

University of Lucknow
Master of Business Administration (MBA) Regulations 2020

1. Applicability

These regulations shall apply to the Master of Business Administration (MBA) programme from the session 2020-21.

2. Minimum Eligibility for admission

A Bachelor's degree under the 10+2+3 system or equivalent in any field of study, awarded by a University or Institute established as per law and recognised as equivalent by this University, with 50% marks in aggregate (relaxation in minimum marks for select category students shall be as per the Government rules) shall constitute the minimum requirement for admission to the programme. The candidates for admission to the MBA programme shall be selected through a National / International level aptitude test which may consist of both written as well as oral components.

3. Programme Objectives

The MBA Programme is designed to enhance employability by preparing students for careers in management and leadership in both the private and public sectors including entrepreneurial ventures and family businesses. Students acquire a comprehensive foundation in the fundamentals of business, the environment in which they will function, the analytical tools for intelligent decision-making and problem solving. Specifically:

- To provide learning environment to students to pursue careers in different fields of management or become academicians and researchers.
- To enable students to develop conceptual, inter-personal, decision-making, problem solving, and oral and written communication skills.
- To develop the right attitude and increase the problem-solving, conceptual and decision-making skills of practising managers.
- To promote development of an ethical approach and leadership skills among students by stimulating them to organize and manage various programmes such as inter-institute competitions and seminars.
- To provide enhanced exposure to real life work experiences and hands-on practice in collaboration with industry for augmenting theoretical knowledge through enhanced understanding of practical issues.
- To provide opportunities for holistic development of students by encouraging them to participate in various co-curricular activities.

4. Programme Outcomes

Upon completion of the MBA Programme, the students will be able to:

- Describe and relate to current conceptual and theoretical models, issues, and concerns in business administration / management.
- Analyse organisational and business situations with an open mind and formulate innovative solutions to problems.

- Examine and evaluate business practices across the globe to determine the best practices for application to their businesses.
- Appreciate the importance of ethical values and work as team players
- Acquire leadership skills and become productive managerial leaders.
- Adapt and apply current best business practices to the management of businesses.
- Formulate and implement appropriate strategies for their own professional development.
- Apply knowledge and skills acquired in problem solving to management of various business activities.
- Develop innovative thought process and start their own ventures as an entrepreneur
- Network and work in collaboration with team members to amalgamate and Integrate ideas and develop innovative solutions for solving practical problems.

5. Specific Programme Outcomes

- Enhanced employability for working as executives in various industries.
- Become an entrepreneur and initiate sustainable start-ups under Skill India, Digital India, Start-up India and Make in India schemes.
- Join public sector undertakings as management/marketing trainees and help in Economic and Social Development of the Nation.
- Expand their current business.
- Pursue research in different areas of management such as marketing, finance, strategy and general management.

6. Course Structure

The course structure of the Master of Business Administration (MBA) programme shall be as under:

Course No.	Name of the Course	Credit	Remark
	Semester I		
MBACC 101	Principles of Management and Business Ethics	04	Core Course
MBACC 102	Business Environment	04	Core Course
MBACC 103	Business Accounting	04	Core Course
MBACC 104	Organisational Behaviour	04	Core Course
MBACC 105	Managerial Economics	04	Core Course
MBAVC 101	Quantitative Techniques for Business	04	Value added Course (Credited)
	Semester Total	24	
	Semester II		
MBACC 201	Marketing Management	04	Core Course
MBACC 202	Financial Management	04	Core Course
MBACC 203	Human Resource Management	04	Core Course
MBACC 204	Operations Management	04	Core Course
MBACC 205	Research Methods for Business	04	Core Course
MBACC 206	Information Systems Management	04	Core Course
MBAVNC 201	Business Laws	00	Value added Course (Non Credited)
	Semester Total	24	
	Semester III		
MBACC 301	Innovation and Entrepreneurship	04	Core Course/ MOOC
MBAEL 301	Specialisation Elective I	04	Elective
MBAEL 302	Specialisation Elective II	04	Elective
MBAEL 303	Specialisation Elective III	04	Elective
MBAIER 301	Business Analytics	04	Inter-departmental Course
MBAIN 301	Summer Internship Project (SIP)	04	Summer Internship
	Semester Total	24	
	Semester IV		
MBACC 401	Strategic Management	04	Core Course/ MOOC
MBAEL 402	Specialisation Elective IV	04	Elective
MBAEL 403	Specialisation Elective V	04	Elective
MBAIRA 401	Managing for Sustainability	04	Intra-departmental Course
MBAMT 401	Dissertation	08	Masters Thesis
MBACC 402	Comprehensive Viva-Voce	00	Viva-Voce
	Semester Total	24	
	GRAND TOTAL	96	

MBACC – Core Course; MBAVC – Value added course (Credited);
MBAVNC - Value added course (Non-Credited); MBAEL –Elective Course;
MBAIER – Inter-departmental Course; MBAIRA – Intra-departmental Course
MOOC – Massive Open Online Course

The list of courses in the MBA programme shall be as under:

Semester -I

Core Courses - 4 Credits each

MBACC 101 Principles of Management and Business Ethics

MBACC 102 Business Environment

MBACC 103 Business Accounting

MBACC 104 Organisational Behaviour

MBACC 105 Managerial Economics

Value Added Elective Course - 4 Credits

MBAVC 101 Quantitative Techniques for Business

Foundation Courses Optional Non-Credit

MBAFC 101 Computer Skills

MBAFC 102 Managerial Skills

MBAFC 103 Foreign Language

Semester -II

Core Courses - 4 Credits each

MBACC 201 Marketing Management

MBACC 202 Financial Management

MBACC 203 Human Resource Management

MBACC 204 Operations Management

MBACC 205 Research Methods for Business

MBACC 206 Information Systems Management

Value Added Course Non-Credit

MBAVNC 201 Business Laws

Semester -III

Core Course – 4 Credits each

MBACC 301 Innovation and Entrepreneurship / MOOC

Inter-Departmental Course 4 Credits

MBAIER 301 Business Analytics

Summer Internship Project 4 Credits

MBACC 302 Summer Internship Project (SIP)

Specialisation Area Elective Courses – 4 Credits each

Choose any three courses from the selected specialisation area

Semester -IV

Core Course - 4 Credits

MBACC 401 Strategic Management / MOOCs

Specialisation Area Elective Courses – 4 Credits each

Choose any three courses from the selected specialisation area

Intra-Departmental Course 4 Credits

MBAIRA 301A Managing for Sustainability

Masters Thesis - 8 Credits

MBAMT 401 Dissertation

Comprehensive Viva-Voce

MBACC 402 Comprehensive Viva-Voce

Specialisation Area Courses

Group A: Marketing

MBAEL 311 Integrated Marketing Communication
MBAEL 312 Product and Brand Management
MBAEL 313 Consumer Behaviour
MBAEL 314 Digital Marketing
MBAEL 315 Customer Relationship Management
MBAEL 411 Marketing of Services
MBAEL 412 Sales and Distribution Management
MBAEL 413 Managing Retail
MBAEL 414 Industrial Marketing
MBAEL 415 Rural Marketing

Group B: Finance

MBAEL 321 Financial Systems and Institutions
MBAEL 322 Security Analysis and Portfolio Management
MBAEL 323 Banking and Insurance Services
MBAEL 324 Working Capital Management
MBAEL 325 Corporate Tax Planning
MBAEL 411 Marketing of Services
MBAEL 422 Financial Decisions Analysis
MBAEL 423 Financial Services
MBAEL 424 International Financial Management
MBAEL 425 Derivatives and Risk Management

Group C: Human Resource

MBAEL 331 Organisational Change and Development
MBAEL 332 Industrial and Managerial Psychology
MBAEL 333 Talent Management
MBAEL 334 Performance Management & HR Audit
MBAEL 335 Industrial Relations and Dispute Settlement
MBAEL 431 Negotiation and Compensation Management
MBAEL 432 Cross Cultural Management
MBAEL 433 Team Work and Leadership
MBAEL 434 Strategic HRM and HR Analytics
MBAEL 435 Employee Welfare and Social Security

Group D: International Business

MBAEL 341 Export Import Procedures and Documentation
MBAEL 312 Product and Brand Management
MBAEL 313 Consumer Behaviour
MBAEL 344 International Marketing
MBAEL 345 Emerging Economies and Markets
MBAEL 441 International Business Management
MBAEL 412 Sales and Distribution Management
MBAEL 443 International Logistics Management
MBAEL 424 International Financial Management
MBAEL 445 International Trade and Geo-politics

Note: The detailed course outlines shall be updated on a continuous basis and notified by the Head/Director before the beginning of each semester.

7. Course Outlines

The Course objectives, Course outcomes and detailed course outlines of the various courses are as follows:

MBACC 101: PRINCIPLES OF MANAGEMENT AND BUSINESS ETHICS

Course Objective: *The objective of this course is to introduce the students to the intricacies of management. It elaborates on the various theories, principles, skills, functions and significance of management in today's global era.*

Course Outcome: *Students imbibe practical insights of management concepts and principles. They would become capable to relate and interpret the management theories in the context of current business practices. They will develop the competencies to implement these in the real business world.*

UNIT I

Management: Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Principles of Management; Management Process.

Classical theories-Taylor Scientific Management, Fayol's Administrative Management, Bureaucracy. Neo classical theories-Hawthorne Experiment & Human relations Approach; System approach; Social System Approach; Decision Theory Approach; Behavior Science Approach; Contingency theory; McKinsey-7-S theory; Quantitative Approach.

UNIT II

Nature, Scope, Objectives and Significance of Planning; Types of Planning; Process of Planning; Barriers to Effective Planning; Planning Premises and Forecasting; Decision Making - Conditions of Certainty, Risk and Uncertainty, Bounded rationality (Herbert Simon); Management by Objective; Management Information System.

UNIT III

Concept of Organizing; Organization Theories; Formal & Informal Organizations; Forms of Formal Organizational Structure; Departmentation; Span of Management; Authority, Responsibility and Accountability; Power; Delegation, Centralization & Decentralization.

UNIT IV

Concepts and significance of Staffing, Direction & Supervision. Types & importance of Control; Techniques of control; Management by Exception; Co-ordination: Essence of management; Coordination Vs. Co-operation; Types of coordination; Techniques of coordination. Forms of Business Organizations.

UNIT V

Definition & ontology of Ethics, Morals, Beliefs, Values, Attitudes, Objectives & Principles of Ethics, Theories of Ethics: Consequentialism, Utilitarianism, Teleological, Deontological; Ethics in Global Era, Indian Ethos and Value, Environmental Ethics. Business Ethics: Evolution, Nature & Scope; Ethical issues in functional areas of Management, Organization Culture and Human Values, Professional Ethics & Human values, Business Ethics –Cross Country Perspective, Ethical Dilemmas in Business.

References:

1. Stoner, Freeman & Gilbert Jr - *Management (Prentice Hall of India, 6th Edition)*
2. Koontz - *Principles of Management (Tata Mc Graw Hill)*
3. Robbins & Coulter - *Management (Prentice Hall of India, 8th Edition)*
4. Robbins S.P. and Decenzo David A. - *Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 5th Edition)*
5. Wehrich Heinz and Koontz Harold - *Management: A Global and Entrepreneurial Perspective (Mc Graw Hill)*
6. L.M. Prasad-*Principles and Practices of Management.*
7. V.S.P.Rao-*Management-Text and Cases-Excel Publications*
8. *Introduction to business law : Jeffrey F. Beatty, Susan S. Samuelson, Cengage Learning*
9. Sharma, J.P., *An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New Delhi*
10. *Companies Act and Corporate Laws, Bharat Law House Pvt Ltd, New Delhi.*

MBACC 102 BUSINESS ENVIRONMENT

Course Objective: *To help students develop an appreciation of the evolution of the global economy and of current topical debates surrounding 'globalization' and a range of associated issues. Provide background knowledge of the institutional, economic, political, cultural and technological environments that constitute today's global business environment. Provide a strong foundation to students of basic economic theory underlying the importance of the transnational corporation, of international trade, and of competitiveness.*

Course Outcomes: *Aims to equip the students with an analytical framework to scan the national and global business environment. Provides students a framework to assess the implications of their business decisions on different segments of the economy and society. Facilitates the understanding of Business Decisions in Global Context.*

Unit I:

Concept of Business Environment, Nature and Factors in Business Environment, Role of Planning in a Market Economy, India's Growth Experience, Performance & Challenges, Unemployment & Employment, Population Change, and Economic Environment, Agricultural Growth, Performance & Policies, Industrial Growth & Policies.

Unit II:

Economic role of Government; Contemporary Economic Reforms, Role of Industry in Economic Development, Stock Exchange of India, Role of Regulatory Institutions in Indian financial system– RBI and SEBI, Balance of Payment, Poverty and its implications.

Unit III:

Global Business Environment– Political, Economic, Social, Cultural, Legal, Technological, Theories of International Trade; Adam Smith, Ricardo and Ohlin & Heckscher, Global Monetary System, Indian Economy and GATT, WTO,

Unit IV:

International Financial Markets; Bilateral, Multilateral Agencies, International Banks, International Securities Market, Rise of New Economies like BRICS and ASEAN Countries

UNIT V:

Emerging issues, Regional Economic Integration, European Union. Corporate Social Responsibility; Environmental and Sustainability issues in Development.

References: -

1. *Indian Economy: Performance & Policies, 8th Ed.- Uma Kapila, Academic Foundation, New Delhi*
2. *Business Environment- B.N. Ghosh, Oxford University Press*
3. *International Business- Vyuptakesh Sharan*
4. *International Business- P. Subba Rao, Himalaya Publishing House*
5. *Global Business Environments & Strategies- A. Aregbeshola, J. Luiz, K. Ojah, T. Oosthuizen, P. Palmer. P. Venter,*
6. *International Business Environment and Operations- John D. Daniels, Pearson Education, Twelfth edition (2010)*

MBACC 103 Business Accounting

Course Objective: *The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting.*

Course Outcomes: *The course will prepare the students to logically interpret and apply financial and accounting information for planning, decision-making and control in real business situations. They shall also learn to evaluate and compare various financial statements to appraise financial soundness of firms.*

Unit I

Introduction to Accounting -Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting Users of Accounting, Information, Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS), International Financial Reporting Standards (IFRS) –need and significance. Ethical Dimensions in Reporting of Accounting Information

Unit II

Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis, Trend Analysis

Unit III

Preparation of Cash Flow Statement, Direct Method-Cash Flow from Operating, Investing and Financing Activities; Indirect Method of Preparing Cash Flow Statement- Reconciliation of Net Income to Net Cash Provided by Operations,

Unit IV

Costing Techniques- Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Applications of marginal costing techniques in managerial decision making

Unit V

Accounting for Planning and Control- Budgets and Budgetary Control, Various Types of Operating Budgets, and Financial Budgets, Flexible Budgeting, Rolling Budget and Zero-Based Budgeting Variance Analysis, Management Control System and Responsibility Accounting.

References:-

1. *Management Accounting –Charles Horngren*
2. *Management Accounting- Khan and Jain, Tata Mc. Graw Hills*
3. *Management Accounting- Ananthanayanan, P.S. Oxford Publication*
4. *Financial Accounting - Larson*

MBACC 104 ORGANISATIONAL BEHAVIOUR

Course Objective: *The objective of this paper is to help the students understand how individuals, groups and structure interact to influence behaviour of people working in an organization.*

Course Outcomes: *Students are expected to develop and assess their own perceptions, attitudes and behaviours as well as of others as expected from an OB Manager. They are expected to interpret and evaluate an interplay among human nature, group dynamics, technology and organizational environment and recognize its implications on organizational performance.*

Unit I:

Introduction to OB: Meaning and Nature of Organisational Behaviour, OB as an Interdisciplinary Subject, Significance of OB for Managers, OB as an Open System, Robbin's Model of OB, Changing Context, Challenges for an OB Manager.

Unit II:

Perception: Meaning, Significance of Perception for Understanding Human Behaviour, Factors Influencing Perception, Attribution Theory. Attitude: Meaning, Concept, Significance of attitude for Understanding Human Behaviour, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance theory, Attitude Change, Learning: Concept, Learning Theories: Classical, Operant, Social, Learning, OB Modification, Steps in OB Modification Process.

Unit III:

Motivation: Motivation and Goal Directed Nature of Human Behaviour, Process, Theories of Motivation, Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X, Y and Z, Work Redesign for Creating Motivating Job, Applications of Motivation. Meaning, Functions and Types of Group, Reasons for Joining Group, Stages of Group Development, Characteristics, Advantages, and Disadvantages of Informal Groups.

Unit IV:

Concept of Group Dynamics, Group Norms, Group Cohesiveness, Group Shift and Group Decision Making Techniques, Conflict, Dysfunctional Groups, Groups vs. Team, Types of Team, Concept of Leadership, Fiedler's Contingency Model, Hershey and Blanchard's Model, Transactional and Transformation Leadership.

Unit V:

Organizational Conflict: Reasons, Consequences and Handling. Organisational Culture: Concept, Forming, Sustaining and Changing a Culture, OCTAPACE Model, Hofstede Model, Organisational Change: Forces of Change, Resistance to Change, Change Model-Lewin's model.

Case Studies: Some cases of real business world to supplement learning from the course.

References:

1. Robbins, Judge, and Vohra (2013). *Organizational Behavior*. Prentice Hall Inc.
2. Fred, Luthans *Organisational Behavior*. UK: McGraw Hill.
3. G, Moorhead & Griffith. (2007). *Organizational Behavior*. Houghton Muffin Co.
4. Davis, Keith. (1989). *OB: Human Behaviour at Work*. McGraw Hill Inc.
5. Rao, V.S.P., & Narayana, P. S. *Organisation Theory and Behaviour*. Konark publications

MBACC 105 MANAGERIAL ECONOMICS

Course Objective : *The objective of this course is to acquaint the students with insights of Economic Theory as used in various aspects of managerial decision making. Emphasis is given to the nature of competition among business firms in the context of globalization.*

Course Outcomes: *Managerial Economics provides the students with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. The course will help the students develop the foundations of analytical approach to Managerial decision-making and understand and evaluate the economic behaviour of several economic agents including a single firm. They will be able to interpret the economic underpinnings of consumer behaviour and also comprehend the production functions facing firms. They should be able to synthesize and analyse various market structures and the strategic behaviour of firms as regards pricing and output decisions. Students will also learn to analyse how the changing Macroeconomic environment impacts the prospects of various businesses.*

Unit I:

Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity types and applications, Demand Forecasting, Marginal Analysis and Optimization.

Unit II:

Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returns to Scale, Economies of Scope, Optimal Combination of Inputs,

Unit III: Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications, Environmental Economics.

Unit IV: Market Structures and Strategic Behavior of Firms, Pricing and out-put strategies in different Market Structures , Price Discrimination , Game Theory Applications.

Unit V: National Income Analysis, Theories of Inflation and Deflation, Theories of Business Cycles and Stabilisation Policies, Monetary Policy, Fiscal Policy and the Budget.

References:

1. *Thomas and Maurice, Managerial Economics, 8th Edition, McGraw-Hill*
2. *Salvatore and Rastogi, Managerial Economics, 8th Edition, Oxford University Press*
3. *A Koutsoyiannis, Modern Microeconomics, 2nd Edition, MacMillan Press Ltd*
4. *G S Gupta, Managerial Economics, Tata McGrawHill*
5. *Circulars and Reports, Reserve Bank of India website*
6. *Economic Survey, Ministry of Finance, GOI*

MBAVC 101 Quantitative Techniques for Business

Course Objective: *The objective of this course is to acquaint the students with various statistical tools and techniques used in business decision making.*

Course Outcomes: *On completion of this course, the students will be able to apply various quantitative statistical methods. Compile and summarise data and draw inference from them, Calculate and interpret statistical values using statistical tool & demonstrate an ability to apply various statistical tools to solve business problems.*

Unit-I

Introduction to Statistics: Basic concepts, Classification & Tabulation, Data measurement, Uses of Statistics in business.

Descriptive Statistics: Measure of Central Tendency - Mean, Median, Mode, Percentiles, Quartiles.

Unit-II

Measures of Variation: Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation.

Measures of Association Correlation: Methods of Correlation study - Karl Pearson's coefficient of correlation, Rank correlation.

Unit-III

Simple Regression Analysis: Introduction to regression analysis, regression lines, Coefficient of Determination & Estimation, Develop Trend line

Probability: Introduction, Methods of assigning probabilities, Structure of probability, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem

Unit-IV

Analysis of Categorical Data: Chi-Square- Test of Independence, Test of Goodness of Fit.

Probability Distributions: Discrete Distributions –Binomial Distribution, Poisson Distribution, Continuous Distributions - Normal Distribution

Unit-V

Introduction to Matrices: Types of Matrices, Matrix Operations-Addition, Subtraction & Multiplication of Matrices, Adjoint and Inverse of a Matrix, Solving Linear Equations using Matrix Method, Business Applications of Matrices.

References:

1. Levin & Rubins, *Statistics for Business*, Prentice Hall of India, N.Delhi.
2. Bhardwaj, R.S. *Business Statistics*, Excel Books, 2000
3. Gupta, S.C. *Fundamentals of Mathematical Statistics*, Sultan Chand & Sons
4. Arulmozhi, G. and Muthulakshmi, S.(2009), *Statistics for Management*, The McGraw-Hill Education, ISBN: 9780070153684.
5. Medhi, J.(2013), *Statistical Methods-An Introductory Text*, New Age International Publishers, ISBN: 978-81-224-1957-3.

MBAFC 101 COMPUTER SKILLS

Course Objective: *This course has been designed to impart basic IT skills required for a business executive. It provides students with an overview of the business application software and problem-solving using that software. Topics include computer systems, microcomputer operating systems, word processing, electronic spreadsheets, business graphics, networks, database management, and integrated packages. Industry accepted office software will be used.*

Course Outcomes: *Students acquire skills of organising and using end-user software for communication, data transformation, collaboration, and problem-solving. They acquire and develop applicable knowledge of software and hardware components, information structures, basic business processes, information system security, and networks.*

Unit I:

Computer Systems -An Introduction, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs. Operating system – Basics, functions and types., Concepts of Networking and Data Communication. Basics and Features of Internet. Methods of Accessing the Internet, Handling Graphics and Multimedia,

Unit II:

Text processing software: creating and saving a document, previewing and printing a document, editing, proofreading and formatting of documents. Presenting information in columns and tables, using graphics, symbols, diagrams and charts. Creating and modifying table of contents, index, bookmarks, cross references, hyperlinks, foot notes, end notes and bibliography. Crating form letters, e-mail messages and labels. Collaborating using tracking of changes, adding and reviewing comments, comparing and merging documents, password protecting of documents. Creating documents in alternate formats.

Unit III:

Presentation software: Creating and managing slides and presentation, entering and editing content on slides, presenting content in tables, inserting, creating and managing graphics, adding sound and animation to slides, reviewing, preparing and delivering presentation, customising and sharing presentations.

Unit IV: Spreadsheet Software: Creating workbooks, working with data and tables, formatting and changing workbook appearance, managing and hiding worksheet data, ordering and summarising data, combining data from multiple sources, creating charts and graphs,

Unit V: Performing calculations using Formulas and Functions, analysing alternate data sets, creating dynamic worksheets, printing worksheets and charts. Automating repetitive tasks, using workbooks for collaborative working. Performing business intelligence analysis.

References:

1. *Introduction to computers by Peter Norton (Tata Mcgraw Hill)*
2. *Introduction to computers by Leon (Vikas Publishing)*

MBAFC 102 MANAGERIAL SKILLS

Course Objective: *The objective of the course is to enable students to learn about inter-personal relationships, effective communication and presentation skills required to be an effective manager and an impactful leader in any organization.*

Course Outcomes: *After completion of the course, the student shall be able to demonstrate and apply soft skills required in an organization, understand the value of developing soft skills for personal and professional growth, develop and demonstrate expertise in drafting letters, mails, agendas, memos, etc. and also learn the value of people and time in any organisation. They should be able to acquire the art of negotiation and also conduct and convene formal meetings.*

UNIT – I:

Self-Management Skills – Understanding of Self-evaluation, Self-discipline, Self-criticism, self-awareness, Goal setting, writing an action plan, support facilities for action plans, significance of feelings and emotions with performance

Problem Solving skills – Concept, identifying and managing risks, critical thinking, convergent & divergent thinking, Six Hat Thinking

UNIT – II:

Communication and Facilitating Skills – Art of listening, questioning, probing, art of formal writing, art of public speaking, art of writing e-mails, e-mail etiquettes, telephonic etiquettes, KISS principle.

Art of Negotiation – Concept, need for successful negotiations, negotiation process, power of language and non-verbal communication in negotiation.

UNIT – III:

Corporate Skills – Concept of body language, practicing etiquette and mannerism, Presentation skills

Time management - Concept and significance, punctuality, attendance, prioritizing, procrastination.

Conducting meetings – Basics of why, when, where and how, developing agenda, stimulating discussion and evaluation of meeting.

UNIT – IV:

Leadership skills – Influencing, coaching, delegating, empowerment, team player, leadership traits.

Team Building & Co-ordination – Nature & concept of team, group dynamics, groups vs teams, personal and professional goals of members, effective team building process

UNIT – V:

Self Marketing skills – Designing the resume/CV, interview skills, Group Discussion skills, career planning, Emotional intelligence & Social intelligence, Stress management.

References:

1. Mita K. Barun, *Personality development and Soft Skills*, Oxford University Press
2. Bhatnagar Nitin, *Effective Communication and Soft Skills*, Pearson Education, India
3. Klaus Peggy, *The Hard Truth about Soft Skills*.
4. Mackenzie R. Alec., *The Time Trap*

MBACC 201: MARKETING MANAGEMENT

Course Objective: *The course seeks to familiarize the students with marketing principles and theories and develop an understanding of their practical applications in the contemporary business environment. The students would understand that companies are now customer-and-market driven. Segmentation, targeting and positioning are the basic fundamentals involved in value creation, delivery and promotion.*

Course Outcomes: *The students will comprehend the applicability of concepts and principles of marketing management in the current context. They should be able to develop newer forms of communication as well as strategies to leverage on their understanding of customers.*

Unit I:

Meaning, Scope, Nature, Importance, Recent Trends & Challenges in Marketing, Core Concepts of Marketing, Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery.

Unit II:

Marketing Plan and Strategy, Ansoff Market Expansion Grid, BCG Matrix, Role of Technology in Marketing, Environmental Variables of Marketing, Market Segmentation, Bases for Segmentation, Market Targeting, Developing and Communicating Positioning Strategy.

Unit III:

Consumer and Business Markets, Product Classification, Product life cycle – stages and strategies, Product Differentiation, Developing Pricing Strategies and Programs, Adapting the Price, Pricing techniques for Promotion, Responding to Price Changes.

Unit IV:

Dealing with Competition, Role of Marketing Channels, Channel levels, Channel Design Decision and Managing Channel Conflict.

Unit V:

Characteristics of Marketing Communication Mix, Integrated Marketing Communication, Macro Models of Communication, Micro Models of Consumer Response, Communication Objectives, Personal and Non-Personal Communication Channels, New Forms of Communication (viral marketing, experiential marketing), Marketing Control, Emerging trends in marketing.

References:

1. Marketing Management –South Asian Perspective by Philip Kotler, Kevin Lane Keller, Pearson
2. Marketing Management Global Perspective Indian Context by V.S. Ramaswamy & S Namakumari, McMillan India Ltd
3. Marketing Management Text & Cases by Dr. C.B. Gupta & Dr. Rajan Nair, S. Chand & Sons
4. Marketing Management by Debraj Dutta & Mahua Dutta, Vrinda Publication Pvt. Ltd.

MBACC 202: FINANCIAL MANAGEMENT

Course Objective: *The objective of this course is to provide the basic understanding of corporate finance concepts. To enable the students, synthesize and explain the corporate financial functions and decision-making dynamics in the broad framework of a financial system.*

Course Outcome: *The course will prepare students*

- *To appraise and analyse the role and functions of a finance manager*
- *To assess the utility of concepts and principles of Financial Management from the point of view of wealth maximisation objective of a firm*
- *To apply the course concepts in analysing capital structure and project investment decisions.*
- *To demonstrate the application of basic principles of Financial Management in varying situations of risk return trade-offs, cash management, credit and inventory management.*
- *To evaluate the outcomes of a firm's decision to use various financial assets in short and long term*

Unit I:

Nature of Financial Management: Scope and objectives of finance, role and functions of finance manager, risk-return trade off, shareholders' wealth maximization, agency problem, General awareness of financial environment-financial instruments, regulation and markets.

Unit II:

Investment Decisions: Analysis of Capital budgeting decisions, application of discounted and non-discounted techniques in capital budgeting, time value of money, capital rationing, risk analysis in capital budgeting.

Unit III:

Financing Decisions: Cost of Capital and & Dividend Decision: Optimum capital structure, financial and operating leverages, sources of long-Term Finance, cost of capital-components' costs and Combined Cost (WACC), capital structure theories.

Unit IV:

Dividend theories, Irrelevance of dividend, MM Hypothesis, relevance of dividend and Walter's model, dividend policy determinants, share repurchase or buyback, Issue of bonus share and its implications,

Unit V:

Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, computation of working capital required in business firm.

References: -

1. *Principles of Managerial Finance by Lawrence J. Gitman, Pearson*
2. *Financial Management and Policy by Van Horne, Dhamija, Pearson*
3. *Fundamentals of Financial Management by Dr. R.P. Rastogi, Taxman's*
4. *Financial Management by Ravi M Kishore, Taxman's*
5. *Financial Management-Text Problems and Cases by Khan and Jain, Mc Graw Hill*

MBACC 203 HUMAN RESOURCE MANAGEMENT

Course Objective: *To develop students' competency on theories and practices dealing with factors influencing people at workplace. It teaches the basic techniques of how an organization acquires, rewards, motivates, and manages its people effectively.*

Course Outcomes: *On completion of the course the student should be able to*

- *Explain the importance of human resources (HR) in organization.*
- *Relate organization strategy with human resource practices in an organization.*
- *Analyse issues in managing people at work like human resource planning, selection, training, and compensation.*
- *Identify, select, and apply techniques of HR practices to motivate employees for performance and retention.*
- *Support and value ethical behaviour at work and employee well-being.*

Unit I:

Introduction to Human Resource Management (HRM), Evolution of HRM, Trends shaping HRM, Strategic Human Resource Management, HRM Models-Harvard model, Guest model, Ulrich's HR model, AMO framework, Line and Staff aspects of HRM.

Unit II:

Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting, Employee Recruitment- Sources, Application Forms, Employee Selection- Types of Tests, Management Assessment Centers, Types of Interviews, Placement.

Unit III:

Employee Orientation- Purpose, Process, Training Process- Analysing the training need & designing the training program, implementation and evaluation of training program, Management Development Programs, Employer Life-cycle Career Management- Promotion, Transfers, Retirements, Career Planning, Talent Management.

Unit IV:

Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview, Succession Planning Factors in determining pay rates, Process of establishing Pay rates- Salary survey, Job Evaluation, Pricing Managerial and Professional Jobs, Competency-Based Pay, Variable Pay, Employee Incentives, Benefits.

Unit V:

Employee Relations: Concept and Types of Employment Relationship, Industrial relations, Collective bargaining, Psychological Contract, Ethical behaviour at work, Employee well-being.

References:

1. *Dessler, G. & Varkkey, B. (2015). Human Resource Management (14th ed.). New Delhi: Pearson.*
2. *Armstrong, M. & S. Taylor. (2017). Armstrong's Handbook of Human Resource Management Practice (14th ed.). London: Kogan Page.*
3. *Aswathappa, K. (2005). Human resource and personnel management. Tata McGraw-Hill Education.*
4. *Rao, P. S., & Rao, V. S. P. (2009). Personnel and Human Resource Management. Himalaya Publishing House.*
5. *Bernardin, John H. (2012). Human Resource Management. Mc Graw Hill.*

MBACC 204: OPERATIONS MANAGEMENT

Course Objective: *The objective of this subject is to introduce the students with the intricacies of Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Operations Management. It also elaborates on the significance of Quality Management in the organizations.*

Course Outcomes: *Students will be able to formulate, organize, implement the operational plans to carry out operations of a manufacturing or service organization. They shall acquire the skills to optimally execute operational activities with expected system efficiency and shall also be able to judge quality of the products and services.*

UNIT I

Introduction to Operations Management; Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Recent Trends; Designing Products; Services and Processes; Flexible Manufacturing System.

UNIT II

Facility Location Planning; Facility Layout Planning; Job Design; Work Study; Work Measurement; Method Study; Financial Analysis of Operating Plans; Ergonomics; Environmental Consideration – Green manufacturing; Ethical issues in OM.

UNIT III

Production Planning & Control, Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts & Sequencing.
Just in Time (JIT); Lean Production System; Total Productive Maintenance (TPM).

UNIT IV

Fundamentals of Inventory Management; Inventory Control Techniques; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

UNIT V

Introduction to Quality Management; TQM; Contributions of Quality Gurus - Demings, Juran, Philip Crosby & Ishikawa; Techniques of Quality Control; ISO 9000 & ISO 14000; Statistical Process Control; Quality Circles; Kaizen; Six Sigma Approach; 7 QC tools; Service Quality & Service Quality Management

References:

1. Heizer and Render – Operations Management (Prentice Hall, 10th edition)
2. Ashwathappa K & Bhat K. Shridhara - Production & operation Management (Himalaya Publication)
3. S N Chary – Production and Operations Management (McGraw Hill, 2019)
4. William J Stevenson – Operations Management (McGraw Hill, 12th edition)
5. Adam Jr Everetl E. & Ebert R J – Production and Operations Management (Prentice-Hall)
6. Dilworth James B – Operations Management (Mc Graw Hill)

MBACC 205 Research Methods for Business

Course Objective: *The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.*

Course Outcomes: *Develop understanding to distinguish various kinds of research, objectives of doing research, research processes, interpret research designs and organize sampling. Have basic knowledge on qualitative research techniques, and adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis. Basic awareness of data analysis-and hypothesis testing procedures*

Unit-I

Concept, Objectives and Significance of Research, Research Process, Research Design: Exploratory Research Design, Descriptive Research Designs- Cross-sectional & Longitudinal, Experimental Design: Pre-Experimental, Quasi Experimental, True Experimental & Statistical Design.

Unit-II

Measurement and Scaling: Primary Level of Measurement- Nominal, Ordinal, Interval, Ratio, Comparative and Non-competitive Scaling Techniques, Questionnaire Design, Sampling- Sampling Process, Sampling Techniques-Probability and Non-Probability Sampling, Sample Size Decision.

Unit-III

Data Collection: Primary & Secondary Data; Survey Method of Data Collection, Classification of Observation Method; Fieldwork and Data Preparation. Hypothesis: Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Hypothesis Testing: T-Test, ANOVA, Concepts of Multivariate Techniques-Multiple Regression Analysis, Discriminant Analysis etc.

Unit-IV

Qualitative Research: Data Collection of Qualitative Research- Interviews, Observation & Documents, Qualitative Research Procedure: Focus Group Interview, Online Focus Group, Depth Interview, Projective Techniques, Other Methods of Qualitative Research: Narrative, Phenomenological, Grounded Theory, Ethnography & Case Study Method.

Unit-V

Meaning, Types and Layout of Research Report; Steps in Report Writing, Tabular & Graphical Presentation of Data, Citations, Bibliography and Annexure in Report, Avoid Plagiarism; Use of Statistical Software to Analysis the Data.

References:

1. *Marketing Research: An Applied Orientation*, by Satyabhushan Dash, Naresh K. Malhotra, Pearson publisher.
2. *Business Research Methods: Naval Bajpai*, Pearson publisher.
3. Cooper & Schindler (2015) *Business Research Methods*, Mcgraw-Hill.
4. Green, Tull & Albaum (2010) *Research for Marketing Decisions*, PHI Pvt. Ltd, New Delhi.
5. Leveine , Khrehbiel & Berenson (2003) *Business Statistics*, Pearson Education.
6. Luck D. & Rubin D. (2006) *Marketing Research*, PHI Pvt. Ltd, New Delhi.

MBACC 206: INFORMATION SYSTEMS MANAGEMENT

Course Objective: *For an organization to thrive in today's increasingly rapid pace of change in environment, managers and functional specialists in all areas must perform their jobs effectively, efficiently, and ethically. Information technology provides the tools that enable all organizational personnel to solve increasingly complex problems and to capitalize on opportunities that contribute to the success of the organization. This course provides students with solid grounding in business uses of information technology in a rapidly changing environment, and to understand critical issues surrounding the use of IT in organizations.*

Course Outcomes: *Students will be able to develop applicable knowledge of fundamental concepts of information systems management. They will know how to plan and implement IT to solve common business problems. They will be able to recognize and formulate IT solutions to enhance overall business system efficiency and also know how to ethically apply the aspects of information technology in organizations.*

Unit I:

Information Systems: Concepts & Technologies, Role of information Systems in Transforming Businesses. E-Businesses and Collaborative working, Strategic roles of Information Systems. Behavioural, Technical and Socio-technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems. TPS, MIS, DSS and EIS. Organising the Information Systems function in Business. Ethical and Social issues of Information Systems.

Unit II:

Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model and The Business Value Chain Model. Aligning Information Systems with Business. Decision Making and Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle and Senior Management. Concepts of Database and Database Management System.

Unit III:

Functional Information Systems: Marketing, Human Resource, Financial and Operational Information Systems. Cross Functional Information Systems, Enterprise Systems. Supply Chain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications and challenges in Implementing.

Unit IV:

E-Commerce: Concepts, Digital Markets and Digital Goods. Types of E-commerce and E-commerce Business Models. B2B E-Commerce: New Efficiencies and Relationships. Concept of Mobile E-Commerce. Security and Control of Information Systems.

Unit V:

Knowledge: Concepts and Dimensions, Tacit and Explicit Knowledge, Knowledge Management Systems, Content Management Systems, Collaboration Tools and Learning Management Systems, Knowledge Work Systems.

Unit VI:

Implementing Information Systems as Planned Organisational Change. Business Process Reengineering. Systems Analysis and Systems Design. Modeling and

Designing Systems: Structured and Object-Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages and Outsourcing. Implementing Information Systems. Introduction to Change Management.

References:-

1. *Management Information System Managing the Digital Firm* by Laudon and Laudon: Pearson
2. *Introduction to Information Systems* by James A O'Brien: McGraw Hill

MBAVNC 201 BUSINESS LAWS

Course Objectives:

Students entering virtually any field of business today must have at least a passing knowledge of legal concepts in order to function effectively in our global environment. This course introduces the legal context in which business is conducted and provides knowledge of terminology and concepts of Law.

Course Outcomes:

Students shall be able to:

- *understand the framework of Indian Business Laws.*
- *take correct business decisions in context with legal framework*
- *advise all business executives regarding legal issues*

UNIT I

Indian Contract Act, 1872: Definitions, Kinds of agreements, Kinds of contracts, distinction between agreement and contract. Proposal, kinds of proposal -specific, offer to a class of persons, general offer, counter offer, invitation to offer, standing offer, express proposal, implied offer, requirements of a valid offer. Acceptance, requirements of a valid acceptance, Rules of communication of proposal, acceptance and revocation of proposal. Capacity to contract, consent and free consent, coercion, undue influence, fraud, misrepresentation, Mistake. Consideration, agreements without consideration, unlawful consideration, inadequacy of consideration. Agreements expressly declared to be void. Contingent contract, quasi-contracts, e-contract, Privity of contracts with exceptions Discharge of contracts, Remedies available on breach of contracts

Unit II:

The Negotiable Instruments Act, 1881: Meaning and characteristics of Negotiable Instruments, Classification of Negotiable Instruments. Promissory Note and Bill of Exchange, essential elements, Difference between Promissory note and bill of exchange, acceptance and acceptor. Acceptance for honour, absolute and qualified acceptance, Drawer, drawee in case of need, payee. Cheques, crossings of cheques, difference between Bill of Exchange and cheque, penalties in case of dishonor of cheques. Miscellaneous provisions, Holder and Holder in due course, Rights and Privileges of a holder in due course, Payment in due course, maturity of an instrument, Noting and Protest, Bills in sets.

Unit III:

The Sale of Goods Act, 1930: Introduction, definitions, formalities of contract of sale, difference between sale and agreement to sell, Hire purchase agreement, auction sale. Conditions and Warranties, Doctrine of Caveat Emptor. Transfer of property in goods - meaning and rules governing the same, transfer of risk. Meaning of the term unpaid seller and rights of an unpaid seller

Indian Partnership Act, 1932: Definition, essentials, types of partnership and types of partners, test of partnership, test of Partnership, partnership deed and property of firm. Reconstitution of partnership firm, dissolution of firms. Limited Liability Partnership Act, 2008: Definitions, body corporate, business, partner, salient features, nature of LLP,

distinction between LLP and firm, LLP and company, Extent and limitation of liability of LLP and its partners, Conversion of LLP, Winding up and Dissolution of LLP

Unit IV:

The Indian Companies Act, 2013: Company and its formation, definition and nature of company, advantages and disadvantages of a company, lifting of corporate veil, promoters, pre-incorporation and preliminary contracts. Types of companies (meaning and concept only) statutory companies, one person company, Company limited by shares/guarantee, Private company, public company, Producer Company, formation of companies with charitable objectives, holding and subsidiary company, Government company, foreign company, small company.

Procedure for registration of a company, documents to be submitted for registration, Effect of incorporation. Memorandum of Association & Articles of Association: meaning, concept, clauses, effect of Registration of Memorandum and Articles of Association, Doctrine of Constructive Notice Doctrine of Ultra Vires, Doctrine of Indoor Management. Classification of Directors, woman director, independent director, small shareholders' director, Disqualification of director, Director Identification Number, legal position, powers and duties, Position of director as key managerial personnel, Manager, Managing Director. Meetings, types of meetings of members and Board of directors, convening and conduct of meetings, Postal ballot, meetings through video conferencing, e-voting.

Unit V:

Consumer Protection Act, 1986: Introduction, definitions consumer, complainant, complainant, defect, deficiency, consumer Dispute, trader, manufacturer, restrictive trade practice, unfair trade practice, Consumer Councils.

Competition Act, 2002: Objectives, salient features, anti-competitive agreements, prevention of abuse of dominant position, combination, competition advocacy, Competition Commission of India.

Intellectual Property Rights (a) IPR introduction and types (b) Patents Meaning, salient features conditions for an invention to be patented, what is patentable what is not, duration of a patent (c) Copyrights- meaning, salient features, what rights are protected, duration of the right (d) Trade Mark meaning, concept, functions of trademark, types, remedies on infringement.

References:

- *Kuchhal M C, Corporate Laws, Shri Mahaveer Book Depot, New Delhi.*
- *Sharma, J.P., An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New Delhi*
- *Companies Act and Corporate Laws, Bharat Law House Pvt Ltd, New Delhi.*

MBACC 301 INNOVATION AND ENTREPRENEURSHIP

Course Objective: *The course is designed as a broad overview of entrepreneurship, including identifying a winning business opportunity, gathering funding for and launching a business, growing the organization and harvesting the rewards. It is an integrative course—one that combines material introduced to the students in core courses and applies it to the design and implementation of new ventures. The students are expected to have completed courses in Management Principles, Marketing, HRM, Productions & Operations, Economics, Accounting & Finance.*

Course Outcomes:

- *Appreciate and develop entrepreneurial attitude and prerequisites for becoming an entrepreneur.*
- *Demonstrate creativity in identifying opportunities for business venture.*
- *Distinguish between suitability of alternative forms of business organisations for chosen venture.*
- *Familiarize with the procedures for establishing a business venture and necessary documentary and regulatory compliances and tax issues.*
- *Familiarize and identify sources of finance available for the venture.*
- *Display insights into procedure for and advantages of different IPR's.*
- *Relate and apply different strategies in support of a venture.*
- *Develop and display soft skills for managing a team and provide leadership.*
- *Prepare projected financial statements and ratios for key indicators.*
- *Prepare a comprehensive business plan.*
- *Recognize the need for social entrepreneurial opportunity and ways to organise the same through own venture*

Unit I:

Entrepreneurship: Meaning and objectives. Entrepreneurship and its role in Economic Development. Entrepreneurial Traits and Mindset. Misconceptions and Myths about Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option. Entrepreneurial Leadership.

Creativity and Innovation. Bottlenecks to Creativity and innovation. Disruptive Technology and generating commercial value from Innovation; Sources of New Ideas, Techniques for generating Ideas. Accessing Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition.

Unit II:

Types of New Ventures, Tax implications of various forms of Ventures. Procedures for setting up a Business in India. Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy.

Unit III:

Operation and Production Plan: Product Design and Specifications. Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices, Production Planning and Commercialization.

Financial Plan: Assumptions underlying the Financial Statements. Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement and Balance Sheet. Key Financial Indicators: Break-Even

Analysis, Ratio Analysis, Valuation Methods, Sensitivity analysis. Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India for New Ventures. Managing Cash and Liquidity, Record Keeping, Performing Due Diligence

UNIT IV:

Organisation Plan: Team Building for the New Venture, Designing Organisational Structure and Systems Building a Winning Team, Motivating and Inspiring the Team Members. Launching a New Venture: Preparing Implementation Plan, Raising Resources, Leveraging Intellectual property, Monitoring the Technological Trends, Pilot Testing, Understanding Markets, Market Strategies and Positioning. Managing Growth: Managerial Issues and Growth Strategies for New Ventures. Revival and Exit: Turnaround Strategies, Liquidation and Exit Strategies for Entrepreneurs.

Unit V:

Introduction to social enterprises, Social entrepreneurship – need, definition, characteristics and models. Social leadership, networks and external relationships, revenue models, Measures of performance of social enterprises, ISO 26000, Local problems and local solutions, Social audit, Issues in management of Social Enterprises.

Reference Books:

1. Arya Kumar, *Entrepreneurship*, Pearson, Delhi.
2. Poornima M.CH., *Entrepreneurship Development – Small Business Enterprises*, Pearson, Delhi.
3. Anil Kumar, S., ET.al., *Entrepreneurship Development*, 2008, New Age International Publishers, New Delhi.
4. A.Sahay, M. S. Chhikara, *New Vistas of Entrepreneurship: Challenges & Opportunities*.
5. *Social Entrepreneurship: Ram Krishna Reddy Kummitha*
6. *The art of social enterprises: Carl Frankel & Allen Bromerger*

MBAIER 301 BUSINESS ANALYTICS

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

Course Outcomes: *The Students would gain the knowledge of appropriate statistical and Data Science techniques which will help in formulating informed business decisions. They shall be able to cope with technical challenge to analyze and interpret research information. They shall be able to judge the appropriateness of analytical methods for different data analysis applications. They will also gain hands-on application skills using relevant software and be able to properly interpret and communicate methodological results. The course will help in resolving the problems of predictive analysis, forecasting and future use of resources by firms using business analytics.*

UNIT I:

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

UNIT II:

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

UNIT III:

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

UNIT IV:

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

UNIT V:

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

References:

1. *Principles of Marketing Engineering and Analytics (3rd edition): Lilien, G. L., Rangaswamy, A., & De Bruyn, A. Decision Pro.*
2. *Data mining techniques for marketing, sales, and customer relationship management: Linoff, G. S., & Berry, M. J. (2011 John Wiley & Sons)*

MBACC 401 STRATEGIC MANAGEMENT

Course Objective: *The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top management and to acquaint with strategic management process and develop competencies to understand competitive posture of own and competing firms in various industries with a view to successfully implement strategy with effectiveness.*

Course Outcomes:

- *Relate vision and mission with the current business of the organization.*
- *Define business in terms of need/ functions, customers and alternative Technologies.*
- *Distinguish between ability, capability, competence and competitive advantage.*
- *Interpret trends and developments in the environment and implications for business in terms of opportunities, challenges and threats.*
- *Perform SWOT analysis of organisation and competitors.*
- *Justify the chosen strategy with the conditions and prerequisites for success. Construct business portfolio and understand strategic implication.*
- *Distinguish a mechanist organization with a learning organization.*
- *Assess an organization's readiness to change. Address the issues in implementation of strategy in a given situation.*
- *Apply value chain to identify core competencies required to be developed.*
- *Discriminate between variants of organisation structure and recommend suitable organisation structure to support strategy execution.*
- *Identify and recommend best practices for ensuring effectiveness in strategy execution*
- *Decipher characteristics of culture in an organisation and recommend required attributes and actions for changing the problematic /unhealthy culture*
- *Identify performance metrics for strategic performance management*
- *Recommend strategic and operational effectiveness techniques for evaluation*
- *Perform strategic audit.*
- *Demonstrate ethical behavioural orientation and cultural sensitivity*

UNIT I:

Nature and Scope of Strategic Management, Strategic Management Process, Strategists and their Role in Strategic Management, Hierarchy of Strategic Internet: Vision, Mission, Goals and Objectives, Business Definition. Environmental Appraisal: Environmental Scanning, Appraising the Environment. Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal.

UNIT II:

Company level strategies: Grand, Stability, Expansion, Retrenchment and Combination Strategies, Business Level strategy: Cost, Differentiation, Focus, Organisational prerequisites for implementing chosen business strategy, Implications for strategic alignment, tailoring strategy to fit specific industry and company situation. Strategic Analysis and Choice: Business Portfolio, Portfolio balance, choice, Construction and analysis of business portfolio, Strategic imperatives of portfolio choice, Competitive advantage: Sources, drivers and routes to Competitive advantage

UNIT III:

Strategies for entering new business, choosing a diversification path-related vs unrelated business, International diversification. Strategies for managing a group of business, Corporate Restructuring. The challenge of Strategic Implementation, Levels of organizational change and associated approaches to strategic management of change, Organizational learning, leadership for organizational change, assessment of readiness to change, Integrating formulation and implementation, role of implementers at different levels, Principal managerial components of strategy execution process, building a capable organization, staffing, building core competencies and competitive capabilities, matching organization structure to strategy.

Unit IV:

Generic model of core processes and systems, Context levers, systems levers – information resourcing, human resourcing, capital resourcing and control systems, systems as action levers, managing internal operations and actions to promote better strategy execution: Marshalling resources, instituting best practices, adopting best practices and continuous improvement, TQM, corporate culture and leadership as keys to successful execution.

Unit V:

Functional and Operational Implementation, operational effectiveness, Strategy Evaluation and Control, Techniques of operational and strategic control, the leader as a role model, Everyday actions shaping organizational outcomes, Strategic Management in a Multinational firms. Managing disruptions and innovation. Strategy and Corporate Evolution in Indian Context.

References:

1. Crafting and Executing Strategy, Thompson, Arthur A, Strickland, A. J and Gamble, , 21 edition, McGraw Hill/Irwin
2. Strategic Management, Dess, Gregory G, and Miller, Alex, , McGraw Hill
3. Strategic Management, Kachru, Upendra,, Excel Books
4. Business Policy and Strategic Management, Kazmi, Azhar, 3 rd edition, Tata McGraw Hill

MBAIRA 301 MANAGING FOR SUSTAINABILITY

Course Objectives:

The course helps students analyze sustainability issues from local and global perspectives. It provides students an analytical framework to interpret social, scientific, and business-related information in the context of sustainability. It also attempts to develop a framework which students can use to integrate sustainability concepts into applied settings and business operations.

Course Outcomes

- *Equipping students with insights to make informed judgments that lead to sustainable outcomes of the business operations.*
- *Facilitating the development of business models that address the long term need to be sustainable*
- *Helping future managers in engaging and leading sustainability initiatives at local, national, and global levels.*

Unit I: Sustainability: Meaning and Scope, Corporate Social Responsibility and Corporate Sustainability, Sustainability Development: Terminologies and Meanings, Issues and opportunities for business in socially and environmentally sensitive world.

Unit II: Models of sustainable Development, Triple Bottom Line (TBL), Bottom of the pyramid opportunities, Creating firm capabilities through Social and environmental management tools, technologies and system concepts, Sustainability Case Studies.

Unit III: Environmental Managements Systems, Environmental Audit, ISO 14001, ISO 26000, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment, Understanding ecological "footprint": Eco-tracking, Advancement in Rio+20, Corporate Sustainability Forum, De-globalisation, Geo-politics.

Unit IV: Corporate Sustainability Reporting Frameworks: Global Reporting Initiative (GRI) guidelines, UN Global Compact, Principles of Responsible Investment (PRI), CDP, National Voluntary Guidelines (NVGs) on Social, Environmental and Economic

Unit V: Responsibilities of Business, Sustainability Indices, Challenges in Mainstreaming Sustainability Reporting, Sustainability Reporting Case Studies.

Reference books:

- *Managing the Business Case of Sustainability: The Integration on Social, Environmental and Economic Performances by Von Stefan Schaltegger, Greenleaf Publishing, ISBN-13: 978-1874719953*
- *Handbook of Corporate Sustainability Frameworks, Strategies and Tools by M.A. Quaddus, Edward Elgar Publishing*
- *Corporate Sustainability Management: The Art and Science of Managing Non-Financial Performance by Mark W. McElroy, Routledge*
- *Sustainability Reporting: Managing for Wealth and Corporate Health by Gwendolen B. White, Business expert press by Mark W. McElroy, Routledge 2011*
- *Handbook Of Sustainability Management by Christian N. Madu, World Scientific Publishing Company 2012*
- *Environmental Management, N K Oberoi, Excel Books*

MBAEL 311 INTEGRATED MARKETING COMMUNICATION

Course Objective: *The main objective of this subject is to expose the students to the importance and design of various elements of Integrated Marketing Communication and the need to ensure consistency in message across different communication mix elements and channels.*

Course Outcomes:

The students are expected to recognize the importance of managing marketing communication for various managerial tasks in their professional arena. They shall be able to apply and integrate the concepts of IMC in their efforts to develop various marketing strategies for a spectrum of products and services.

UNIT I:

Introduction to Integrated Marketing Communication: Meaning and Role of IMC in the Marketing Mix. Elements of Promotion mix: Public Relations, Sponsorship, Advertising (types, advertising campaign, role in brand promotion), Direct Marketing Communication, Sales Promotion, Personal Selling, Packaging, Exhibition, Trade shows, Interactive/Internet Marketing.

UNIT II:

Marketing Communication Psychology, Changing Marketing Communication Environment, Process of Integrated Marketing Communication: Marketing Communication, Planning and Plan, Setting Objectives (DAGMAR approach, Response Hierarchy Models), Determining Strategy and Tactics.

UNIT III:

Research and Analysis for Decision Making, Profiling Target Markets, Creative implementation: Generating Creative Ideas, Selection of Idea, Copy Writing, Art Direction and Production for Print and Internet media.

UNIT IV:

Copy Writing, Direction and Production for Radio and TV, Evaluation and Control of Integrated Marketing Communication, Media Strategy and Planning, Types of Media including E- media, their advantages and disadvantages.

Unit V:

Selection of Media, Media Buying, Setting Budget and Allocating Resources, Evaluation of Media, Role and Functions of Advertising and Promotion Agencies, Compensation to these agencies.

Case Studies: Some cases of real business world to supplement learning from the course.

References:

1. Advertising, Selling & Promotion, R. Narang, Pearson Education.
2. Integrated Advertising, Promotion and Marketing Communications, K.E. Clow & D.E. Baack, Pearson Education
3. Integrated Marketing Communications, David Pickton & Amanda Boderick, PHI
4. Integrated Marketing Communications: A Primer, Philips J. Kitchen & Patrick De Pelsmacker
5. Advertising and promotion: An integrated marketing communications perspective, Belch, G., & Belch, M., New York: McGraw-Hill.

MBAEL 312 (MBAEL 342) PRODUCT AND BRAND MANAGEMENT

Course Objective: *This course provides insights into creating and successfully managing product lines and product mix. It equips the students with knowledge on various aspects of brands and branding decisions.*

Course Outcomes: *The students shall understand the importance and techniques of managing products and brands in the marketing domain. They shall be able to appraise the multiple aspects and elements of Brands and be able to apply the knowledge in devising marketing strategies for Brand promotion and development.*

UNIT- I:

Conceptualizing a Product, Meaning and Elements of a Product, Product Management, Levels of Products, Product Management Approaches, Classification of Products.

UNIT-II:

Constituents of Product mix, Product mix Decisions, Product Line Decisions, Product Line Strategies, Product Line Coverage Strategy, Factors Determining Scope of product lines, Role of new Product Development, New Product Development Process, Consumer Diffusion Process, Consumer Adoption Process.

UNIT-III:

Concept of Product Life Cycle, Strategic Considerations in Product Life Cycle, Marketing Strategies at Life Cycle stages, Introduction to Branding and Brand Management , Role and Importance of Branding, Branding Decisions, Brand Name Decisions, Co-Branding.

UNIT-IV:

Elements of Branding, Brand Spectrum, Types of Brands, Brand Management Process, Brand Choice Decisions and Models, Brand Loyalty Models.

UNIT-V:

Concept of Brand Identity, Brand Equity and Brand Identity, Brand Communication, Brand Positioning, Key Decisions in Brand Positioning, Brand Image and Personality, Approaches to Brand Equity, Methods of Brand Equity Valuation.

References:

1. Tapan Panda -- *Product and Brand Management* (Oxford)
2. Keller – *Strategic Brand Management* (Pearson)
3. Verma – *Brand Management* (Excel)
4. Chitale , Gupta – *Product Policy and Brand Management*
5. S.Sengupta – *Brand Positioning Strategies for Competitive Advantage* (TMH)

MBAEL 313 CONSUMER BEHAVIOUR

Course Objective: *The objective of this paper is to help the students understand the importance of consumer psychology and behaviour towards the fulfilment of successful marketing endeavours*

Course Outcomes: *Students shall develop an understanding to recognize and assess the consumers' perceptions, attitudes and behaviours and be able to analyse their decision-making process. They shall develop comprehensive understanding of consumer behaviour concepts and use this knowledge in identifying and formulating marketing strategies.*

Unit I:

Defining Consumer Behaviour, Scope and application of Consumer Behaviour, Consumer's impact on Marketing Strategy, Technology's impact on Consumers, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research, Interdisciplinary nature of Consumer Behaviour, Market Segmentation and Bases for Market Segmentation.

Unit II:

Consumers Needs and Motivation, Personality, Theories of Personality, Effect of Personality Traits on Consumer Behaviour, Green Consumers, The Self-Concept and Self-image, Extended Self, Consumer Perception, Elements of Perception, Selective Perception, Consumer Imagery, Consumer Involvement.

Unit III:

Consumer Learning, Behavioural Learning, Observational Learning and Cognitive Learning, Measures of Consumer Learning, Consumer Attitude, Tri-Component Attitude Model, Multi Attribute Attitude Models, Attitude- towards-Object Model, Attitude-towards-Behaviour Model, Attitude-towards-the-Ad Model, Cognitive Dissonance.

Unit IV:

Consumer Persuasion, Designing Persuasive Messages, Persuasive Advertising Appeals, Consumer Decision Making Process, Organisational and Household Decision Making, The Economic Model, Howard Sheth Model, The Nicosia Model, Webster and Wind Model, Consumer Reference Groups, Reference Groups amongst Youngsters, Consumption related Reference Groups, Factors Affecting Reference Group Influence.

Unit V:

Family and Lifecycle, Stages in Family Life Cycle, Parental Styles and Consumer Socialization, Family's Supportive Roles, Family's Decision Making and Consumption Related Roles, Children's Influence on Social class and Lifestyles, Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behaviour.

References:

1. *Consumer Behavior: Leon G. Schiffman & Leslie Lazar Kanuk*
2. *Consumer Behavior: Michael R. Solomon*
3. *Consumer Behavior: David L. Loudon & Albert J. Della Bitta*
4. *Consumer Behavior: Wayne D. Hoyer; Deborah J. MacInnis and Pinaki Dasgupta*

MBAEL 314 DIGITAL MARKETING

Course Objective: *The objective of the course is to help student understand the changed dynamics of marketing as businesses transformed from traditional to digital with the advent of internet and other technological advancements. So basically, the concepts covered are a revisit to the marketing practices which have evolved in the light of changed business practices now done predominantly online.*

Course Outcomes: *After completing the course on Digital Marketing the student shall be able to chalk out a pertinent strategy and comprehend the business model for a company operating in digital environment. Students would be able to identify the relevant components of value chain and create customer value online and would be able to contribute in new product development in the ambit of customer co-design. An understanding of the changes in pricing strategies for online marketing portals will be handy while deciding on pricing. Similarly, the knowledge of online channel partners and the digital communication will further aid the digital marketing prowess of the students.*

UNIT I:

The Emergence of Digital Marketing; Environment, Strategy, and Performance (ESP); Digital Marketing Environment- Legal Factors, Technology, Digital Business Markets; Strategic Planning: Strategic Objectives; From Strategy to Digital Strategy; From Business Models to Digital Business Models; Value and Revenue; Menu of Strategic Digital Business Models; Performance Metrics; Balanced scorecard in Digital Marketing.

UNIT II:

Product: Creating Customer Value Online; Online Benefits: Attributes, Branding, Support Services, Labeling; Digital Marketing Enhanced Product Development; Customer Co design, Electronic Input, Web Content Development; New Product Strategies for Digital Marketing; Taxonomy for Internet Products; New Products Trends; Price: Changes in Pricing Strategies for Internet; Buyer and Seller Perspectives: Buyer View, Seller View; Pricing Strategies for Digital Marketing: Fixed Pricing, Dynamic Pricing, Bartering.

UNIT III:

Distribution Channel Overview; Types of Intermediaries; Distribution Channel Length and Functions: Functions of a Distribution Channel, Distribution System; Channel Management and Power; Classifying Online Channel Members; Distribution Channel Metrics; Overview of Digital Marketing Communication Issues; Integrated Digital Marketing Communication; Internet Advertising; Marketing Public Relations; Digital Sales Promotion offers; Direct Marketing, IMC Metrics.

UNIT IV:

Marketing 4.0 in the Digital Economy: From Segmentation and Targeting to Customer Community Confirmation; From Brand Positioning and Differentiation to Brand Clarification of Characters and Codes; From Selling the Four P's to Commercializing the Four C's; From Customer Service Processes to Collaborative Customer Care; Integrating Traditional and Digital Marketing; The New Customer Path: Understanding How People Buy: From Four A's to Five A's; Driving from Awareness to Advocacy: The O Zone; Marketing Productivity Metrics: Introducing PAR and BAR; Decomposing PAR and BAR; Driving up Productivity; Industry Archetypes and Best Practices: Four Major Industry Archetypes.

UNIT V:

Human Centric Marketing for Brand Attraction: Understanding Humans Using Digital Anthropology, Building the Six Attributes of Human Centric Brands; Content Marketing for Brand Curiosity: Content is the New Ad, #Hashtag is the New Tagline, Step by Step Content Marketing; Omni channel Marketing for Brand Commitment: The Rise of Omni channel Marketing; Engagement Marketing for Brand Affinity: Enhancing Digital Experiences with Mobile Apps, Providing Solutions with Social CRM, Driving Desired Behavior with Gamification.

References:

1. *Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan; Marketing 4.0: Moving from Traditional to Digital; Wiley Publications.*
2. *Judy Strauss, Adel El- Ansary, and Raymond Frost; E- Marketing: Pearson Education.*

MBAEL 315 CUSTOMER RELATIONSHIP MANAGEMENT

Course Objective: *Customer Relationship Management, also known as CRM, helps businesses successfully implement strategies, practices and technologies aimed at winning and retaining customers profitably. The objective of this course is to equip the students with a sound foundation of CRM concepts and best practices so they can implement CRM practices successfully for long-term profitability. Although organizations continue to invest heavily in CRM, CRM implementations experience a high failure rate. The pitfalls as well as the benefits of CRM implementation are addressed in the course.*

Course Outcomes: *Students shall be able to understand the meaning and applications of CRM, Quantify the benefits of CRM to companies and consumers, Plan and implement CRM best practices, Understand and communicate the importance of bonding and building loyalty with customers and shall be able to build long term customer relationships*

Unit I: Fundamentals of Customer Relationship Management

Meaning and definition of CRM, benefits of CRM, reasons for adopting CRM, Conceptual Foundations of Customer Relationship Management. Types, stages and issues in CRM. Paradigm shift in approach towards Marketing. Literary Perspective of Customer Relationship Management. Implementation Models of Customer Relationship Management

Unit II: Dimensions of Customer Relationship Management

Customer Satisfaction: meaning and definition, Customer Satisfaction Models, Measuring Customer Satisfaction, ISO guidelines. Customer Loyalty: Concept, Principles, significance and dimensions of Customer Loyalty, Determinants and Categories of Customer Loyalty, Factors affecting Loyalty and Customer Loyalty Grid. Service Quality: Concept and Dimensions, Service Quality Gaps and bridging of Gaps, Service Quality Measurement Scales.

Unit III: Information Technology in Customer Relationship Management

Technological Developments in CRM. Information Technology Implementation in CRM. Features, advantages and functional components of eCRM. Important CRM Software. Customer Relationship Management through Information Technology Tools: Databases, Data Warehouses and Data Mining. Call Centres, Multimedia Contact Centres, Electronic Point of Sale, Customer Help Desk, Sales Force Automation and Automated Vending. CRM implementation process, precautions related to CRM implementation.

Unit IV: Emerging Dimensions and Dynamics in Customer Relationship Management

Customer Recall, Retention and Experience Management. Service Failure and Service Recovery Management. Service Recovery Paradox. People Factor in Customer Relationship Management: role of Employee Satisfaction in Customer Satisfaction. Employee Relationship Management. Cost-benefit analysis of CRM, Customer profitability, Customer value and Lifetime value of customer. Emerging Contemporary issues in Customer Relationship Management.

Unit V: Application of Customer Relationship Management in Different Sectors

Growth of Service Sector in India, Characteristics of Service Businesses and Service Customers. Role of Social Media. Customer Relationship Management Practices in Service Sector. Customer Relationship Management Practices in Rural Markets. Case studies of Application of CRM in Select Service Companies.

References:

1. *Customer Relationship Management: Emerging Concepts, Tools and Applications Paperback* by Jagdish N Sheth, Parvatiyar Atul, G Shainesh: McGraw Hill Education
2. *Customer Relationship Management: A Strategic Approach to Marketing Paperback* by Mukerjee: Prentice Hall India
3. *Customer Relationship Management: Concepts and Cases* by Rai A K: Prentice Hall India
4. *Customer Relationship Management Paperback* by N Mullick: Oxford University Press
5. *Customer Relationship Management Paperback* by William G. Zikmund, Raymond Mcleod, Faye W. Gilbert: Wiley

MBAEL 411 MARKETING OF SERVICES

Course Objective: *Services form an essential component of many consumer societies around the world, and service experiences are an integral part of our lives. This course examines the development, distribution, pricing and promotion of services and how excellence in these areas results in service offerings that are of value to consumers. It also explores the human factor in services marketing (e.g., managing service staff, leadership, building loyal customers) and how processes, people and policies are managed to achieve and deliver exceptional service quality.*

Course Outcomes: *The students will develop a thorough understanding of various aspects of service creation, differentiation, positioning, timely delivery and promotion as well as appreciate the importance of service quality and role of customers in value creation.*

Unit I:

Nature and Scope of Services: Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries. Services Marketing: Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, Marketing Framework and challenges for Service Businesses, need for service marketing, and growth in Services Marketing, consumer behavior in services context.

Unit II:

Service Management Trinity, Marketing Strategy for Services: Introduction, Need for segmentation of services, bases of segmentation in services, segmentation strategies in service marketing, need for targeting and positioning of services, developing service product, flower of service, branding service products, new service development, Service Differentiation Strategies, Positioning strategies for services, Product/Service Delivery Strategies.

Unit III:

Pricing of Services, pricing tripod, Revenue Management, Ethical Concerns in pricing of services, Distribution of Services, options for delivery, place and time decisions, role of intermediaries, challenges of distribution, role and challenges of services communication, marketing communication mix.

Unit IV:

Designing and managing services process, flow charting and blueprinting services processes, service process re-design, customer as co-producer, managing capacity, analyzing demand pattern, managing demand, Inventory Demand Through Waiting Lines and Queuing Systems, service environment and its dimensions, understanding consumer response to service environment.

Unit V:

Customer complaining behaviour, Principles of Effective Service Recovery System, customer responses to Effective Service Recovery System, handling Abusive and Opportunistic Customer, meaning of service quality, The Gaps Model, measuring and improving service quality, Hard Measures of Service Quality, Tools to Analyze and Address Service Quality Problems, improving service productivity

References:

1. *Services Marketing: Integrating Customer Focus across the Firm* by Valarie Zeithaml & Mary Jo Bitner, McGraw Hill
2. *Services Marketing: People, Technology, Strategy* by Christopher Lovelock, Pearson India
3. *Marketing of Services*, H.V. Verma, Global Business Press, New Delhi.

MBAEL 412 SALES AND DISTRIBUTION MANAGEMENT

Course Objective: *The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.*

Course Outcomes: *Students shall develop insights into the practical application of tools and techniques of Sales and Distribution Management. They shall be conversant with all the aspects of execution of Sales activity. They shall also be able to evaluate and manage the performance of Sales force.*

Unit I:

Role and Importance of Sales Management, Types of Personal Selling, The Sales Management Process, Emerging Trends in Sales Management, Selling and Buying Styles, Selling Skills, Stages in the Selling Process, The Process & Methods of Prospecting, Pre-Approach & Approach Process, Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up.

Unit II:

Forecasting Market Demand, The Forecasting Process, Sales Forecasting Methods, Sales Organization, Factors Influencing Structure and Design, Types of Organizational Design. Concept of Sales Territory, Designing and Allocation of Sales Territory, Criteria for Selecting Geographical Control Units, Territory Shapes, Workload Analysis, of Sales Quota, Methods of Setting Sales Quota, Types of Sales Quota.

Unit III:

Sales Force Recruitment and Selection, Sources for Sales Force Recruitment, Planning for Sales Force Recruitment, Procedure of Sales Force Selection, Objectives Sales Training Program, Methods and Types of Sales Training, Sales Training Evaluation, Sales Force Compensation Plan, Objectives of a Sales Compensation Plan, Types of a Sales Compensation Plan, Sales Audit, Evaluating Sales Performance.

Unit IV:

Distribution Management: - Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Classification Schemes of Channel Flows, Channel Establishment Plan, Company Channel Design.

Unit V:

Channel Information System- Role and Benefits, Components of Channel Information System, Designing a Channel Information System, Channel Conflict, Conflict Resolution Mechanism, Strategies of Channel Influence.

References:

1. *Sales Management – Still, Cundiff and Govoni, Pearson Edition*
2. *Sales Force Management – Johnston & Marshall, Tata McGraw Hill Edition*
3. *Selling and Sales Management – Jobber & Lancaster, Pearson Edition*
4. *Management of Sales Force – Stanton & Spiro, Tata McGraw Hill Edition*
5. *Sales and Distribution Management – Panda & Sahdev, Oxford Edition*
6. *Sales and Distribution Management – Havaladar, McGraw Hill Edition*

MBAEL 413 MANAGING RETAIL

Course Objective: *This course is designed to provide an in-depth coverage of retailing theories, key concepts of retailing and the challenges and opportunities faced by retailers in India in the current business scenario.*

Course Outcomes: *The students shall understand the evolving nature of retailing and the challenges involved in keeping pace with these changes. They will develop thorough comprehension of the changing buying behavior of Indian Consumer and the increasing role of technology in retail business and be able to design optimal retail management policies and practices.*

Unit I:

Introduction to the Retailing System, Role, Relevance, Trend, Characteristics of Retailing, importance and Scope of Retailing, Evolution of Retail Competition. The Wheel of Retailing, the Accordion, Melting Pot Theory, The Retail Life Cycle, Organised v/s unorganised retailing, Structure of Indian Retail Industry, Changing Face of Retail Industry in India, Emerging Trends in Retailing, Role of FDI in Indian Retail.

Unit II:

Understanding Shopping and Shoppers, Shopping in socio-cultural context, Shopping Process and Behaviour, Delivering Value through Retail formats, Classification of Formats: Ownership based, Store based and Non-Store based Classification, format choice, Multichannel Retailing, Meaning and Elements of Retailing Mix.

Unit III:

Retail Marketing Strategy, building a Retail Brand, Customer Service, Social Media Marketing, Retail Location, Process of Deciding Location, Trade Area Analysis, Analyzing the Site, Methods of Estimating Demand: Space-Sales Ratio Method, Analogue Method, Huff's Gravity Law, Multiple Regression Model, Site Selection.

Unit IV:

Store Layout and Design, Objectives and Elements of Layout, Storefronts and Entrances, Visual Merchandising and displays, Graphics, Lighting, Music, layout for E-retailers, Store Choice Behaviour of Shoppers, Building Store Loyalty and Patronage, Meaning and Growth of Category, Category Management Process

Unit V:

Buying Merchandise, Planning Merchandise Assortment, establishing a Pricing Strategy, Factors Affecting Pricing Decisions, Price Setting, Reference Price, Role of Technology in Retailing, Types of Technology used in Retailing, Adoption of Technology: Trends & Challenges.

References:

1. Levy, M. And Barton A. Weitz *Retailing Management*, Irwin, London
2. Morgenstein, M. And HarriatStrongin, *Modern Retailing*, Prentice Hall
3. Sinha and Uniyal. *Managing Retail*, Oxford University Press.

MBAEL 414 INDUSTRIAL MARKETING

Course Objective: *The purpose of this course is to familiarize the student with the concepts of B2B marketing and develop an insight into the finer aspects of business markets and acquaint the student in managing the business markets.*

Course Outcomes: *Students shall be equipped with the insights which will help them in devising marketing strategies in B2B domain. They shall learn to identify business opportunities in Industrial marketing domain and also be able to develop plans and policies to achieve strategic marketing objectives in B2B space.*

UNIT I:

A Business Marketing Perspective: Basic concepts and Perspective on B2B – Customer Types, Derived Demand, Characteristics of B2B and B2C markets; Classification of Goods; Understanding Organizational Buying Behaviour: - Buying Process, Forces determining behaviour – Buying Situations, Concept of TCO, KAM and Buying Centre.

UNIT II:

Segmenting Business Markets-Requirements, Bases for Segmenting, Macro Level and Micro Level, Segmentation Process in Business Markets, implementing a Segmentation Strategy, Role of Demand Estimation, Methods of Forecasting Demands in Business Markets

UNIT III:

Managing Products for Business Markets: -Product Quality & Customer Value, Product Policy, Types of Products Lines, Planning Industrial Product Strategy, Technology Adoption Life Cycle; Pricing Strategy for B2B Markets- Pricing Process, Value Based Pricing, Cost Determinants

UNIT IV:

Managing Relationships in Business Markets: - Types Of Relationships, Creating a Customer Relationship Management Strategy, Drivers of Relationship Marketing Effectiveness, Relationship Marketing Programs, Financial Impact of Relationship Marketing Programs.

UNIT V:

Marketing Control Process: - Strategic Control, Annual Plan Control, Profitability Control, Efficiency and Effectiveness Control, Competitive Bidding, Open Bidding and Closed Bidding, Public Private Partnership, Emerging trends in B2B Marketing: E-commerce and Effects of Digital Technology, Green Practices for Sustainability.

References:

1. *Business to Business Marketing -A South Asian Perspective:-Michael D. Hutt, Dheeraj Sharma & Thomas W. Speh (11th edition).*
2. *Business Marketing Concepts and cases: - SharadSarin, McGraw hills publications (2013), New Delhi.*
3. *Business-To-Business Marketing -Analysis and Practices:-By Robert P. Vitale, Waldemar Pfoertsch, Joseph Giglierano.*
4. *Industrial Marketing - Analysis, Planning and control :-By Robert R, Reeder, Edward G. Brierty and Betty H. Reeder, 2e, PHI Learning Private Ltd., New Delhi.*

MBAEL 415 RURAL MARKETING

Course Objective: *The course aims to sensitize the students on the specifics of marketing in the rural context. For an individual born and brought up in the urban setting it is very difficult to appreciate the opportunities and challenges that rural marketing entails given the distinct consumer mind set and infrastructural set up. It is deemed that the course would be helpful on this front and provide insightful preparation to a future manager embarking on rural marketing.*

Course Outcomes: *The students shall be able to recognise and critically assess the differences in basics of rural and urban markets. They would have considerable understanding of support and infrastructure facilities as also the functioning of rural institutions which will aid them model the Rural marketing strategies in right perspective. The distribution avenues available for an urban marketer are completely different from the rural counterpart and the course will provide thorough understanding on that front as well. Students would also be able to formulate rural communication program to help them implement rural marketing strategies.*

Unit I:

Introduction-Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets, E-rural Marketing

Unit II:

Rural Marketing Environment: Demographics, Support and Infrastructure Facilities, Rural Credit Institutions, Rural Retail System, Problems in Rural Marketing, Rural Demand, Rural Market Index.

Unit III:

Rural Consumer and Consumer Behaviour: Lifestyle, Personality and Brand Belief, Opinion Leadership Process, Social Factors, Technological Factors, Economic Factors, Political Factors, Information Search and Pre-Purchase Evaluation, Segmenting, Targeting and Positioning, Product Strategy, Branding in Rural India, Various Media Channels.

Unit IV:

Distribution Strategy: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems – Wholesaling, Vans, Rural Mobile Traders, Haats/Shandies, Public Distribution System, Co-operative Societies, Prevalent Rural Distribution Models – Distribution Models of select FMCG Companies.

Unit V:

Innovative Practices in Rural Areas: Project Shakti- Direct Distribution to reach Rural India; Implementation Approach; Market Strategy; Challenges; ITC e-Choupal Story- Profitable Rural Transformation; The paradox of Indian Agriculture; e choupal: Vision and Planning; e choupal operations: Participants and Processes; The Social Impact of e Choupals; Detractors, Risks and Limitations

References:

1. *Rural Marketing, Pradeep and Siddhartha Raut* Biztantra
2. *Rural Marketing – CG Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education.*
3. *Gopalswamy, I.P. – Rural Marketing, Wheeler*
4. *Sukhpal Singh, Rural Marketing Management* Vikas

5. *Samiuddin et.al. (Ed.), Rural Marketing, National.*
6. *Sanal Kumar Velayudhan, Rural Marketing, Response Books.*
7. *Raja Gopal, Rural Marketing, Rawat.*
8. *C.K. Prahalad, The Fortune at the Bottom of the Pyramid, Pearson*

MBAEL 321 FINANCIAL SYSTEMS AND INSTITUTIONS

Course Objective: *The objective of this paper is to introduce the students to the structure of the financial system, various financial markets and financial institutions in India, their roles and functions. It elaborates on the intricacies of the Indian Financial System.*

Course Outcomes: *Students will develop in depth understanding of the Financial System as regards the regulation and functioning of Capital and money markets. They will gain a practical knowledge of the role of intermediation across the spectrum of financial institutions. Thorough knowledge of the nature of financial instruments traded in primary and secondary markets will help them efficiently formulate the financial strategies. They will also gain applicable insights of gamut of various financial services.*

UNIT I:

Introduction to Indian Financial System, Institutions and Markets: Nature, Role and Structure; Financial System and Economy; Financial Sector Reforms; Regulatory and Promotional Institution: Role of Reserve Bank of India (RBI), Role of The Securities Exchange Board of India (SEBI), Role of Ministry of Finance; Monetary Policy and Fiscal Policy.

UNIT II: Introduction to Financial Institutions (Intermediaries); Banking Institutions – Scheduled Commercial Banks & Scheduled Cooperative Banks; Non-banking Institutions - Non-banking Finance Companies & Development Financial Institutions; Mutual Funds; Insurance, Role of IRDA and Housing Finance Companies, Role of NHR.

UNIT III:

Introduction to Financial Markets; Role of Stock Exchanges (NSE, BSE); Money market: meaning, constituents and functions; Recent trends in Indian money market. Capital market: primary and secondary markets, Meaning, functions and recent developments; Government securities market.

UNIT IV:

Financial Instruments – Short, Medium and Long Term; T-Bills; Call Money Markets; Commercial Bills; Commercial Papers; Certificates of Deposit; Term Money; Shares; Debentures/Bonds including Floating Rate Bonds, Zero Coupon Bonds, Deep discount bonds; Warrants; Derivatives: Futures, Forwards, Options & swaps; Global Financial Markets – ADRs, GDRs & IDRs.

UNIT V:

Introduction to Financial Services – Depositories, Custodial, Credit Rating, Factoring, Forfeiting, Merchant Banking, Leasing, Hire Purchase, Guaranteeing, Portfolio Management, Underwriting, Financial Inclusion and Microfinance; Venture Capital Funds.

Pedagogy Assessment:

Case Studies, Lecture Based Learning, Class Discussions, Field Visits, Power Point Presentations, Term Paper, Projects, Internal Assessment, Final Examination.

References:

1. Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi, Second edition, 2008.
2. Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An

- Introduction to the risk management approach, McGrawHill, Irwin, New York, 2007.
3. Bhole, L.M. , Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Fourth edition, 2008.
 4. Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Third edition, 2005.
 5. M.Y. Khan, Indian Financial System, McGraw Hill Publications, 9th edition.

MBAEL 322 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective: *The basic purpose of this course is to develop a strategic and policy perspective by developing a robust understanding of the principles of Financial Investment decisions of an investor with respect to the various avenues of investment and their management strategies.*

Course Outcomes: *Students will develop the required acumen to evaluate the investment environment for various avenues of investment and be able to formulate strategies for investments in equities, Bonds and other securities. They will also be able to revise and reconstruct the portfolios consisting various securities and should be able to assess the performance of portfolios as well as managers monitoring them.*

UNIT I:

Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Value at Risk (VaR).

Unit II:

Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds.

UNIT III:

Efficient Market Hypothesis, Testing for Market Efficiency, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement.

UNIT IV:

Portfolio Theory – Diversification and Optimal Portfolios, International Portfolios, Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory.

UNIT V:

Measuring Portfolio Performance. Bond Portfolio Management and Interest Immunization, Foundations of Behavioural Finance, Prospect Theory, Market Anomalies, High Frequency Trading, Algorithmic Trading.

References:

1. Robert A Haugen, *Modern Investment Theory*, 5th Edition, Pearson
2. Sharpe, Alexander and Bailey, *Investments*, Wiley press
3. Reilly and Brown, *Investment Analysis and Portfolio Management*, 8th edition, SouthWestern
4. Bodie,, Kane and Marcus, *Investments*, 10th edition, McGrawHill
5. Grinblatt and Titman, *Financial Markets and Corporate Strategy*, 2nd edn, TMH

MBAEL 323 BANKING AND INSURANCE SERVICES

Course Objective: To enable the students to get acquainted with banking and Insurance products, procedures and operations necessary for running these services. Emphasis is laid on the managerial issues and challenges facing new products development in this sector.

Course Outcomes: The course will introduce students to the functioning of Banking and Insurance Institutions in the Indian scenario. They will learn the skills required to understand the behaviour of securities and instruments used in these sectors and also develop the acumen required in structuring new Banking and Insurance products.

UNIT – I

Evolution of Banking. Credit Creation by commercial banks. Banking Instruments - Negotiable Instruments. Types of securities, Modes of creating charge, Bank guarantees.

UNIT - II

Sources and Uses of funds by Banks. Financial Statements of Banking Institutions. Operational Aspect of commercial banks in India, Asset – liability management in commercial Banks, Risk Management in Banks – Interest Rate risk, Liquidity risk Credit monitoring,

UNIT - III

Managing and Measuring credit risk in banks; Securitisation and Credit Derivatives; Capital –Risk, Regulation and Adequacy. Basel norms. Electronic and Mobile Banking

UNIT - IV

Principles of Insurance contract- Documentation/underwriting and claims. Risk Pooling and Insurance. Institutions for Insurance and Reinsurance - Economic Rationale and requirements, Insurance Laws and Regulations, IRDA.

UNIT- V

Insurance Pricing; Asymmetric Information, Moral Hazard, Adverse Selection, Marketing of insurance products; Coinsurance, Life Insurance, Auto Insurance, Home Insurance, Worker Compensation and ESIC, Health, Transport and Marine Insurance.

References:

1. Banking Law & Practice, by P.N. Varshney.
2. Banking Theory & Practice by M.L.Jhinghan
3. Practice & Law of Banking, by H.R. Suneja. Practice & Law of Banking, by H.C. Agrawal.
4. Commercial Banking Vol. I & II, by Indian Institute of Bankers.
5. Risk and insurance – Denenberg, Eilers, Melone and Zelton.
6. Introduction to insurance – Dorfman.
7. Property and liability insurance – Huebner, Black and Cline.
8. Insurance principles and practices – Riegel, Miller and Williams.
9. Life insurance – Black and Skipper.

MBAEL 324 WORKING CAPITAL MANAGEMENT

Course Objective: *To help students appreciate the need for working capital funding. To provide a framework to understand the operating cycle and its components. To help students understand the sources of working capital and its structuring.*

Course Outcomes: *The students develop an acumen to analyze and appraise the working capital requirements for different projects and formulate comprehensive planning tools to optimally manage working capital. Also equips the students with tools to manage budgeting practices and formulate credit policies.*

Unit I:

Concept, Importance and kinds of working Capital, Factors Determining Working Capital, Estimating the requirements of Working Capital, Management of Cash – Motives for Holding cash and marketable securities, Cashless System, Managing the Cash Flows

Unit II:

Types of Collection Systems, Cash concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Forecasting Cash Flows.

Unit III:

Managing Corporate Liquidity and financial Flexibility, Measures of Liquidity, Determining the Optimum Level of Cash Balance, Baumol's Model, Miller-orr Model, Receivables Management, Determining the optimum receivable Policy, Marginal Analysis, Credit analysis.

Unit IV:

Inventory Management-kinds of Inventories, reasons and benefits, Costs of maintaining Inventory, Inventory Management techniques, ABC EOQ, Just in Time, Risks in Inventory Management.

Unit V:

Financing of Working Capital, Integrating working Capital and Capital Investment Processes, Money Market in India, Banking system in India, Working capital Control and Banking Policy in India, Instruments of Indian and International Money Market, Managing Short-term International transactions. .

References:-

1. *Working Capital Management Text & Cases by V.K. Bhalla, S. Chand & Company*
2. *Working Capital Management Strategies & Technique by H. Bhattacharya, PHI*
3. *Working Capital Management by RP Rustogi, Taxmann's*
4. *Working Capital Management-Application & Cases by James S. Sagner, Willey*
5. *Essentials of Working Capital Management by James Sagner, Essential series, Willey*

MBAEL 325 CORPORATE TAX PLANNING

Course Objective: *The objective of the course is to enable the students to know the basic concepts and procedures of corporate tax planning and management under the provisions of Income Tax Act. To identify the scope of tax planning out of various aspects of business*

Course Outcomes: *Students shall develop demonstrable understanding of the principles and concepts of Corporate Tax Planning which will help them identify and apply the best practices in Corporates. They shall also be able to synthesize and evaluate the impact of various Tax provisions in the context of corporate entities and also be able to optimally manage the corporate tax liability within the legal framework of Income Tax Act*

UNIT I

Basic Concepts of Corporate Income Tax and GST, Tax Evasion and tax avoidance; Tax Planning and tax management, Residential Status of a Company and Incidence of Taxation, Computation of Corporate Tax Liability.

UNIT II

Set off and Carry forward of Corporate losses, Scope for Tax Planning for setting up of new business:- Location of Business Undertaking, Nature and size of business, Form of business and Ownership pattern, Employees Remuneration

UNIT III

Tax Considerations in Specific Financial and Managerial Decision- Lease or own decision, Make or Buy decision, Repair/renewal or replacement of an asset, Capital structure decision, Dividend policy and tax consideration

UNIT IV

Double Taxation relief, Tax provisions relating to transfer pricing, Tax Planning relating to Amalgamation and Merger of Companies, Tax Planning with reference to sale of scientific research assets

Unit V

Business tax procedure and management-Advance Tax, TDS and Interest, Tax Credit, Payments covered by TDS scheme, different situations of advance tax payment, Case Study

References:

1. *Corporate Tax Planning and Management by Dr. Girish Ahuja and Dr. Ravi Gupta, Bharat Law House.*
2. *Corporate tax Planning and Business tax procedures by Dr. Vinod K. Singhania, Taxman's*
3. *Income Tax by B.B. Lal, Pearson*
4. *Students Guide to Income Tax by Singhania & Singhania, Taxman's*

MBAEL 422 FINANCIAL DECISIONS ANALYSIS

Course Objective: *The basic objective of this course is to comprehensively understand the intricacies and integrative nature of financial decision making for creation of value.*

Course Outcomes: *Ability to:*

- *Estimate cash flows emerging from a financial decision*
- *Calculate values of bonds and shares*
- *Compute absolute and relative measures of risk, beta value and interpret the same*
- *Calculate NPV, IRR of investment proposals under uncertainty*
- *Recommend financing options for enhancing value*
- *Analyse dividend options and recommend policy*
- *Arrive at valuation of merger candidate through application of free cash flow, earning multiple*

Unit I:

Concepts in valuation, market risk and return, valuation and management of bonds , shares and their valuation, portfolio theory , Portfolio theory, asset pricing models, valuation- methods- free cash flow approach to equity and firm valuation

Unit II:

Investment in assets and Required Returns: Principle of Capital Investment/Capital Rationing Inflation and Budgeting, Risk and real options in capital budgeting Creating value through required returns.

Unit III:

Financing policies: Theory of Capital Structure, Making Capital Structure Decision, long term- financing, lease financing, issuing securities, fixed – income financing, Hybrid financing, financing through private equity and venture capital

Unit IV:

Dividend Policies and signaling, stock dividend and share repurchase, effect of stock dividend, splits on shareholders' equity, capital market financing and risk management.

UNIT V:

Expansion and contraction: mergers for corporate control Legal, and procedural aspects of merger decision; Takeover code; goodwill and valuation of shares; accounting treatment in pooling and purchase method, Determination of Exchange ratio, Corporate and distress restructuring.

References:

1. *Financial Management and Policy, Horne, Van and Dhamija, S. 13 th edition, Pearson*
2. *Strategic Financial Management, Kishore, Ram, 2013, Taxman*
3. *Business Valuation, Mohanty, P, 2015, Taxman*
4. *Financial Management, Khan, M.Y, Jain, P.K, 2010, McGraw Hill*
5. *Mergers and Acquisitions, Aurora, Shetty and Kale, 2011, Oxford Higher Education*

MBAEL 423 FINANCIAL SERVICES

Course Objective: *The objective of this course is to familiarise students with the conceptual understanding of the various types of financial services available and an exposure for them to the regulatory environment in which they operate.*

Course Outcomes: *The students shall learn about the concepts and significance of financial services, inculcate the skills to analyse and interpret the legal and accounting implications of the financial services, shall be proficient in handling complexities and challenges related to these services, and shall be having competency to optimally use these services.*

UNIT – I:

Financial Services – An overview: Concept, nature, characteristics, functions of financial services, constituents of financial service markets, new financial products and services, innovative financial instruments, challenges of financial service sectors, growth of financial services in India. Credit cards, Housing Finance.

UNIT – II:

Merchant Banking: Introduction, services by merchant bankers, code of conduct and general obligations of merchant bankers, conditions, procedure of registration, renewal fees and validity of registration, merchant bankers as lead managers, SEBI guidelines for merchant bankers,

Issue management and Underwriting – Process of issue management, role of merchant banker in underwriting of an issue, buyback of equity shares, role of merchant bankers in buyback, role of merchant bankers in mergers & acquisitions, delisting of securities, ESOPs and disinvestment.

UNIT – III:

Hire Purchase: Features of hire purchase agreement, rights of hirer, hire purchase and credit sale, hire purchase and instalment system, accounting for hire purchase.

Leasing - Concept, importance, process of leasing, types of lease agreements, hire purchase vs leasing, legal aspects of leasing, taxation aspect of leasing, accounting treatment of leasing, contents of lease agreements, rights and obligation of leasing parties, technique of ascertaining the lease rentals, limitations of lease financing.

UNIT – IV:

Venture Capital: Genesis, meaning, features, scope, significance, method of valuation, stages of venture capital financing, analysing venture capital proposals, SEBI regulations of 1996, Venture capital funds in India – Organization structure, registration of VCF, application for registration, grant of certificate of registration, Buyouts, Investment nurturing.

Factoring – Meaning, definitions, modus operandi, parties to factoring, types of factoring, legal aspects of factoring, factoring cost, factoring in India, factoring vs bill discounting

Forfeiting – Introduction, mechanism of forfeiting, parties to forfeiting, costs of forfeiting, difference between factoring and forfeiting.

UNIT – V:

Credit Rating: Introduction, need, credit rating agencies, function of credit rating agencies, procedure of credit rating, factors affecting credit rating, SEBI guidelines 1999, benefits of credit ratings.

Securitization – Concept, meaning, significance, SPVs, securitization process, securitized assets, RBI guidelines to Securitization, SARFAESI 2002, obstacles of securitization in India.

References:

1. *Financial Services, R. Shanmugham, Wiley.*
2. *Financial Services, Gurusamy, McGraw Hill, latest edition*
3. *Management of Financial services, C Rama Gopal, Vikas Publication*
4. *Financial services, M Y Khan , Tata McGraw Hill, latest edition*
5. *Merchant Banking, Machiraju H.R., New Age publication*
6. *Handbook of Merchant banking and Financial services, J.C Verma, Bharat Law House Pvt, Ltd.*
7. *Financial Markets and Services, Gordon & Natarajan, Himalaya Publication, Latest edition*

MBAEL 424 INTERNATIONAL FINANCIAL MANAGEMENT

Course Objective: *To develop conceptual framework within which financial decision of multinational firms can be analysed and familiarize the students with the international financial environment and its implication on international business.*

Course Outcomes: *Students shall be able to define and practically apply various concepts of international financial Management in firms facing dynamic global business environment and be able to tackle the challenging issues of multifaceted risk management problems arising from gamut of exposures. They shall be able to develop and implement innovative financial strategies for firms participating in global financial markets using various financial assets optimally.*

UNIT I

Foundation of International Financial Management: Globalization and Multinational Firms; International Financial System, International Monetary System, Balance of Payments and Nature of Foreign Exchange Market, Exchange Rates, Spot and Forward rates.

UNIT II

Parity Conditions in International Finance: Law of One Price, Purchasing Power Parity, Interest Rate Parity, Fisher Effect, International Fisher effect; Currency Risk Management Alternatives - natural and operating hedge, Currency market hedges – forward contract, futures contract, currency options, currency swaps. Foreign exchange exposure and risk management: economic exposure; transaction exposure; translation exposure.

UNIT III

International Investment Decisions; Foreign Direct Investments, International Portfolio Investment, International Capital Budgeting: Factors affecting cash flows in Capital Budgeting Decisions, Cost of Capital; Risk reduction through diversification

UNIT IV

International Financing Decisions, Overview of International Financial Markets, Multilateral Development Banks, International Banking, International Bond markets; International Equity Markets; Short Term Financing Strategy and Financing Options.

UNIT V

Structuring International Trade Transactions- Draft, Bill of Lading, Letter of credit, Counter Trading, Factoring, Forfaiting; International Cash management practices- Bilateral and Multilateral Netting; International Tax Planning: Home Country vs. Subsidiary, Transfer Pricing.

References:

1. Alan C. Shapiro : *Foundations of Multinational Financial Management*, Wiley
2. P.G. Apte : *Global Financial Management*, Tata McGraw-Hill Education
3. Abdullah Faud A : *Financial Management for the Multinational Firms*, Prentice-Hall
4. Zenoff David B. & Zwick Jack : *International Financial Management*, Prentice-Hall
5. Maurice D. Levi : *International Finance*, Taylor & Francis
6. Eiteman David K & Stonehill Arthur I: *Multinational Business Finance*, Addison-Wesley Pub. Co
7. Buckley Adrain : *Multinational Finance*, Financial Times Prentice Hall,
8. Nehrt Lea C. : *International Finance for Multinational Business*, Intext Educational Publishers
9. *International Financial Management*, Madhuvij, Excel books
10. *International Financial Management*, Vyuptakesh Sharan, PHI Publication

MBAEL 425 DERIVATIVES AND RISK MANAGEMENT

Course Objective: *The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies using derivative instruments, and uses of these instruments in risk management.*

Course Objectives: *The student will acquire the necessary skills to value and employ options, futures, and other contracts and learn important insights about the trading of derivative instruments in OTC and exchange traded segments. Students should be able to select and use futures, options and other derivatives for mitigating the risks of portfolios and understand the behaviour of these instruments in various market conditions.*

Unit I:

Introduction to Derivative contracts- Forwards, Futures, Options and Swaps. Institutional and regulatory aspects of Derivatives trading.

Unit II:

Types of Option contracts, Pricing of Options – Binomial Model and Black –Scholes – Merton Model, Option Greeks and their applications. Index Options.

Unit III:

Pricing of Forwards and Futures; Hedging, Trading Strategies and Risk management using forwards and futures contracts. Currency Futures.

Unit IV:

Swaps and their Applications. Equity and Currency Swaps. Pricing and valuation of swaps

Unit V:

Value at risk: Normal linear VaR, Historical simulation, value at risk for option Portfolios, Quadratic model, Monte Carlo simulation, Stress Testing and Back testing. Mishaps in Derivative Markets.

References:

1. Don M Chance, *An Introduction to Derivatives and Risk Management*, Cengage
2. John C Hull and Sankarsan Basu, *Options, Futures and Other Derivatives*, Pearson
3. Neftci, S.N. (2000). *An Introduction to the Mathematics of Financial Derivatives*. Academic Press.
4. Wimott, P. (2012). *Quantitative Finance*. Wiley & Sons.
5. Jarrow, R. & Stuart, T. (1995). *Derivative Securities*. South Western.

MBAEL 331 ORGANISATIONAL CHANGE AND DEVELOPMENT

Course Objective: *To develop students' understanding of change process and prepare them to plan and implement change with Organization Development interventions at individual, group, and organization level.*

Course outcomes: *On completion of the course, the students should be able to:*

- *develop insight on the change process.*
- *identify reasons for change and explain different change model.*
- *describe people resistance to change.*
- *design and develop approaches to manage change.*
- *identify Organization Development interventions to bring change at different levels of the organization.*
- *assess OD consultant as a scope to practice by leading change from outside.*
- *apply OD interventions in different organizational contexts.*
- *evaluate use of OD interventions.*

UNIT I

Organisational Change: Levels and characteristics of Organizational change, Forces for Change, Planned Change, force field analysis, Models of Organization change - Kurt Lewin's model of change, Kotter's s model of Change, Resistance to Change, Approaches to Managing Organizational Change, Creating a Culture for Change, Organizational growth and its implication for change

UNIT II

Organizational Development (OD): Concept, Scope, Historical Perspective, Ethics and Values driving OD, Characteristics, OD Process, Internal and external consultants, Competencies for OD professionals, Emerging and future OD competencies, Future of Organization Development

Unit III

Organizational Diagnosis: Techniques of organizational diagnosis - Questionnaires, interviews, workshops, task -forces and other methods; Collecting and analyzing diagnostic information; feeding back diagnostic information.

Unit IV

OD Interventions: Individual interventions – Coaching, Mentoring, 360 Feedback, Career Planning and Development; Team building interventions; Inter-group interventions- team building, survey feedback, Grid OD ; Organization interventions; Relation with the client system; Action Research

Unit V

OD Evaluation: Reasons for evaluation of OD interventions, Approaches to evaluation of OD - Summative evaluation, Return on Investment models, Kirkpatrick's four levels for evaluating training, Balanced scorecard, Control Group Experiment, Longitudinal evaluation, Formative evaluation.

References:

1. Anderson, D. L. (2013). Organization Development: The Process of Leading Organizational Change: The Process of Leading Organizational Change. Sage Publications.
2. French, W.L. and Bell, C.H., Organisation development, Prentice-Hall, New Delhi.
3. Harvey, D.F. and Brown, D.R., An experimental approach to organization development, Prentice-Hall, Englewood Cliffs, N.J.

4. Hersey P., and Blanchard, H.B., Management of organisational behaviour: Utilising human resources, Prentice Hall, New Delhi.
5. Pareek U., Rao, T.V. and Pestonjee, D.M., Behavioural processes in organisations, Oxford and IBH., New Delhi.
6. Cummings, T. G., Theory of organization development and change, South Western.
7. McLean Gary N., Organization Development, Berrett-Koehler Publishers Inc., San Francisco

MBAEL 332 Industrial and Managerial Psychology

Course objective: *The course is designed to provide basic knowledge on psychological dimensions of people in work setting and how their behaviour affects the organizational environment and its outcomes. It also focuses on delivering the insights into understanding relationships between groups of employees in order to enhance organisational productivity.*

Course Outcomes: *The students shall be able to develop an understanding of psychological well-being of the individuals as employees of a business organisation; they shall be acquainted with the knowledge of psychological and environmental factors having a bearing on individual and group performance. They shall develop insights to identify ways to intervene so that employees' job-related issues of inter personal conflicts, motivation, fatigue, job stress and dissatisfaction, burn out etc may be efficiently tackled and a work place environment that is conducive to expected performance can be brought about.*

UNIT – I:

Industrial Psychology: Concept, nature, scope, development of Industrial psychology, Scientific Management principles, Hawthorne Studies, Time Motion & Fatigue study.

Personality – Concept, intellectual and personality traits, Psychological testing – nature, purpose, classification of psychological tests, steps in test development.

UNIT – II:

Human Engineering: Concept, new trends in human engineering, principles of performance

Working conditions – Psychological factors relating to accidents, Accident proneness, reduction in accidents, human & economic costs of accidents

Industrial safety and safety measures, elements of safety and health programmes.

UNIT – III:

Job Satisfaction: Meaning, concept, significance & measurement of job satisfaction, impact of job satisfaction on productivity and motivation

Employee Counselling – Meaning, need, scope, qualities of a counsellor, types of counselling and process.

UNIT – IV:

Work environment: Concept and meaning, requirement of suitable work environment, Quality of worklife (QWL).

Morale – Meaning, nature, importance, determinants, measuring morale, techniques to improve morale and productivity, morale and job satisfaction.

Fatigue – Concept, nature and feature, types of fatigue, symptoms and causes of fatigue, effect on work & productivity, remedies to handle fatigue.

UNIT – V:

Workplace Stress: Definition, nature, types and consequences of stress, indicators of managerial stress (stressors), managing stress at workplace, stress reduction interventions, job performance and stress, stress vulnerability, decision making under stress, Burnout.

Learning experience from real life case studies.

References:

1. Blum & Nayler, Industrial Psychology, Sage publications

2. Cary L. Cooper and Edwin A. Locke, Industrial and organisational Psychology, Blackwell publication
3. Aamodt G. Michael, Industrial Psychology, Cenage Publication
4. Schein ,E. H. , Organisational Psychology, Prentice Hall Inc.
5. Sharan A. K., Encyclopaedia of Industrial Psychology, Anmol publication

MBAEL 333 TALENT MANAGEMENT

Course Objective: *It aims to impart an understanding of talent management through insights on strategies for acquisition, engagement, and retention of talent in organization. Further discussion on the principles and practices of training and development (T&D) familiarizes the students with tools and techniques involved in T&D. It gives insight on how to design, organize, implement and evaluate training programmes in an organizational setting.*

Course outcomes: *On completion of the course, the students should be able to:*

- *Describe organization's approach to manage talent and its alignment with business strategy.*
- *Identify assessment tools to manage talent in organization.*
- *Demonstrate ability to map competency based on job analysis.*
- *Devise strategies to develop, engage, and retain talent.*
- *Identify and describe learning styles and relate to process of training and development.*
- *Illustrate an understanding of training need identification and design training proposal.*
- *Relate training methods, tools and techniques of training evaluation with different training programme requirements and evaluate its effectiveness.*

UNIT I:

Elements of talent Management, Talent Management System and Approach, Talent Management Assessment Tools, HR Planning, creating a Talent Management System, Forces impacting Talent Management, Institutional Strategies for dealing with Talent Management issues, Information Technology to support Talent Management System.

UNIT II:

Define competencies and types, Competency mapping- Developing Competency models, Personal competency framework, Lancaster Model of Managerial competency, Competency based Applications, Formation of Competency framework.

UNIT III:

Attraction, Employee Engagement, and Retention strategies, Developing a Career strategy, Career Life-cycle, Succession Management, Fostering opportunities for growing career, Coaching and Mentoring as career development tools.

UNIT IV:

Principles of Adult Learning, Kolbs' learning Cycle, Objective, Need of Training Need Analysis, TNA model, Framework for conducting TNA, Output of TNA, Approached to TNA. Design of Training, Developing Objectives, Drafting training proposal, Training methods, and Aids, Qualities of an Effective Trainer.

UNIT V:

Development and Implementation of Training, Evaluation of Training models, Evaluation Design, Evaluating Transfer of training on the Job, Techniques & Problems in Measurement of Training, Cost-benefit analysis of training, Feedback,. Key areas of training: Onboarding, Diversity Training, Prevention of Sexual Harrassment Training, Team training, Cross-cultural Training. Employee and Management Development,

Approaches to Management Development, Management Development Implications, Training for executive level management.

References:

1. Lance A. Berger and Dorothy R. Berger, *The Talent Management Handbook*, McGraw-Hill.
2. Michael Armstrong, *A Handbook of HRM Practice*, Kogan Page.
3. Jane Yarnall, *Strategic Career Management*, Butterworth-Heinemann, UK.
4. Allan Schweyer, *Talent Management Systems*, Wiley.
5. Jack J. Phillips and Lisa Edwards, *Managing Talent Retention*, Pfeiffer.
6. William Macey, Benjamin Schneider, Karen Barbera, and Scott A. Young, *Employee Engagement*, Wiley- Blackwell.
7. L. R. Craig, *Training & Development Handbook*. New York: ASTO/McGraw Hill.
8. Taylor. ,& Lippitt. *Management Development & Training Handbook*. UK: McGraw Hill.
9. L. Dugan, *Approaches to Training & Development*. Perseus books.
10. Lynton & Pareek, *Training & Development*. New Delhi: Sage Publications.
11. ISTD, *Diagnosing Management Training & Development Needs*. New Delhi: ISTD.
12. P. Nick Blanchard, James W. Thacker, and V. Anand Ram, *Effective Training-Systems, Strategies, and Practices*, Pearson.

MBAEL 334 Performance Management and HR Audit

Course Objective: *It aims to impart an understanding of concept, process, system and strategies for managing performance of employees at different levels in organization. Further HR Audit contents and process develops insight on the evaluation aspects of HR processes and its alignment to the business.*

Course outcomes: *The students develop and ability to*

- *Design performance management system in organization that supports its mission and strategy.*
- *Compare different performance management practices and define their attributes.*
- *Identify limitations and problems of performance appraisal methods.*
- *Relate performance to pay.*
- *Describe different approaches to HR Audit.*
- *Design a Balanced Scorecard and relate to HR functions, organization strategy and customer satisfaction.*

Unit I:

Conceptual Framework of Performance Management, Performance management process, Objectives of performance management system, Performance management and performance appraisal, Linkage of performance management system with other HR practices.

Unit II:

Components of Performance Management System, Performance planning, Ongoing support and coaching, Performance measurement and evaluation, Performance management and appraisal, Methods of performance appraisal, Appraisal Communication, Measuring Performance, Conducting Performance Reviews, Improving Performance, 360-degree feedback, Identifying potential for development.

Unit III:

Performance management feedback, Counselling and Coaching, Performance management documentation, Managing Performance at Organization and individual level, Managing Team Performance, Performance management and Pay, Performance Management Development Program, Performance Management Training, Evaluating Performance Management, Use of technology and e-PMS, Performance management practices in Indian organizations.

Unit IV:

HR Audit: Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit, Role of HRD Audit in Companies, Methods and its limitations, HRD Score card, Audit of HR Planning , Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of HR Climate.

UNIT V:

Balance Scorecard: Balance Scorecard as a Measurement system, Development of the Balanced Scorecard- Balanced Scorecard Team, Balanced Scorecard Development Plan, Development Phase, Communication, Balanced Scorecard and Strategy, Values and Balanced Scorecard, Developing Performance Objectives and Measures, Measures for the Customer, Measures for the employee learning and growth, Employee

feedback on Balanced Scorecard, Cause and effect linkages, Embedding Balance Scorecard, Balanced Scorecard and Compensation, Reporting Balanced Scorecard results.

References:

1. Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House, Mumbai.
2. Armstrong, M., Performance management, Key strategies and practical guidelines, Kogan Page, London.
3. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education.
4. Robert B., Performance management, McGraw-Hill Education India.
5. Rao, T.V., Performance management and appraisal systems, HR tools for global competitiveness, Response Books, A division of Sage Publications.
6. John McConnell, Auditing your Human Resources Department
7. T V Rao, HRD Audit, Sage Publications
8. Paul R. Niven, Balance Scorecard, John Wiley & Sons, Inc.

MBAEL 335 Industrial Relations & Dispute Settlement

Course Objective: *The objective of the course is to make the students aware about the dynamics of industrial relations in the rapidly changing environment. They will have knowledge about the disciplinary procedures and grievance management system along with the implementation aspects.*

Course Outcomes: *The students shall understand the various facets of interaction between employer and employees in an organisation and also be able to appraise it in the context of legal provisions governing their relationship; learn and develop analytical abilities to deal with the issues of employees' union and workers participation in management, shall develop acumen to analyse disputes and conflicts in the organisation and shall also be able to interpret and apply current legal framework (relevant Acts) to resolve such issues.*

UNIT – I:

Industrial Relations: Concept, nature, significance, participants to IR, approaches of IR – Unitarist, Pluralistic, Gandhian, Marxist & Dunlop 's, Requirements of a good IR programme, changing dimensions of IR in India

UNIT – II:

Industrial Conflicts & Disputes: Concept, nature, causes and forms of disputes, impact of conflicts and disputes on industrial relations

Industrial Dispute Act,1947 – Objective, authorities, power and procedures of authorities, provisions related to strikes, lock-outs and unfair labour practices, layoff, retrenchment and closure, penalties.

Grievance Redressal – Concept, significance, types of grievances, settlement procedure of grievance and its impact on IR.

UNIT – III:

Trade Unionism: Concept, need, development and forms of unions, level of unions, union issues, role of union in mergers and acquisitions

Trade Union Act, 1926 - Definitions, objectives, provisions relating to registration & recognition of unions, rights and liabilities of unions, dissolution of unions, penalties and procedures.

UNIT – IV:

Collective Bargaining: Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context.

Worker's Participation in Management – Concept, significance, pre-requisites of WPM, levels and forms of WPM, WPM in Indian context.

UNIT – V: Code of Discipline: features of Industrial Employment (Standing Orders) Act,1946.

Contract Labour Regulation and Abolition Act,1970 – Main provisions related to the act.

References:

1. Yoder & Staudher, *Personnel Management & IR*, Prentice Hall Inc.
2. Rao, Subba P. *Essence of HRM & IR*, Text, cases & games, Konark Publications
3. Chabra T.N. ,*IR Concept and Issues*, Dhanpat Rai & Co.
4. Venkatraman C. S. , *Industrial Relations: Text & Cases (2006)*, Oxford University Press

5. *Mamoria C. B. , Dynamics of Industrial Relations, Himalaya Publication*
6. *Monappa A., Industrial Relations and Labour Laws, McGraw Hill Publication*
7. *Ghosh P. & Nandan S., Industrial relations and labour Laws, McGraw Hill Publication*

MBAEL 431 Negotiations & Compensation Management

Course Objective: *The purpose of this course is to provide insights into the compensation management administration of the organisations and to impart skills to develop compensation strategies and policies in the light of contemporary legal framework.*

Course Outcomes: *The course will enable the students to gain applicable insights to develop policies resulting in equitable compensation and remuneration at various levels of a business organisation in the light of contemporary legal framework. They shall be competent to formulate and operationalize the plans and policies to ensure compliance of various Acts governing the purveyance of all types of compensation - remuneration wages, bonus, gratuity etc.*

UNIT – I:

Negotiations: Concept, process of negotiation, levels of negotiation, issues in negotiation, gender negotiations, negotiations related to compensation, negotiation skills, communication and administration of negotiations, breakdown of negotiations – causes and consequences.

UNIT – II:

Compensation Management: Meaning, concept, significance, process, forms of pay, financial and non-financial compensation, factors affecting employee remuneration, components of remuneration, wage structures, designing of optimal pay structure, essentials of compensation system, incentive plans.

Executive Compensation – Concept, components and factors affecting executive compensation, principles of executive compensation, designing and complexities of executive compensation plans.

UNIT – III:

Workmen Compensation Act,1923

Objectives and application, Definitions – dependent, employer, partial and total disablement, workman injury, accident provisions regarding Employer's liability, amount of compensation and its computation, compensation distribution, notice and claims, procedures before authorities – Commissioners.

Payment of Wages Act,1936 – Objective, scope and application, definitions, provisions relating to responsibility for fixation of pay, fixation of wage periods, deductions from wages, remedies available to worker, power of authorities, penalty for offences.

UNIT -IV:

Minimum Wages Act, 1948:

Scope, objectives and application, concept of minimum, living and fair wages, determination of minimum wages, authorities – the advisory body, remedy to worker or non-payment.

Payment of Bonus Act, 1965: Objective, scope and application, definitions, provisions relating to computation of bonus, eligibility and disqualifications for bonus, minimum and maximum amount of bonus, set-on and set-off of allocable surplus as bonus, bonus linked with productivity or production.

UNIT V:

Equal Remuneration Act, 1976:

Application, provisions related to payment of remuneration at equal rates to men and women, register to be maintained, role of inspectors, Central Advisory Committee – composition, term of office, cessation of membership, Penalties.

Payment of Gratuity Act, 1972 – Applicability of the act, Definitions – employee, employer, continuous service, payment of gratuity, forfeiture of gratuity, employer's duty to determine and pay gratuity, recovery of gratuity, penalties.

References:

1. *Cohen, Negotiating Skills for Managers, McGraw Hill*
2. *Carrel, Negotiating Essentials: Theory, Skills and Practice, Pearson Education*
3. *Labour Laws (2019 edition), Taxmann Publication*
4. *S. N. Misra, Labour and Industrial Law (29th edition), Central Law Publication*
5. *Srivastava S. C., (Rev. 2006) Labour Law and Labour Relations: Cases & Materials*
6. *Monappa A., Industrial Relations and Labour Laws, McGraw Hill Publication*
7. *Ghosh P. & Nandan S., Industrial relations and labour Laws, McGraw Hill Publication*

MBAEL 432 CROSS CULTURAL MANAGEMENT

Course Objective: *The objective of this course is to develop an insight on the impact of culture on managerial effectiveness and build cognitive framework to understand cross-cultural management issues in the global organizations. Develop an insight on issues related to international HRM practices.*

Course outcomes: *The course helps to develop the student's ability to*

- *Compare and analyse cultural differences with respect to managerial behaviour through different frameworks.*
- *Identify problems in cross-cultural management and design ways to address them.*
- *Describe workforce diversity in multi-national organizations.*
- *Design organization structure, systems, and HR practices to encourage inclusion.*
- *Illustrate, define, and analyse HR functions in MNC's.*

Unit I

The Concept and characteristics of Culture, Culture and Behaviour, Layers of Culture, Cultural determinism, Relativism, Ethnocentrism, Organization culture, Dimensions of Culture and their influence on Organization

Unit II

Cross Cultural concept and issues in Organizations, Cross Cultural Differences, Cross Cultural Analysis, Cross Cultural Framework by Harry Triandis, Geert Hofstede, Trompenaars and Hampden, Clyde Cluckhohn, T.E. Hall, GLOBE study on national culture, Mapping cross-cultural differences

Unit III

Culture and Strategy, Cross cultural influence and Technology, Culture and styles of Management, Cross Cultural Decision Making, Cross Cultural Communication and Negotiation, Conflicts and cultural differences, Managing Cross Cultural Teams, Culture and Leadership

Unit IV

Diversity and inclusion: Culture and diversity, Ensuring cultural diversity and its importance, Barriers to cultural diversity, Diversity Management, Approach of inclusion, Ethical issues in cross-cultural management, Developing intercultural relationships

Unit V

International HR: Key HR Challenges facing organisations working internationally, Core functions of IHRM and Managing Diversity- Recruitment, Selection Process, Expatriates (International Adjustment), Expatriation & Repatriation Management, Performance Appraisal, Cross Cultural Training & Development, Compensation, International Industrial Relations, Quality Circles, Participative Management

References:

1. *Marie-Joelle Browaey and Roger Price: Understanding Cross-Cultural Management, Pearson*
2. *Dipak Kumar Bhattacharya : Cross cultural management, Text and cases, PHI Learning Private Limited*
3. *G. Hofstede, Cultures and Organizations : Software of the mind, McGraw-Hill*
4. *Puffer, S.: Management Across Cultures. Insights from Fiction & Practice, Blackwell Business*

5. *Schneider, S. C, Barsoux, J. : Managing across cultures, Prentice Hall/Financial Times,*
6. *Deresky Helen : International Management; Managing Across Borders and Cultures, Pearson Education India*
7. *Gannon Martin J. and Newman Karen: The Blackwell Handbook of Cross- Cultural Management*
8. *Thomas, D. C., & Peterson, M. F. (2014). Cross-cultural management: Essential concepts. Sage Publications.*
9. *Marie-Joelle Browaeys and Roger Price (2010). Understanding Cross-cultural Management. Pearson*
10. *Monir H. Tayeb, Oxford University Press.*

MBAEL 433 TEAMWORK AND LEADERSHIP

Course Objectives: It aims to develop an awareness of the knowledge, skills, and attributes necessary for an effective leader. It also focusses on the importance of teamwork to better leverage on the diverse competencies of people in teams.

Course Outcomes: The students will be able to

- develop critical understanding of theories and concepts of teamwork and leadership
- understand techniques to develop teamwork and leadership behaviour
- demonstrate individual behaviour as a team member and leader
- engage and collaborate Virtual teams, Self-managed teams

Unit I:

Teams: Developing effective teams, Self-managed teams model, Guidelines for creating teams, Influences on team effectiveness, Teamwork skills in the workplace, Characteristics of effective teams, Inclusive teams - division of labour, respect and unity, Building high Performance Teams, Reasons for team failure, Effective Team Performance.

Managing Virtual Teams, Peer and self-assessment, mitigating conflict, Virtual Team Technology- online collaborating tools and communication technology, Global corporate Virtual teams.

Unit II:

Collaboration in the workplace, Building a collaborative team environment, Team members roles for effective group collaboration, Communicating in team based organizations, Listening effectively in groups, Preparing, conducting and contributing to productive meetings, Setting team goals and objectives, Aligning individual strengths with team goals, Trust building in business teams, Becoming a cohesive group, Groupthink, Techniques for group decision making, Building and contributing to team culture, Team conflict, Collaborative problem solving, Team creativity, Robot and human teamwork-issues and challenges.

Unit III:

Concept of Leadership, Characteristics of the Leader, Importance of Context for Leadership, Perspectives on Effective Leadership Behaviour, Managing the Work, Managing Relations, Leadership and Emotions, Leadership and Ethics, Culture and Leader effectiveness (GLOBE study)

Unit IV:

Approaches to Leadership: Trait Approach, Behavioural Theories, Ohio state Leadership Studies, Michigan Studies, Group dynamics Studies, Rensis Likerts's Management System, The Leadership Grid, Contingency Theories-Tannebaum-

Schmidt Continuum, Fiedler's Contingency Model, House Mitchell Path Goal Theory, Vroom Yetten Contingency Model and Hersey-Blanchard Tridimensional Leader Effectiveness Model

Contemporary leadership- Charismatic leadership, Transformational leadership, Authentic leadership, Servant leadership, Responsible Leadership.

Unit V:

Influence Tactics for Leaders, Influential Process and Managerial Effectiveness, Impression Management, Defensive behaviour, Leadership in Teams and Self-Managed Group, Leading Meetings, Developing Leadership Skills – Leadership Development Strategy, Lean leadership- concept, principles, lean leadership at different organization levels, and methods for continuous improvement.

References

- *John C. Maxwell, Teamwork, Jaico.*
- *Uday K. Halder, Leadership and Teambuilding, Oxford University Press.*
- *Alison Hardingham and Jenny Royal, Teamwork in practice, Jaico.*
- *Hellriegel, Slocum, and Woodman, Organizational Behavior, South-Western.*
- *Jerald Greenberg and Robert A. Baron, Behavior in Organization, Prentice Hall.*
- *Hersey, P., Blanchard. K. H., & Johnson, D. E. (2001). Management of Organizational Behaviour: Leading Human Resources. Prentice Hall.*
- *Peter A. Topping, Managerial Leadership, McGraw Hill*
- *Biech Elaine. The ASTD Leadership handbook, VIVA Books*
- *Yukl Gary. Leadership in Organizations, Prentice Hall*
- *Jeffrey K. Liker and Gary L. Convis. Toyota way to lean leadership*
- *Robert Ubell, Virtual Teamwork, Wiley*

MBAEL 434 Strategic HRM and HR Analytics

Course Objective: *The objective of the course is to develop student perspective on design and implementation of human resource management strategies. In light of the strategy being data-driven HR, an insight on the HR analytics helps to make better decisions. The course equips the students to capture HR metrics and analyse the data in order to develop meaningful interpretation that helps in decision making.*

Course outcomes: *On completion of the course, the students should be able to:*

- *Compare the strategic approach from traditional HRM.*
- *Formulate policies in light of HR strategy aligned to business strategy.*
- *Identify and interpret HR metrics for evidence-based HRM*
- *Analyse and evaluate data to optimize and synchronize the delivery of HR services*

Unit I:

Concepts and principles of Strategic HRM, Strategic HRM models, Developing and Implementation of HR strategy, Strategic Role of HR, Impact of Strategic HRM on organization performance.

Unit II:

Formulation of Strategic HRM, Strategic HRM tools- Strategic Map, HR Scorecard, Digital Dashboard, Linking HRM and customer outcomes, Capability building perspective- leadership development and talent management, Organization and Human resource capabilities, Options for Human Capital acquisition.

Unit III:

HR Strategies: Human Capital Management strategy, High Performance strategy, Corporate Social Responsibility strategy, Organization Development strategy, Employee engagement strategy, Knowledge management strategy, Employee engagement strategy, Talent management strategy, Learning & Development strategy, Reward strategy, Employee relations strategy

Unit IV:

Concept and Evolution of Human Capital Metrics and Analytics, Analytics and Prediction. Importance of HR Analytics. Steps of Analytics, Descriptive, Prescriptive analysis, and Causal analysis, HCM: 21Model, Value chain for HCM: 21Model, Predictive HCM for strategy formulation and implementation, Accountability and Communication with HCM.

Unit V:

External forces and Internal factors, Risk assessment, Employee Value Proposition, Scenario Planning, Capability Planning, Process Optimization, Integrated Delivery, Predictive Measurement - Analytics from existing data, Data integration- linkages and feedbacks, Use of workforce analytics to improve decision making,

References:

1. *Armstrong, Michael, Strategic Human Resource Management, Kogan Page.*
2. *Storey, J., Wright, P., Ulrich, D., Strategic Human Resource Management, Routledge Companions.*
3. *Greer, Charles R., Strategic Human Resource Management, Pearson.*
4. *Agarwala, T., Strategic Human Resource Management, Oxford University Press.*

5. *Jac Fitz-enz, The New HR Analytics, AMACOM, NY.*
6. *Gene Pease, Boyce Byerly and Jac Fitz-enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Asset, John Wiley & Sons.*
7. *Bhattacharyya, D.K., HR Analytics: Understanding Theories and Applications, Sage.*
8. *Edwards, M.R. and Edwards, K., Predictive HR Analytics, Kogan Page.*

MBAEL 435 EMPLOYEE WELFARE & SOCIAL SECURITY

Course Objective: *The students will be aware about the various welfare facilities and services provided to employees to make their life worth living and how these create a sense of belongingness and loyalty towards the organisation. At the same time, it highlights how these schemes improve the efficiency of the employees, create a conducive work environment and enhances industrial productivity and peace.*

Course Outcome: *The students shall recognize the importance of various social welfare schemes and be able to appraise and apply them to derive maximum organisational benefit in terms of enhanced productivity through healthy and satisfied workforce working in congenial environment. Students shall be proficient in devising plans to give the welfare benefits of Maternity, Employees State Insurance and Provident Fund. They shall also be able to assess the scope of application of the Factory Act.*

UNIT – I:

Employee Welfare: Meaning, concept, features, objectives, rationale of employee welfare, types of welfare activities, approaches to labour welfare – functional theory, religion theory, social theory, paternalistic theory, placating theory, principles of employee welfare.

UNIT II:

Industrial Health & Hygiene: Concept, nature and significance of employee health, components of employee health – mental & physical, noise control at workplace, importance of hygiene maintenance at work, hygiene and health of worker, workplace hygiene policies and procedures.

UNIT – III:

Social security: Concept, nature, scope and significance, Social insurance and social assistance. Social security schemes in India.

Maternity Benefit Act, 1961 – Objectives and benefits, provisions related to employment of or work by women during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payments, leave, dismissal in absence during pregnancy, forfeiture of maternity benefits.

UNIT IV:

Factories Act, 1948: Definitions, authorities under the factories act, health, safety, provisions relating to hazardous process, welfare, working hours, working hours for adult, employment of young persons, women and child labour, annual leave with wages, penalties and procedure.

UNIT – V:

Employees State Insurance Act, 1948: Objectives, definitions – personal injury, wages, partial and permanent disablement, Administration – Corporation, Standing committee and Medical benefit council, finance and audit, contributions, benefits and penalties.

Employees Provident Fund and Miscellaneous Act, 1952 – Objectives, Definitions, Central board, State board, Executive committee, Board of trustees, Contribution to the scheme, employees provident fund scheme, Employee pension scheme, appeals to the EPF appellate tribunals, recovery officer, penalties.

References:

1. *Labour Laws (2019 edition), Taxmann Publication*
2. *S. N. Misra, Labour and Industrial Law (29th edition), Central Law Publication*
3. *Monappa A., Industrial Relations and Labour Laws, McGraw Hill Publication*
4. *Ghosh P. & Nandan S., Industrial relations and labour Laws, McGraw Hill Publication*

MBAEL 341 EXPORT IMPORT PROCEDURES AND DOCUMENTATION

Course Objective: *The course has been designed to enable the students to develop thorough understanding of Export / Import Business. The course gives an insight of gamut of Documentation Procedures in Export Import Business, Institutional Framework involved in Foreign Trade, Role of various Trade Bodies, Export Marketing Strategies and managing the Risks in Exports.*

Course Outcomes: *The students shall be able to*

- *Develop an understanding of Institutions facilitating foreign trade through information, counselling, promotion and credit*
- *Appraise and analyse various schemes to promote foreign trade across industrial sectors*
- *Identify the opportunities for prospective Exporters and Importers*
- *Interpret and apply the spectrum of processes and procedures used in Export-import documentation*
- *Set up an Export-Import business and support and sustain it through suitable strategies*
- *Assess and manage the risks involved in export-import Business*

Unit I:

Introduction to Foreign Trade, Framework of Foreign Trade, Concept of Export/ Import, Exporting as an Entrepreneur, Sequential steps in the Export Process, Registration Process with various bodies, Concept of IEC, Composition of India's Export and Import, Direction of India's Export, Trade Balance, Trade Deficit

Unit II:

Role and Functions of various Government bodies in promoting Exports from India, Ministry of Commerce and Industry, Export Promotion Councils, Export Credit Guarantee Corporation, Director General of Foreign Trade Directorate General of Commercial Intelligence and Statistics, India Trade Promotion Organization, Federation of Indian Exporters Organization, Export Import Bank, State Trading Corporations of India Ltd.

Unit III:

Role and Functions of various Autonomous Bodies in Promoting exports from India: -, Commodity Boards, Export Inspection Councils, Marine Products Export Development Authority, Agriculture and Processed Food Export Development Authority, Service Institutions, Freight Investigation Bureau.

Unit IV:

Export Import Documentation, Process of Documentation, Commercial Export Documents, Principal Commercial Documents, Auxiliary Commercial Documents, Regulatory Documents, Export Marketing, Processing an Export Order, Negotiation of Documents, Role of Bank in an Export / Import Transaction.

Unit V:

Export Import Strategies, Methods of Financing Exporters, Factoring, Credit Insurance, Risks associated with Exports / Imports, Management of Risks in Export / Import Business, Export Incentives, Highlights of Foreign Trade Policy, Export Promotional Initiatives under Foreign Trade Policy.

References:

1. *Export Import Management: Paul and Aserkar (Oxford)*
2. *Export Management: A. Kumar (Excel)*
3. *Export: What, Where and How? : ParasRam Anupam Publications.*
4. *Ministry of Commerce: Foreign Trade Policy (2015-2020)*
5. *Handbook of Procedures (Vol I & II). ITC (HS) Classification of Export and Import Items (latest).*
6. *Various Issues of Import Export Times (IMPEX)*

MBAEL 344: INTERNATIONAL MARKETING

Course Objective: -The purpose of this course is to familiarize the student with the concepts of International Marketing. The course enables the students to identify international markets, evaluate and select the markets to enter. Further knowing the various entry modes to international markets, they should be able to select the correct entry mode as per requirement, understand product development, product launch strategies, pricing strategies and channels of distribution for international markets.

Course Outcomes: The students shall develop insights to

- Explain and analyse the types of International Marketing and its ongoing evolution
- Define and evaluate the functioning of International markets using the framework of well-established theories
- Critically examine the pros and cons of various Entry modes and choose the most suitable course of action
- Devise efficient global marketing strategies to succeed in off shore marketing efforts
- Identify the most suitable strategies for pricing, marketing communication and channel management that work well in chosen international markets

UNIT I:

Concept of Globalization, Effect of Globalization on Marketing Domain, Concept of International Marketing, Domestic Marketing v/s International Marketing, Evolutionary Process of Global Marketing. Types of International Marketing: Export / International / Multinational / Global / Local Marketing. Ethnocentric, Polycentric, Geocentric, Regiocentric (EPRG) Approach.

UNIT II:

International Market Identification, Evaluation and Selection, International Marketing Research, Cross Cultural Behavior, Emic and Etic Approach, Hofstede's Cultural Classification, Trompenaar's Cultural Classification, International Trade Patterns, Identification of International Markets, Segmentation of International Markets, Methods of International Markets Evaluation

UNIT III:

Entry Mode Decisions, **Various** Modes of Entry in International Markets: Exports (Direct and Indirect, Piggybacking, International Licensing, Franchising and Leasing, International Strategic Alliances and Management Contracts, Overseas Turnkey Projects, International JV's, Wholly Owned Foreign Subsidiaries. Factors affecting selection of Entry Modes.

UNIT IV:

Product Strategy for International Markets, Product Identification & Developing Products for International Markets, International Product Standardization, International Product Adaptation, International Product Launch Strategies, International Product Life Cycle, Branding for International Markets, Strategies for Building Global Brands.

UNIT V:

Pricing Approaches for International markets, Factors Affecting Pricing Decisions in International market, Communication Strategy in International Market, Tools for International Marketing Communication, Terms of Delivery in International

Transactions, Concept of Distribution Channels in International Market, Factors Affecting Selection of Distribution channels, Structure of International Distribution Channels.

References:

1. *Onkivit , Shaw : International Marketing (Pearson)*
2. *Keegan : Global Marketing (Pearson)*
3. *Bhattacharya : International Marketing (Sultan Chand)*
4. *Cateora, Graham &Salwan : International Marketing(Tata McGraw Hill)*
5. *Lee and Carter : Global Marketing Management (Oxford)*
6. *Joshi : International Marketing (Oxford)*

MBAEL 345 EMERGING ECONOMIES AND MARKETS

Course Objective: *The course attempts to develop a thorough understanding of the markets in Emerging Economies highlighting their unique economic, political, cultural and social set ups. It also discusses the challenges and opportunities facing multinational firms operating in emerging markets.*

Course Outcomes: *The students shall develop an understanding to*

- *Identify and define characteristics of emerging markets.*
- *Point out and discuss the sources of growth that shape the behaviour of an emerging market economy.*
- *Develop an understanding of property rights, corruption and bureaucracy and their influence on operations of businesses in emerging markets.*
- *Explain and interpret trade and exchange rate policies affecting firms and industries in emerging market economies*
- *Identify and evaluate the future prospects of business development in Emerging economy markets*

UNIT- I:

Introduction: Emerging Economies and Markets, Perspectives for evaluating emerging market potentials, Market Liberalization and Economic challenges in emerging markets. Concept development and framework tools to consider in Emerging Markets. Local adaptation and global integration. Common problems of emerging economies throughout the Globe: Political Risk, Regulatory Environment and corruption.

UNIT-II:

Emerging Economies and Markets in BRICET: (BRICS + Eastern Europe and Turkey). Africa – Cracking the next growth market.: Thinking different and local mass market competitive advantage

UNIT-III:

Opportunities and challenges of emerging market firms going global. Affordability and sustainability: Disruptive business models. Competing in Emerging Markets. Developed Country Companies Going to Emerging Markets.

Unit-IV:

Evolution of emerging market MNCs, competition in newly industrializing contexts. Filling in the missing pieces and localizing the business model (and ethics?) Competitive strategies for engaging local competitors, business model implications

UNIT V:

New emerging market innovation centres, challenges/opportunities to global firms. Ethical Dilemmas for entering into emerging markets. Handling corruption.

References:

1. *“Global Strategies for Emerging Asia” Anil K. Gupta, Toshiro Wakayama, U. Srinivasa Rangan, Jossey-Bass (Jun2012)*
2. *The Fortune at the Bottom of the Pyramid by C. K. Prahalad*
3. *The Solution Revolution by Eggers & Macmillan*
4. *Poor Economics by Abhijit Banerjee and Esther Duflo*
5. *The Base of the Pyramid Promise: Building Businesses with Impact and Scale (2016) by Ted London*
6. *Emerging Markets in an Upside down World: Challenging Perception in asset allocation and investment by Jerome Booth, Wiley.*

MBAEL 441 INTERNATIONAL BUSINESS MANAGEMENT

Course Objective: *The course aims to introduce range of topics relevant to international business to provide the learners a theoretical foundation of business management in the context of globalisation and to provide students with strategies for modes of entry and as well as the knowledge of factors affecting international business operations.*

Course Outcomes: *The students shall be able to*

- *Explain and analyse the Global Business environment in which an International business firm operates*
- *Appraise the implications of differing political, economic, social and legal environment on the functioning of a global firm*
- *Analyse the importance of Trade Blocks and Regional Economic Groups*
- *Align and reorganise the Global Business strategies in the wake of dynamic shifts in the global trade*

Unit-I:

Globalization and international business: an overview of globalization and international business, types of international business, international business approaches, global marketing theory of competitive advantages, framework of international business.

Unit-II:

Comparative environmental frameworks and international business environment analysis: political, economic, social technological, environmental and legal factors; local, national and global perspectives; macro, industry and internal approaches.

Unit-III:

Regional economic groupings, major trading blocks, globalization with social responsibility.

Unit- IV:

International business decisions: internationalization process, modes of entry, marketing mix, factors affecting decision for international business, trends in world trade, multinational corporations and the trade.

Unit- V:

Global strategy, structure, and implementation: strategic approach, country evaluation and selection, internationalization strategies, the organization of international business.

References:

1. 2009 Hill, S. J. *International business: managing globalization* Sage Publication, Inc.
2. 2011 Daniels, J.; Radebaugh, L.; Sullivan, D. *International Business*, 13/E Prentice Hall.
3. 2011 Thompson, A.; Peteraf, M.; Gamble, J.; Strickland III, A. J. *Crafting & Executing Strategy: The Quest for Competitive Advantage* McGraw-Hill/Irwin
4. 2009 Hill, C. W. L. *International Business*, 7/e Sage Publication, Inc
5. 2011 Deresky, H. *International Management: Managing Across Borders and Cultures, Text and Cases*, 7/E Prentice Hall.
6. 2007 Ghemawat, P. *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter* Harvard Business School Press.

MBAEL 443 INTERNATIONAL LOGISTICS MANAGEMENT

Course Objective: *The course has been designed to enable the students to develop an understanding of global logistics scenario. The course gives a deep insight on International logistics systems, global port operations, global shipping industry and international contract terms.*

Course Outcome: *The students shall be able to*

- *Understand the characteristics of Global Supply Chains and their management*
- *Analyse the operational aspects of International transport System and Shipping*
- *Identify and explain the issues related with Port management domestically as well as globally*
- *Apply and explain the use of Incoterms in Global business Operations*
- *Gain the practical knowledge of various aspects of Containerization*

Unit I:

Global Operations Management, Concept of Operations Management, Strategic Options for Transnational Operations, Global Integration vs Local Responsiveness, Value Chain Concept, Concept of Global Supply Chain Management, Managing Global Supply Chain, Physical Distribution Management, Warehousing, Inventory Management, Packing and Unitization.

Unit II:

International Logistics System, Concept and Critical Elements of a Logistics System, International Transport System, World Shipping, Shipping Conferences, Freight Methods of Shipping Conferences, United Nation Code of Conduct for Liner Conferences, Liners and Tramp Operations.

Unit III:

Characteristics of Shipping Industry, Open Registry System, Downside of flag of Convenience (FOC) System, The Shippers Association, Role of Intermediaries in Shipping Industry, C& F Agents, Freight Forwarders, Third Party Logistics Operators, Fourth Party Logistics Operators, Inbound and Outbound Logistics, Ocean Freight Structure.

Unit IV:

Overview of Ports, Global Port Operations, Major Ports Across the Globe, International Shipping Routes, Overview of Indian Coastline, Major and Minor Ports in India, Types of Ships in Global Trade, Global Logistics Companies.

Unit V:

Purpose and Scope of International Contract Terms, Structure of International Contract Terms, Role of Incoterms in Contract of Sale, Details of Incoterms 2000 and 2010, Concept and Benefits of Containerization, Types of Containers, Global Trade and Containerization, Container Leasing Practices, Inland Container Depots.

References:

1. *International Logistics – David , Biztantra Edition*
2. *International Logistics – Wood , Barone , Murphy and Wardlow , Pinnacle Learning Edition*
3. *Logistics Management – Sople , Pearson Edition*
4. *International Trade Logistics- Ram Singh , Oxford Publishing*
5. *Logistical Management- Bowerox and Closs , McGraw Hill Edition*

MBAEL 445 INTERNATIONAL TRADE AND GEO-POLITICS

Course Objective: *The course will provide students with a framework for understanding globalisation and global change, using the insights from international relations, political science, political economy and macroeconomics. It attempts to provide an understanding for addressing real world problems using historical reflection, conceptual discussion and in-depth case studies. The course also tries to develop framework to explore key events that have shaped the evolution of globalisation since the advent of 19th century.*

Course Outcomes: *The students shall develop acumen to deeply analyse the political, social, economic, technological and environmental shifts that have taken place as a result of globalisation. It will help the students identify and appraise the economic forces that drive production, investment and growth globally. The course will facilitate students analyse various geopolitical events in order to modify and manipulate strategic business decisions. The students shall also gain competence to develop and propose a business and/or investment strategy for an organisation that wants to expand internationally facing geopolitical uncertainties.*

Unit-I:

Introduction to Geopolitics, framework to Understand Geopolitics – Geography, Geopolitics, Geostrategy, Visualisation of Global Space, The evolution of globalisation.

Unit-II:

Theories of Geopolitics Heartland Theory (Halford J Mackinder), Rimland Theory (Nicholas J Spykman), Theory of Air Power Supremacy (Alexander Seversky).

Unit-III:

Governing the global system, Future of State and State System, Global power shifts, Global Civil Society, Reordering the World System.

Unit-IV:

Contemporary Issues in Geopolitics - Global Environmental Issues, Geopolitics of Energy Globalization and Geopolitical, Boundary Issues

Unit-V:

Contesting globalisation, Conflict and instability, Responding to disruptive forces, Corporate responses to a changing global environment

References:

1. *Agnew, John (2003), Geopolitics- Revisioning World Politics, Routledge: London*
2. *Blouet, Brian W. (2001), Geopolitics and Globalization in the Twentieth Century, Reaktion Books: London*
3. *Galbraith, K. (2009). Globalisation: Making Sense of an Integrating World. New Delhi: Viva Book*
4. *Flint, C. (2016). Introduction to Geopolitics. London: Taylor & Francis.*
5. *Huntington, S. P. (2011). The Clash of Civilizations and the Remaking of World Order. New York: Simon & Schuster.*