reimbursement of expenses; Exemption from GST: Small supplies and Composition Scheme; Classification of Goods and Services: Composite and Mixed Supplies.

References (Preferably Latest Edition may be referred):

1. S.K. Shukla : GST in India (Hindi & English)
2. Bare Act 3. Taxman : Goods and Service Tax (Hindi & English)

MB7260 Financial Econometrics

Classical time series analysis – utility of time series analysis – components of time series data – measurement of trend, seasonality and cycles – moving averages and smoothing techniques to time series analysis - classical time Series decomposition models – additive and multiplicative models – forecasting using smoothing techniques and time series decomposition methods – applications in finance . Tools of modern time series analysis – stochastic and stationary process – tests of stationary – trend vs difference stationery process – Dickey-Fuller and augmented Dickey-Fuller tests – spurious regression and co-integration of time series – Engle-Granger test – CRDW test – error correction mechanism. Univariate time series analysis and forecasting – linear time series analysis – autocorrelation function and partial autocorrelation function – auto-regressive (AR) models, moving average (MA) models, Box-Jenkins (BJ) ARMA and ARIMA models – identification – estimation and forecasting with ARIMA models – economic applications. Multivariate time series analysis and forecasting – vector autoregressive (VAR) models – advantages and problems – estimation and forecasting with VAR – impulse response function – Johansen Co-integration test on VAR – Granger causality test – applications in finance. Modeling volatility and auto-correlation in time series – motivation and test for non-linearity – historical and implied volatility – auto-regressive conditional hetroscdasticity (ARCH) model – generalised ARCH model – applications in finance.

References (Preferably Latest Edition may be referred):

1. D.N.Gujarati and Sangeetha: Basic Econometrics, Tata McGraw-Hill.
2. Chris Brooks: Introductory Econometrics for Finance, Cambridge University Press.
3. T.M.J.A. Cooray: Applied Time Series – Analysis and Forecasting, Narosa Publications.

MB7261 Introduction to Fintech

Introduction to financial system, financial Services and macroeconomic Variables- Financial

System, Financial Services, Payment Mechanism and Money, Introduction to FinTech- Insights into the financial technology revolution and disruption. Understand the innovation and opportunities therein, How FinTech has changed the Banking System, Insurance Services and InsurTech- Fundamentals of insurance — policy creation, underwriting, and claims management, InsurTech as a disruptor to the industry Alternative Lending- P2p Lending and Crowd Sourcing, Crypto-currencies and Blockchain – Understanding of Blockchain technology, its potential and application – overview of crypto currency, Cyber Security- Understand issues

References (Preferably Latest Edition may be referred):

- 1.Pathak Bharti, The Indian Financial System- Markets, Institutions and Services, 2E, Pearson Publication William, Jacob, FinTech: The beginners guide to Financial Technology, 2016
 - 2.Christi, Susanne & Barberis, Janos, The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries – (Wiley, 2016)
 - 3.Sironi, Paolo Fintech Innovation: From Robo-Advisors to Goal Based Investing and Gamification - (Wiley, 2016)
- sing technology in providing services and the strategies to overcome those issues

MB7262 Technology Forecasting & Assessment

Introduction to Technology Forecasting and Assessment: Definition and scope of technology forecasting and assessment, Importance and applications of technology forecasting and assessment, Historical overview of technology forecasting, Technological Trends Analysis. Methods for analyzing technological trends: Identifying key drivers of technological change, Evaluating the rate of technological progress, Tools for tracking and monitoring technological advancements, Technology Forecasting Methods. Qualitative forecasting methods (Delphi method, scenario planning): Quantitative forecasting methods (time series analysis, system dynamics), Technology road-mapping and its applications, Simulation and modeling techniques in technology forecasting, Assessing Technological Impacts . Evaluating the social, economic, and environmental impacts of technologies: Technology assessment frameworks (cost-benefit analysis, risk assessment), Environmental and sustainability considerations in technology assessment, Ethical issues in technology assessment, Technology Forecasting and Assessment in Specific Industries, Case studies and examples of technology forecasting and assessment in various sectors (e.g., healthcare, energy, transportation), Industry-specific challenges and opportunities in technology forecasting and assessment. Technology Foresight and Strategic Decision Making: Linking technology forecasting and assessment to strategic planning, Incorporating technology foresight into innovation and R&D strategies, Technology roadmapping for competitive advantage . Emerging Technologies and Disruptive Innovations: Identifying and analyzing emerging technologies, Assessing the disruptive potential of new technologies, Managing the risks and opportunities associated with disruptive innovations, Ethical Considerations in Technology Forecasting and Assessment. Ethical frameworks for technology assessment: Privacy, security, and social equity concerns in technology forecasting, Responsible innovation and technology governance

References

1. "Technology Forecasting and Strategic Planning: The Practical Guide" by Thomas E. Mahoney
2. "Technology Forecasting and Innovation" by Ian Miles, Noel Scott, and Jochen Runde
3. "Technology Forecasting for Decision Making" by Gregroy G. Curtin and Kenneth L. Golden
4. "Technology Forecasting and Technology Roadmapping for R&D Management" by Thomas J. Allen
5. "Technology Forecasting and Technology Transfer" by Charles Steinfield
6. "Technology Forecasting and Strategic Decision Making" by Han T. J. Smit and Jan G. B. Frenken
7. "Technology Roadmapping for Strategy and Innovation: Charting the Route to Success" by Martin G. Moehrle, Arnold G. Zsidisin, and Christof Pohl
8. "Innovation and Entrepreneurship: Practice and Principles" by Peter F. Drucker
9. "Introduction to Technology Management: Technology Forecasting" by S. Bandyopadhyay and S. Chakrabarti
10. "Technology, Innovation, and Competitiveness: Change and the Worlds Economy" by Jeffrey L. Funk

MB7263 Block Chain

Introduction to Blockchain Technology - Definition and history of blockchain, Key components and architecture of blockchain systems, Distributed ledger technology and consensus mechanisms Cryptography and Security in Blockchain - Cryptographic principles in blockchain, Public-key infrastructure and digital signatures, Blockchain security vulnerabilities and countermeasures Blockchain Data Structures and Smart Contracts - Merkle trees and hash functions, Introduction to smart contracts, Ethereum and Solidity programming basics Blockchain Use Cases in Financial Services - Cryptocurrencies and digital assets, Payments and remittances, Decentralized finance (DeFi) applications . Blockchain in Supply Chain Management - Traceability and provenance, Supply chain transparency and visibility, Blockchain-enabled supply chain solutions . Blockchain in Healthcare and Pharmaceuticals - Data interoperability and patient records, Drug traceability and supply chain integrity, Blockchain for clinical trials and research. Blockchain in Energy and Sustainability - Peer-to-peer energy trading, Renewable energy certificate tracking, Blockchain for carbon credits and emissions reduction. Blockchain in Identity Management and Privacy- Self-sovereign identity, Identity verification and authentication, Privacy considerations and blockchain solutions. Blockchain in Voting and Governance - Secure and transparent elections, Decentralized governance models, Blockchain for social impact and civic participation. Blockchain and Internet of Things (IoT) - Artificial intelligence and blockchain convergence. Industry-specific innovations and forecasts.

References

1. "Blockchain Basics: A Non-Technical Introduction in 25 Steps" by Daniel Drescher
2. "Mastering Blockchain: Unlocking the Power of Cryptocurrencies, Smart Contracts, and Decentralized Applications" by Imran Bashir
3. "Blockchain: Blueprint for a New Economy" by Melanie Swan
4. "Blockchain Revolution: How the Technology Behind Bitcoin and Other Cryptocurrencies Is Changing the World" by Don Tapscott and Alex Tapscott

5. "Blockchain: The Insights You Need from Harvard Business Review" by Harvard Business Review
6. "Blockchain: Ultimate guide to understanding blockchain, bitcoin, cryptocurrencies, smart contracts, and the future of money" by Mark Gates
7. "Blockchain Basics: A Non-Technical Introduction for Beginners on How to Use Blockchain for Cryptocurrency, Business, and Social Media" by Lee Sebastian
8. "Blockchain and the Law: The Rule of Code" by Primavera De Filippi and Aaron Wright
9. "Blockchain: Trust Companies: Every Company Is at Risk of Being Disrupted by a Trusted Version of Itself" by Richie Etwaru
10. "Blockchain: The Next Everything" by Stephen P. Williams