



SRM

UNIVERSITY

(Under section 3 of UGC Act 1956)

SRM UNIVERSITY

(Under Section 3 of UGC Act,1956)

FACULTY OF MANAGEMENT

MBA FULL TIME

CURRICULUM AND SYLLABUS -2017

FACULTY OF MANAGEMENT

SRM UNIVERSITY

SRM Nagar, Kattankulathur – 603 203

Chennai, India

MBA - Revised Curriculum – 2017

| Code | Semester - I | L | T | P | C |
|-------------|---|----------|----------|----------|-----------|
| MB17101 | Organizational Behavior | 4 | 0 | 0 | 4 |
| MB17102 | Finance Theory-I | 4 | 0 | 0 | 4 |
| MB17103 | Micro Economics for Business Decisions | 2 | 0 | 0 | 2 |
| MB17104 | Marketing | 4 | 0 | 0 | 4 |
| MB17105 | Statistical Thinking and Data Analysis | 4 | 0 | 0 | 4 |
| MB17106 | Written Analysis and Communication | 2 | 0 | 0 | 2 |
| MB17107 | Legal aspects for Business | 3 | 0 | 0 | 3 |
| MB17108 | Statistical Analysis And Data Analytics (Practical) | 0 | 0 | 4 | 2 |
| CAC2004 | Career Advancement Course For Managers - I | 1 | 0 | 1 | 1 |
| | | | | | 26 |
| | Semester - II | | | | |
| MB17201 | Human Resource Management | 2 | 0 | 0 | 2 |
| MB17202 | Data, Models and Decisions | 2 | 0 | 0 | 2 |
| MB17203 | Finance Theory-II | 4 | 0 | 0 | 4 |
| MB17204 | Operations Management | 4 | 0 | 0 | 4 |
| MB17205 | Business Research Methods | 2 | 0 | 0 | 2 |
| MB17206 | Management Information System | 1 | 2 | 0 | 2 |
| MB17207 | Consumer Behavior | 4 | 0 | 0 | 4 |
| MB17208 | Macro Economics | 2 | 0 | 0 | 2 |
| CAC2005 | Career Advancement Course For Managers - II | 1 | 0 | 1 | 1 |
| | | | | | 23 |
| | Semester-III | | | | |
| MB17301 | Summer Internship (6weeks)(Practical) | 0 | 0 | 8 | 4 |
| MB17302 | Strategic Management | 4 | 0 | 0 | 4 |
| MB17303 | International Business and Finance | 4 | 0 | 0 | 4 |
| MB17304 | Bu siness Analytics | 0 | 0 | 4 | 2 |
| CAC2006 | Career Advancement Course For Managers - III | 1 | 0 | 1 | 1 |
| | Elective-1 | 2 | 0 | 0 | 2 |
| | Elective-2 | 2 | 0 | 0 | 2 |
| | | | | | 19 |

| Semester - IV | | L | T | P | C |
|----------------------|--|----------|----------|----------|-----------|
| | Elective-3 | 2 | 0 | 0 | 2 |
| | Elective-4 | 2 | 0 | 0 | 2 |
| | Elective-5 | 2 | 0 | 0 | 2 |
| MB17401 | Project (General Management)(Practical) | 0 | 0 | 8 | 4 |
| | | | | | 10 |
| | Total Credit | | | | 78 |

Functional Electives

Marketing
 Finance
 Data Analytics
 Operations
 Human Resource Management

Vertical Elective

Hospital and Health Care Management
 Hospitality Management

**FUNCTIONAL ELECTIVE
MARKETING ELECTIVES**

| | | | | | |
|----------|--------------------------------|---|---|---|---|
| MB17MM01 | Product and Brand Management | 2 | 0 | 0 | 2 |
| MB17MM02 | Marketing Research | 2 | 0 | 0 | 2 |
| MB17MM03 | Sales Management And Retailing | 2 | 0 | 0 | 2 |
| MB17MM04 | Digital Marketing | 2 | 0 | 0 | 2 |
| MB17MM05 | Services Marketing And CRM | 2 | 0 | 0 | 2 |
| MB17MM06 | Rural and Green Marketing | 2 | 0 | 0 | 2 |

FINANCE ELECTIVES

| | | | | | |
|----------|---|---|---|---|---|
| MB17FM01 | Security Analysis and Portfolio Management | 2 | 0 | 0 | 2 |
| MB17FM02 | Banking Management and Credit Analysis | 2 | 0 | 0 | 2 |
| MB17FM03 | Taxation for Managers | 2 | 0 | 0 | 2 |
| MB17FM04 | Global Financial Markets and Institutions | 2 | 0 | 0 | 2 |
| MB17FM05 | Behavioral Finance | 2 | 0 | 0 | 2 |
| MB17FM06 | Financial Statement Analysis and Financial Modeling | 2 | 0 | 0 | 2 |

DATA ANALYTICS ELECTIVES

| | | | | | |
|----------|--|---|---|---|---|
| MB17SM01 | Predictive Analytics | 2 | 0 | 0 | 2 |
| MB17SM02 | Information Security in Business | 2 | 0 | 0 | 2 |
| MB17SM03 | Data Visualization And Decision Making Systems | 2 | 0 | 0 | 2 |
| MB17SM04 | Python for Data Science | 2 | 0 | 0 | 2 |
| MB17SM05 | Big Data And Cloud Computing | 2 | 0 | 0 | 2 |
| MB17SM06 | E-Business And Marketing Analytics | 2 | 0 | 0 | 2 |

OPERATIONS ELECTIVES

| | | | | | |
|----------|---------------------------------|---|---|---|---|
| MB17OM01 | Quality Management | 2 | 0 | 0 | 2 |
| MB17OM02 | Production Planning and Control | 2 | 0 | 0 | 2 |
| MB17OM03 | Product Design and Development | 2 | 0 | 0 | 2 |
| MB17OM04 | Service Operations Management | 2 | 0 | 0 | 2 |
| MB17OM05 | Project Management | 2 | 0 | 0 | 2 |
| MB17OM06 | Technology Management | 2 | 0 | 0 | 2 |
| MB17OM07 | Supply Chain Management | 2 | 0 | 0 | 2 |

HUMAN RESOURCE MANAGEMENT ELECTIVES

| | | | | | |
|----------|---|---|---|---|---|
| MB17HR01 | Leadership | 2 | 0 | 0 | 2 |
| MB17HR02 | Competency Mapping | 2 | 0 | 0 | 2 |
| MB17HR03 | International Human Resource Management | 2 | 0 | 0 | 2 |
| MB17HR04 | Organizational Structure and Design | 2 | 0 | 0 | 2 |
| MB17HR05 | Compensation and Reward Management | 2 | 0 | 0 | 2 |
| MB17HR06 | Training and Development | 2 | 0 | 0 | 2 |

HOSPITAL AND HEALTHCARE MANAGEMENT

| | | | | | |
|----------|--|---|---|---|---|
| MB17HH01 | Epidemiology And Bio-Statistics | 2 | 0 | 0 | 2 |
| MB17HH02 | Hospital And Healthcare Delivery System | 2 | 0 | 0 | 2 |
| MB17HH03 | Marketing Management of Hospital And Healthcare Services | 2 | 0 | 0 | 2 |
| MB17HH04 | Health Policy, Insurance and Tourism | 2 | 0 | 0 | 2 |
| MB17HH05 | Legal & Ethical Issues In Healthcare | 2 | 0 | 0 | 2 |
| MB17HH06 | Operations Management In Healthcare | 2 | 0 | 0 | 2 |
| MB17HH07 | Hospital Support Sevices | 2 | 0 | 0 | 2 |

HOSPITALITY MANAGEMENT

| | | | | | |
|----------|---|---|---|---|---|
| MB17HM01 | Hospitality Management | 2 | 0 | 0 | 2 |
| MB17HM02 | Event Management | 2 | 0 | 0 | 2 |
| MB17HM03 | Advanced Kitchen And Service Management | 2 | 0 | 0 | 2 |
| MB17HM04 | Hospitality Facility Planning | 2 | 0 | 0 | 2 |
| MB17HM05 | International Tourism Management | 2 | 0 | 0 | 2 |
| MB17HM06 | Revenue and Pricing Management For Hospitality Industry | 2 | 0 | 0 | 2 |
| MB17HM07 | Travel and Tour Operations Management | 2 | 0 | 0 | 2 |

Open elective for B.Arch/M.Arch Students

| | | | | | |
|-----------------|------------------------------------|----------|----------|----------|----------|
| MB17E001 | FINANCING URBAN DEVELOPMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

SEMESTER I

| | | | | | |
|---------|-------------------------|---|---|---|---|
| MB17101 | ORGANIZATIONAL BEHAVIOR | L | T | P | C |
| | | 4 | 0 | 0 | 4 |

OBJECTIVE

- To provide a clear understanding of the intricate interactions between individuals, people and organizations in relation to the context within which they operate
- To develop appreciation of individual differences and enhances skills and abilities required for successful career.

UNIT I

Introduction to Organizational Behavior and Management

Evolution of Management Theory and Thought – Introduction to organizational behaviour and managerial roles – Evolution of Behavioral Sciences - Globalization and Changing work and careers: past, present and future - OB in India – Rising impact of social influence–Management as a System of Ethics and Social Responsibilities.

UNIT II

People Psychology

Introduction to foundations of individual behavior – Personality - Perceptions and Attitudes - Motivation – Roles and Role Effectiveness – Coping with monotony, boredom, frustration, stress and burnout.

UNIT III

Planning, Groups and group processes

Nature And Process Of Planning - Types Of Plans- Pitfalls of Planning – Strategic Planning - Setting Objectives - MBO - Individual And Group Decision Making - Rational Decision Making Process - Dynamics of group behavior - Teams in Organization – Team processes –Multi disciplinary teams - Conflict management: dimensions of conflict – Developing collaboration..

UNIT IV

Organizational Dynamics

Leadership and power - Transactional analysis and managerial interpersonal styles – Negotiations - Basics of Control – Process of Controlling – Types of Control.

UNIT V

Inventing the future

Organizational structure - Design– Departmentalization – Job Design – Merger and Acquisition – Power and Politics – Organizational Culture and Climate - Organizational development and Change – Managing the innovation process - Technology and organizations – Organizational learning and learning organizations.

TEXTBOOK

1. Pareek Uday, Sushama Khanna. Understanding Organisation Behaviour, (Fourth Edition) Oxford Higher Education
2. Williams Chuck, Manas Ranjan Tripathy. "MGMT – A South Asian Perspective". Cengage Learning

REFERENCES

1. Robbins, Stephen P. Organizational behavior, 14/E. Pearson Education India, 2001.
2. Luthans, Fred, and Robert Kreitner. Organizational behavior modification. Scott Foresman, 1975.
3. McKenna, Eugene F. Business psychology and organisational behaviour: a student's handbook. Psychology Press, 2000.
4. Langton, Nancy, Stephen P. Robbins, and Timothy A. Judge. Fundamentals of organizational behaviour. Pearson Education Canada, 2013.
5. Robbins, S. Fundamentals of Management. 5th Canadian ed. Toronto: Pearson Education Canada, 2008
6. Daft L Richard. "New Era Management"(11th Edition), Cengage Learning
7. Koontz, Harold, and Cyril O'Donnell. Principles of management. McGraw-Hill Book Company, 1964.
8. McFarland, Dalton E. Management: Principles and practices. Macmillan Pub Co, 1974.
9. Robbins, Stephen P., David A. DeCenzo, and Mary K. Coulter"

Fundamentals of management: essential concepts and applications. Upper Saddle River, NJ: Pearson Prentice Hall, 2008.

| | | | | | |
|---------|--------------------|---|---|---|---|
| MB17102 | FINANCE THEORY - I | L | T | P | C |
| | | 4 | 0 | 0 | 4 |

OBJECTIVE

- To introduce the core theory of modern financial accounting and financial management, with a focus on financial markets and investments
- To develop basics of accounting, principles of accounting, financial statement analysis, capital budgeting, preparation and use of budgets in business planning
- To involve in application of marginal costing in business decision making.

UNIT I

Foundations of Accounting

Building blocks of accounting-Accounting concepts & conventions- Indian Accounting Standards-US GAAP and IFRS- Financial Statement Analysis- Vertical & Horizontal-Ethics in Accounting

UNIT II

project Appraisal

Application of Project appraisal techniques in Capital Budgeting-Present value-DCF and Non DCF Techniques- NPV Rule-Cash flow calculations-Discount rates-Capital rationing

UNIT III

Cost Accounting & Activity Based Costing

Cost Accounting-Meaning-Scope- Financial Accounting Vs. cost accounting- Management Accounting Vs. Cost Accounting-Elements of Cost-Preparation of cost sheet- Activity Based Costing (ABC)-Concept, Purpose, Benefits, Stages, Relevance in decision making and its application in budgeting.

UNIT IV

Strategic Planning and Budgeting

Preparation of budgets for financial planning and decision making- Material budget-Labour budget-Overheads budget-Production budget- Sales budget-Cash Budget-Flexible Budgets.

UNIT V

Financial Planning & CVP Analysis

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

TEXTBOOKS

1. S.Ramanathan, "*Accounting for Management*", 1st edition, Oxford Higher education
2. Sumit Gulati &Y.P.Singh, "*Financial Management*", 1st edition, Mcgraw Hill education.

REFERENCES

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

| | | | | | |
|---------|---|---|---|---|---|
| MB17103 | MICRO ECONOMICS FOR BUSINESS DECISIONS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To make the learners identify the subject business management with economics for managers through the economic policy, planning and strategy
- To support the learners in understanding of economic policy, planning and strategy, that helps to formulate the business policy, planning and

strategy in future. Further, the students must understand and recognize that economic policy, planning and strategy comprise the business policy, planning and strategy and there is no conflict between these two subjects

- To preserve and conserve the national resources (natural, human and monetary resources), is to attain the goal of sustainable development. It is our universal major goal, to attain it, the policy, planning and the strategy of the business management should be conducive with the economic policy, planning and strategy
- To create and develop the decision making skills along with learn the knowledge of modern business management.

UNIT I

Meaning, Nature, Scope and Approach to the Subject

Normative economics and Positive economics - Microeconomics and Macroeconomics – Applied economics.

Demand

Theory of demand – law of demand, reasons to the law of demand and exceptional cases to the law of demand. Shifting - Contraction and Expansion of demand (The Govt. role on market demand -the effects of tax and subsidy).

Elasticity of demand

Method and measurements of demand, Types of elasticity of demand – Price, Income, cross and promotional elasticity and various decisions making.

Demand forecast

Methods and Measurements of demand forecast - on durable goods and perishable goods, micro level and macro level, firm level and market level, short run level and long run level.

Supply

Theory of Supply– Law of supply.

UNIT II

Equilibrium

The demand and supply – equilibrium. Price determination – Firm equilibrium and Market equilibrium- Disequilibrium price determination – Ceiling price and Floor price determination-Theory of business welfare – Consumer surplus and Producer surplus determination.

Indifference curve analysis and consumer satisfaction

Budget constraint- Equilibrium price- Identification of income effect and substitution effect and various decisions making.

UNIT III

Production Function

Factors of production – land, labour, capital and organization- Value/price determination of factors of production – (Land – rent and transfer earnings, Labour– wage rate, Capital – the rate of interest and The organisation – profit (Theories of risk bearing, uncertainty, innovation and creation and social dynamics)- Laws of returns to scale, laws of variable proportion- Iso quant and Iso -cost – The best technology selection – (labour intensive, capital intensive and neutral level technologies).

UNIT IV

Cost of Production

Cost functions, Principles of cost of production – Opportunity cost, Alternate cost, Economic cost, Accounting cost, Historical cost, Sunk cost, Transactional cost, Internal cost, External cost, Private cost, Public cost, External cost and Social cost. Analytical basis – Fixed cost, Total fixed cost, Average fixed cost, Variable cost, Total variable cost, Average variable cost, Total cost, Average total cost and Marginal cost.

Economic efficiency in minimum cost determination– Short run cost function, Excess/reserve capacity of production determination in uncertainty situation and shut down point determination, Long run cost function. Internal economies and external economies cause to determine minimum cost of production. Disturbance of external cost of production and the result is diseconomies. Corrective measures to external cost and Social preference of cost of production.

UNIT V

Market

Input market (Basic concepts of perfect competition, monopsony and oligopsony).

Output Market-Perfect competition– Short run and long run price and profit determination.

Imperfect Competition: Monopoly- Pure Monopoly and Natural monopoly – Private monopoly and public monopoly. Price and profit determination, Markup pricing, Full-cost pricing, Average cost pricing and Marginal cost pricing methods of monopoly. Zero marginal cost industry and Importance of Public sector. Dead weight loss in monopoly market. Concentration of monopoly power and market power. Government regulation and deregulation policies - Antitrust monopoly. Price discriminations and business welfare.

Monopolistic Competition- Group equilibrium and profit and price determination. Problems of excess capacity of production maintenance and keeping promotional cost like advertisement cost of production.

Oligopoly Market- Collusive and non-collusive oligopoly. Price and profit determination. Pricing strategies and non pricing strategies – Cartels, Mergers, advertisement and sales promotion.

TEXTBOOK

1. William A. McEachern and Simrit Kaur, “*Principles of Micro Economics*”, CENGAGE Learning Publication, New Delhi, India. 2015.

REFERENCES

1. Paul A. Samuelson and William D. Nordhaus, “*Economics*”, TATA McGraw – Hills Publishing Company, New Delhi, India. 2015.
2. N. Gregory Mankiw, “*Principles of Micro Economics*”, CENGAGE Learning Publication, New Delhi, India. 2015.
3. Dominick Salvatore, “*Managerial Economics*”, OXFORD University Press, New Delhi, India. 2015.
4. Deviga Vengadachalam and Karunakaran Madhavan, “*Principles of Economics*”, OXFORD University Press, New Delhi, India. 2015.

| | | | | | |
|---------|-----------|---|---|---|---|
| MB17104 | MARKETING | L | T | P | C |
| | | 4 | 0 | 0 | 4 |

OBJECTIVE

- To understand Market, Marketing and Marketing Management
- To develop the negotiation skills
- To provide Marketing strategical drive businesses and to sketch the marketing environment
- To draw insights in marketing information through research

UNIT I

Marketing-Concepts, scope- Marketing Management Philosophies-Marketing environment-Strategic planning for Competitive advantage-Marketing plan, Competitive advantage, Strategic directions, Strategic alternatives, Target market Strategy-Marketing Mix-Ethical and social responsibility-Ethical behavior, corporate social Responsibility-Developing a global vision-Global marketing, External environment facing global marketers-Entering global

Markets- Global Marketing Mix-Business marketing (B2B) - Difference between Business and consumer markets.

UNIT II

Marketing segmentation- Bases for segmenting consumer Markets and Business Markets -Steps in segmenting a Market-Strategies for selecting Target Markets, One to One Marketing-Positioning. -Marketing Information-Decision support system-Marketing Research-Marketing Intelligence.

Product Concepts-Product-Definition, Levels of product, Types-Product Items, Product Lines and Product Mixes-Branding-Branding strategies-Packaging-Global Issues in Branding and Packaging. New Product Development: Process-Global Issues in new product development-The spread of New Products-five categories of adopters-Product life cycle.

UNIT III

Pricing Concepts-Importance of Price-Pricing objectives-Determinants of Price-Procedure for setting the right price-Legality and ethics of price strategy-Pricing Tactics-Product line pricing-Pricing during difficult economic times.

Marketing Channels- Channel intermediaries and their functions- Channel structures- Channel strategy- Types of Channel relationships - Managing Channel relationship- Channel leadership, conflict and Partnering- Channels and distribution decisions for global markets- Channels and distribution decisions for services.

UNIT IV

Integrated Marketing Communications- Promotional Mix- Factors affecting the Promotional Mix - Promotional Goals and tasks- Marketing Communication process

Advertising and public relations-Major types of advertising-Creative decisions in advertising-Media decisions-Public Relations-Sales promotion-objectives-Tools for consumer sales promotion, Trade sales promotion-Personal selling-Relationship selling-Steps in the selling personal selling process-Impact of Technology on Personal selling.

UNIT V

Social media and Marketing-How consumers use Social media-Social media and integrated Marketing Communications-Creating and Leveraging social

Media campaign-Evaluation and measurement of social media-Social Networks, Media sharing sites-Social new sites-Location based social networking sites-Review sites-Virtual worlds and online gaming-Social media and Mobile technology

Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates- Assignments-Mini Projects-Experiential Learning through internships.

TEXTBOOKS

1. Noel Capon and Siddharth Shekar Singh, "*Managing Marketing-An Applied Approach*", Wiley India Pvt. Limited 2014.
2. Noel Capon and Siddharth Shekar Singh, "*The Marketing Tool kit*", Wiley India Pvt. Limited 2014.

REFERENCES

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and MitheleswarJha, "Marketing Management", 13th Edition, Pearson Publications Limited. 2012.
2. Charles W.Lamb, JosephF.hair, Sharma, McDaniel, "MKTG- Principles of Marketin" A South Asian Perspective, Cengage Learning 2012
3. Philip Kotler, Kevin Lane Keller, "A framework for marketing management", 4th edition, Pearson, 2012.
4. Kenneth E.Clow, Donald Baack, "Cases in marketing Managemen", Sage Publications,2012.
5. Arun Kumar &Meenakshi, "Marketing Management", Vikas Publishing House, 2011
6. Ramasamy&Namakumari, *Marketing Management- Global Perspective- Indian Context*", 4th edition, Macmillan Publishers India Ltd. 2011.
7. RajanSaxena, "Marketing Management", 4th Edition, Tata McGraw Hill Publishing Co. Ltd.2011.
8. Kenneth E Clow& Donald Baack, "Marketing Management", A customer-oriented Approach', Sage Publishers, 2010.
9. Nikhilesh Dholakia, Rakesh Khurana, Labdhi Bhandari, AbhinandanK.Jain, 'Marketing Management Cases and concepts' Macmillan Publishers,2009.
10. Paul Baines, Chris Fill, Kelly page, 'Marketing', Oxford University Press, Asian Edition 2013.

| | | | | | |
|---------|--|---|---|---|---|
| MB17105 | STATISTICAL THINKING AND DATA ANALYSIS | L | T | P | C |
| | | 4 | 0 | 0 | 4 |

OBJECTIVE

- To describe and discuss the elements of effective Statistics in Business management
- To learn the applications of statistics in business decision making
- To learn various theories and its related sampling concept for Effective Analysis
- To facilitate objective solutions in business decision making under subjective conditions

UNIT I

Introduction to Statistics & Probability

Statistics – Definition, Types of variables– Organizing data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye’s theorem, and random variables, Probability distributions - Discrete & Continuous probability distribution.

UNIT II - SAMPLING DISTRIBUTION AND ESTIMATION

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determination of sample size.

UNIT III

Testing of Hypothesis

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. Experimental design and ANOVA.

UNIT IV

Non-Parametric Methods

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

UNIT V

Correlation, Regression, Index Numbers and Time Series Analysis

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre’s, Paasche’s and Fisher’s Ideal index.

TEXTBOOK

1. Anderson, Sweeney, Williams, Camm, Cochran, “*Statistics for Business and economics*”, 12e, Cengage Learning

REFERENCES

1. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore, 2002.
2. Anderson : ‘Quantitative Methods for Business’, 8th Edition, Thomson Learning, 2002
3. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill, 2004.
4. Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
5. Srivatsava TN, ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008.
6. Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2008.
7. Albright S and Winston.L., Business Analytics : Data Analysis and Decision Making 5th Edition, Cengage Learning, 2015

| | | | | | |
|---------|---|---|---|---|---|
| MB17106 | WRITTEN ANALYSIS AND COMMUNICATION | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To enhance the business communication skills to communicate effectively
- To develop the English language skills in Listening, Speaking, Reading, and Writing
- To widen the knowledge in business ethics, corporate culture and to communicate effectively in the digital world

UNIT I

Understanding the foundations of business communication - communicating as a professional – barriers in the communication environment – the mobile revolution – using technology to improve business communication – committing to ethical and legal communication - communicating effectively in teams – collaborating on communication efforts – making meetings more productive – improving listening skills – improving non-verbal communication skills – developing business etiquette - communicating challenges in a diverse, global marketplace. Listening: Stuart Hazeldine’s Exam (2009)

UNIT II

Planning business messages – analyzing the situation – gathering information – organizing the information - writing business messages – adapting to your audience – composing message by choosing powerful words – creating effective sentences – completing business messages – evaluating the first draft – editing for clarity –proofreading the message and delivering. Reading: Born to win: transactional analysis with Gestalt experiments by Jongeward and Muriel

UNIT III

Digital media for business communication –email – instant messaging and text messaging – website content – podcasting – writing strategies for social media – blogging–understanding visual communication – selecting visuals for presenting data – selecting visuals for presenting information, concepts, and ideas – producing and integrating visuals – producing business videos. Listening: Gabriele Muccino's The Pursuit of Happiness (2006) & David Frankel's The Devil Wears Prada (2006)

UNIT IV

Writing routine and positive messages – writing negative messages – using direct and indirect approach for negative messages – sending negative messages on routine business matters – sending negative organizational news – writing persuasive messages – developing marketing and sales messages – planning, and conducting research – processing data and information – applying the findings – planning informational and analytical reports - planning proposals - writing reports and proposals – writing requests for proposals. Listening: Steven Spielberg's The Terminal (2004)

UNIT V

Developing and delivering business presentations - enhancing presentations with slides and support materials - building careers and writing resumes: successful employment strategy – planning, writing, and completing resume – submitting resume – understanding the interview process – preparing for a job interview – interviewing for success – following up after an interview –letters – envelopes – memos. Speaking: English Conversation Practice by Taylor. G. Listening: Jack L. Warner's My Fair Lady (1964)

TEXT BOOK

1. Bovee., L. Courtland., et. al (2017) Business Communication Today, 13th edition – Pearson India

REFERENCE

1. Taylor, G (2001) English Conversation Practice, McGraw-Hill Education
2. Jongeward, Dorothy, and James, Muriel, (1971) Born to Win: transactional Analysis with Gestalt Experiments, Addison Wesley Publishing Co., Inc
3. Johnson, Spencer (2002) Who Moved My Cheese, Vermilion Paperback
4. Blanchard,H. Kenneth (2009) The One Minute Manager balances work and life, HarperCollins Paperback
5. Boatright, R. John (2009) Ethics and the Conduct of Business, 5th Edition, Pearson India
6. Adler, Rodman (2011) Understanding Human Communication, 12e edition, Oxford publication
7. Butterfield, Jeff(2011) Soft skills for everyone, Cengage Learning
8. Lehman, M. Carol, et.al, (2016) BCOM2e, Cengage Learning
9. Lesikar, V. Raymond, et.al, (2013) Business Communication – connecting in a digital world, 13e edition, McGraw-Hill Education
10. Mehra, Payal (2017) Business Communication for Managers, 2nd edition, Pearson.

| | | | | | |
|---------|----------------------------|---|---|---|---|
| MB17107 | LEGAL ASPECTS FOR BUSINESS | L | T | P | C |
| | | 3 | 0 | 0 | 3 |

OBJECTIVE

- To explain the nature of law
- To describe the sources of law
- To analyse the essentials of law

UNIT I

Introduction to contract Law – formation of Agreement – signed contracts and incorporation of Terms – Acceptance. Revocation and Time and Place

of contract– Business Contracts – consideration – termination of contracts
– damages – setting the contract aside.

UNIT II

Sale and Transfer of Ownership – Sale and quality of goods – performance of sale contract- sale , contract of service and taxation – bailment – pledge and hypothecation – lien.

UNIT III

Patents, copyrights and design – trademark protection and passing off

UNIT IV

Introduction to company law – incorporation of companies – corporate personality– meeting and altering the constitution of the company – share capital - directors

UNIT V

Business and the fundamental rights – information technology act – right to information act(online)

TEXTBOOK

1. Legal aspects of Business - Akhileswar Pathak, 6e, 6th edition , McGraw Hill education 2014

REFERENCE

1. Ravinder Kumar, Legal Aspects of Business, 4th Edition, Cengage Learning, 2016

| | | | | | |
|----------------|--|----------|----------|----------|----------|
| MB17108 | STATISTICAL ANALYSIS AND DATA ANALYTICS (PRACTICAL) | L | T | P | C |
| | | 0 | 0 | 4 | 2 |

OBJECTIVE

- To enhance the students learning performance in using statistical tool for academic and professional growth
- To help the learners in providing various models in statistical analysis and data analytics.

UNIT I

Decision Making – Business Analytics Defined – A categorization of Analytical Methods – Analytics in action – Big data – Business analytics in practice –analytics in action – types of data – modifying data in excel – crating Distributions from data– measures of location

UNIT II

Measures of variability – analyzing distributions – measures of association between two variables- Analytics in action – overview of data visualization – tables – charts– advanced dat visualization – data dashboards

UNIT III

The simple Linear regression model – Least squares method – assessing the fit of the simple linear regression model – the multiple regression model – inference and regression – categorical independent variables – modeling nonlinear relationships.

UNIT IV

Model fitting – time series pattern – fore casting accuracy – moving averages and exponential smoothing - using regression analysis for forecasting – determining the best fore casting model to use. Data sampling – data preparation – unsupervised learning – supervised learning – building good spreadsheet model – what IF analysis – some useful excel functions for modeling – auditing spreadsheet model – a simple maximization problem.

UNIT V

Solving the Par, Inc.problem – a simple minimization problem – special cases of liner program outcomes – sensitivity analysis – general linear programming notation and more examples – generating an alternative optimal solution for a linear program

TEXTBOOK

1. Camm,Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Essential of Business Analytics, Cengage learning .

| | | | | | |
|----------------|---|----------|----------|----------|----------|
| CAC2004 | CAREER ADVANCEMENT COURSE FOR MANAGERS-I | L | T | P | C |
| | | 1 | 0 | 1 | 1 |

OBJECTIVE

- To improve aptitude, problem solving skills and reasoning ability of the students
- To solve problems in teams & groups
- To understand the importance of verbal and written communication in the workplace
- To understand the significance of oral presentations, and the cases of their use
- To practice verbal communication by making a technical presentation to the class
- To develop time management and creative thinking skills.

UNIT I

Basic Numeracy

Types and Properties of Numbers, LCM, GCD, Fractions and decimals, Surds

UNIT II

Arithmetic –I

Percentages, Profit & Loss, Equations

UNIT III

Reasoning - I

Logical Reasoning

UNIT IV

Soft Skills - I

Presentation skills, Idea Generation & Lateral Thinking, E-mail Etiquette

UNIT V

Soft Skills - II

Goal Setting and Prioritizing

REFERENCES

1. Quantitative Aptitude by Dinesh Khattar – Pearsons Publications
2. Quantitative Aptitude and Reasoning by RV Praveen – EEE Publications

3. Quantitative Aptitude by AbijithGuha – TATA Mc GRAW Hill Publications
4. Soft Skills for Everyone by Jeff Butterfield – Cengage Learning India Private Limited
5. Six Thinking Hats is a book by Edward de Bono - Little Brown and Company
6. IBPS PO - CWE Success Master by Arihant - Arihant Publications (I) Pvt.Ltd

SEMESTER II

| | | | | | |
|----------------|----------------------------------|----------|----------|----------|----------|
| MB17201 | HUMAN RESOURCE MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To understand the different systems and subsystems of human resource management
- To develops the ability to apply the principles and techniques of human resource management to real-time management situations
- To develop an attitude of empathy towards human problems and human issues in an organizational environment
- To gain an understanding of the various governmental and non governmental agencies in the successful implementation of human resource management function
- To equip the students with the knowledge skills and competencies to play an integral role in carrying out HR policies and practices in their practical life

UNIT I

Introduction to Human Resource Management

Evolution of HRM – Functions and importance of HRM – Globalization and challenges to HR manager –Diversity management – Strategic Human resource management – HR audit accounting - HR analytics

UNIT II

Human Resource Planning and Staffing

Human resource planning and forecasting – Job Analysis –Recruitment – Employee testing and selection – Interviewing for selection – Employee Socialisation – Employee termination and Exit interviews

UNIT III

Training and Performance Management

Designing Training Programs – Methods and Techniques of Training and Development – training evaluation – Management development programs - Talent Management – techniques of performance appraisal – challenges to performance appraisal – career and development planning- mentoring – coaching – succession planning

UNIT IV

Compensation and Reward Management

Factors influencing pay rates – Components of compensation – Types of incentives and rewards – Employee benefits and services - Executive compensation – Employee social security – Employee engagement

UNIT V

Employee Relations

Managing employee relations – Grievance Management - organizational discipline– dispute settlement – Collective bargaining – Employee Health and Safety – IHRM and Managing Expatriates

TEXTBOOK

1. Dessler, G. Fundamentals of Human Resource Management (3rd Edition, Pearson)(as per university selction)

REFERENCES

1. Mathis, Robert L., et al., "*Human resource management*",. Nelson Education, 2016.
2. Price, Alan. "*Human resource management in a business context*". Cengage Learning EMEA, 2007.
3. Noe, R. A., et al. "*Human Resource management: Gaining a Competitive Management.*" (1997).

| | | | | | |
|---------|----------------------------|---|---|---|---|
| MB17202 | DATA, MODELS AND DECISIONS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To learn the concepts of operations research applied in business decision making
- To help in selecting economical means of transportation, job sequencing, production scheduling, and replacement of old machinery
- To improve in decision making and reduce the risk of making erroneous decisions
- To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

UNIT I

Introduction to Linear Programming

Introduction to applications of operations research in functional areas of management- Linear Programming-formulation, solution by graphical and simplex methods.

UNIT II

Linear Programming Extensions

Transportation Models (Minimizing and Maximizing Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality, Solution by MODI, Assignment Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems. Solution by Hungarian - Travelling Salesman problem.

UNIT III

Game Theory

Game Theory-Two person Zero sum games-games with and without Saddle points - Dominance property - Graphical methods -3 × 3 game..

UNIT IV

Decision Theory and Project Scheduling

Steps and decision making – Decision making under risk and uncertainty– Decision trees – network digrams – CPM – PERT.

UNIT V

Queuing Theory and Simulation

Queuing Theory – characteristics of a queuing system – symbols and assumptions - Models - $M/M/1/\infty$: $M/M/1?N$ (Que with finite capacity N – Simulations – Montie – Carlo technic for inventory and queuing models

TEXTBOOKS

1. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
2. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007
3. Pradeep PrabakarPai, Operations Research - Principles and Practice, Oxford Higher Education, .

REFERENCES

1. Fredericks, Hillier, Gerald J.LiebermanBodhibrata Nag prectamBasu, Operations research , 9e, Tata Mcgraw hill education, 9th edition , 2012.
2. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.

| | | | | | |
|---------|-------------------|---|---|---|---|
| MB17203 | FINANCE THEORY-II | L | T | P | C |
| | | 4 | 0 | 0 | 4 |

OBJECTIVE

- To learn the financial tools needed to make good business decisions
- To enable the basic insights of corporate finance theory
- To emphasize the application of theory to real business decisions

UNIT I

Introduction to Financial Management & Risk –Return

Financial Management-Meaning, Definition, Objectives, Scope-Relationship with other functions of management-Introduction to risk and return-Historical asset returns, Risk-Reward Trade- Off- Risk analytics-Measures of risk-Risk and investment horizon.

UNIT II

Securities Valuation

Cost of capital-Valuation of common stock, preference shares and fixed income securities-Bond valuation theorems- WACC.

UNIT III

Capital Structure

Capital Structure-Theories-Decisions-Debt and Equity-Indifference Point—EBIT- EPS Analysis Leverage-Types.

UNIT IV

Working Capital Management

Working Capital Management-Cash conversion cycle-Cash management-Inventory Management-Receivables management-Estimation of working capital requirements.

UNIT V

Portfolio Theory & Market Efficiency

Portfolio optimization-Diversification, systematic and idiosyncratic risk-CAPM-Application of CAPM- Market efficiency- Origin of the Efficient Market Hypothesis-(EMH)- Recent Developments.

TEXTBOOK

Stephan A.Ross, RandolphWesterfield, Jeffrey Jaffe, RankumalKakari, 10th Edition, Tata Mcgraw Hill education.

REFERENCES

1. I M Pandey, Financial Management, 11th Edition, Vikas Publications
2. Khan & Jain, Financial Management, 6th Edition, Mc Graw Hill Higher Education
3. Robert Parrino, David Kidwell & Thomas Bates, Corporate Finance, 3rd Edition, Wiley India Pvt. Ltd.
4. Sawyers, Jackson, Jenkins &Arora, Managerial Accounting, 2nd Edition, Cengage Learning.
5. Brigham, Ehrhardt, Financial Management Theory & Practice, 14th Edition, Cengage Learning.

| | | | | | |
|----------------|------------------------------|----------|----------|----------|----------|
| MB17204 | OPERATIONS MANAGEMENT | L | T | P | C |
| | | 4 | 0 | 0 | 4 |

OBJECTIVE

1. To enable the learners to define 'operations' and 'operations management'
2. To identify the roles and responsibilities of operations managers in different organisational contexts
3. To apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organisation
4. To identify operational and administrative processes
5. To describe the boundaries of an operations system, and recognise its interfaces with other functional areas within the organisation and with its external environment.

UNIT I

Operations management – Meaning, Production management Vs. Operations management, Operations as a system, Productivity, Types of production systems, Operations strategy; Product design – Objectives, Factors and Steps in Designing and developing product – Steps and Process planning – Make or buy decisions - Numerical.

UNIT - II

Capacity– Definition, types, measurement, ways of capacity planning decision - Facility location – Factors affecting location decisions- Quantitative methods in Plant Location (ROI, Single Facility ,Gravity and Minimax methods – numerical) - Facility layout – Principles of plant layout and Types of plant layout techniques, Materials handling principles and equipment

UNIT III

Production planning and Control– objectives , functions, PPC in different types of manufacturing systems – scheduling techniques – n job two machines and n job three machines (numerical)- Materials requirement planning (MRP I theory only) – Objectives, elements and process; Manufacturing resource planning (MRP II) – Master production schedule(only theory).

UNIT IV

Purchase management –Principles, systems, special purchase systems - Inventory – Meaning – Basic concepts and definition - Inventory models – EOQ, EBQ, – Selective inventory control techniques – Numerical - Key concepts in Supply Chain Management – Contemporary issues in Supply Chain Management – Warehousing - Stores management – Functions - Store accounting methods obsolete, surplus and scrap management; Maintenance management – Types of maintenance, types of failures, cost balance(individual replacement methods - numerical.

UNIT V

Quality management – Meaning, TQM, dimensions – Product and services, cost of quality and old and new quality improvement tools; Statistical quality control – Concepts, Techniques, Control charts for variables (mean & range charts- numerical) and attributes (c and p charts- numerical) - Employee productivity – Variables affecting labour productivity, Work study measurement – Method study and time study analysis (Numerical).

TEXTBOOKS

1. R. Panneerselvam; Production & operations management; Prentice Hall India private limited, 2012.

REFERENCES

1. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013).

| | | | | | |
|----------------|----------------------------------|----------|----------|----------|----------|
| MB17205 | BUSINESS RESEARCH METHODS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To understand the Research Process
- To deal with the practicality of the Design and Measurement and Data Collection Techniques
- To equip students to perform efficient research and report writing.

UNIT I

Introduction

Business Research – Definition and Significance – the research process – Types of Research – Business intelligence- Goals of theory- research

concepts, constructs, propositions, variables, hypotheses- Exploratory research- Descriptive research and Causal Research – Stages in the research process-Ethical issues in business research.

UNIT II

Beginning Stages of the Research Process and Data Collection

Research problem-definition process-research proposal-qualitative research versus quantitative research-case studies-common techniques used in qualitative research-secondary data research designs-Primary Data –survey research –errors in survey research – classification of survey Research – Interviews – questionnaires – surveys-internet surveys – pretesting observation methods.

UNIT III

Research Concepts and Sampling

Experimental research-validity -measurement and scaling concepts-reliability-Reliability Vs Validity-questionnaire design – Sample-sampling units- Random sampling and non sampling errors-probability Vs Non-probability sampling-Determination of sample size- the normal distribution-estimation of parameters

UNIT IV

Data Analysis and Presentation

Stages of data analysis-Data processing -Descriptive analysis-Data transformation-calculating rank order-computer programs for analysis-Univariate statistical analysis-Hypothesis testing-choosing the appropriate statistical technique-Multivariate techniques.

UNIT V

Communicating Research Results

Report format-Effective use of graphic aids-Oral presentation-Comprehensive cases with computerized databases.

TEXTBOOK

1. William G. Zikmund, Barry J. Babin, John C. Carr, AtanuAdhikari and Mitch Griffin, *Business Research Methods*, 8th edition, Cengage Learning India Pvt. Ltd., New Delhi, 2016.

2. Research methodology – Methods and techniques – CR Kothari-New age publications Ltd-New Delhi-2016

REFERENCES

1. Donald R. Cooper and Pamela S. Schindler, *Business Research methods*, 12th Edition, Tata Mc Graw Hill, 2010.
2. Alan Bryman and Emma Bell, *Business Research methods*, Oxford University Press, New Delhi, 3 rd edition, 2011.
3. Uma Sekaran, *Research methods for Business*, Wiley India, New Delhi, 2010.
4. K. N. Krishnaswamy, AppalyerSivakumar and M. Mathirajan, *Management Research Methodology*, Pearson Education, New Delhi, 2009.

| | | | | | |
|---------|-------------------------------|---|---|---|---|
| MB17206 | MANAGEMENT INFORMATION SYSTEM | L | T | P | C |
| | | 1 | 2 | 0 | 2 |

OBJECTIVES

- To derive strategic applications of Information Systems in Management.
- To learn the importance of Information Technology Infrastructure & Information Security Management.
- To address the decision making process and also to build the Information System for the various functional domains of Management.

UNIT I

Information Systems in Global Business:

Information Systems for running and managing a Business-Emerging Digital firm-Interdependence between Organizations and Information Systems-Functions of an Information System-Contemporary Approaches to Information systems-Business Processes and Information Systems-Systems for different management Groups –Enterprise Application Architecture-Tools and Technologies for Collaboration-Case Studies.

UNIT II

Information Technology Infrastructure:

Stages and Drivers of IT Infrastructure-Evolution of IT Infrastructure-Technology Drivers of Infrastructure evolution-Components-Ecosystem-

Current Trends in Hardware Platforms – Software Platforms-Challenges of making IT Infrastructure Databases and Information Management - Problems in a Traditional file Environment –Relational DBMS –Designing Databases – Business Intelligence Infrastructure –Multidimensional Data Model – Data Mining –Case Analysis.

UNIT III

Information Security Management:

Ethical and Social Issues in Information Systems- Contemporary Security Challenges and Vulnerabilities – Malicious Software-Viruses-Worms-Trojan Horses- Spyware- Hackers & Computer Crime- Spoofing & Sniffing –Identity theft – Internal Threats – Business value of Security and Control – Computer Forensics – Disaster Recovery Planning –Tools and Technology for Safeguarding Information resources –Firewalls – Intrusion Detection Systems – Antivirus Software – Encryption-Case Analysis.

UNIT IV

E-Commerce and Decision Making:

Unique Features of E-Commerce- Digital Markets – Digital goods- Types of E-Commerce- Business Models – Revenue Models – Online Marketing – Social Network Marketing – Electronic Data Interchange - Decision Making –Business Value– Types of Decisions – Decision Making Process – Business Intelligence – Big Data Analytics – Group Decision Support System – Case Analysis.

UNIT V

Building and Managing Systems Projects:

Systems Development and Organizational Change – Business Process Redesign – Systems Analysis – System Design – Methodologies for Modeling and Designing Systems – Structured Methodologies – Object Oriented Development – Computer Aided Software Engineering – Traditional System Life Cycle- Prototyping – End User Development – Rapid Application Development –Component Based Development - Case Analysis.

TEXT BOOK

1. Kenneth C Laudon & Jane P Laudon, Management Information Systems-Managing the Digital Firm- Pearson India Education Services Pvt. Ltd, 14th Edition, 2017.

| | | | | | |
|---------|-------------------|---|---|---|---|
| MB17207 | CONSUMER BEHAVIOR | L | T | P | C |
| | | 4 | 0 | 0 | 4 |

OBJECTIVES

- To develop the skills to map the consumer's mind set
- To know how consumer behaviour models illustrate the buyer's behaviour
- To distinguish between internal and external factors influencing buyer behaviour
- To explain the influence of motivation, perception, personality, attitude, learning an self image and Life styles
- To understand how family, reference group, socio-cultural and opinion leadership influences buying behaviour
- To expose to emerging issues in buying behavior.

UNIT I

Concepts (Purchase, Usage and Disposal) – Significance – Evolution of Consumer oriented Market - Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions- Factors influencing the Consumer Behaviour- Case Studies

UNIT II

Industrial and individual consumer behaviormodels- Traditional Models: Micro Economics and Macro Economics model - Contemporary Models: Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behavior Models–Implications of the modelson M arketng decisions-Case Studies

UNIT III

Individual Factors: Psychological Influences on consumer behavior– Psychographics - Consumer Motives - motivation – Perception – Personality- Learning and Attitude – Self Image and Life styles– Consumer expectation and satisfaction- Case Studies

UNIT IV

External Factors: Change in Society; Value and Consumption Pattern, Demographics and Social Stratification - Culture, Sub Culture, Cross Culture - Familygroup; Family life cycle- Group; Types of group, Referencegroup - Case Studies

UNIT V

Communication – Influences on Consumer behavior, high and low involvement –Pre-purchase and post –purchase behavior – online and offline purchase decision process –Diffusion of Innovation – Managing Dissonance – Emerging Issues – Case Studies.

Delivery mode: The course is discussed through a combination of Lectures - Case studies- Presentations, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

TEXTBOOK

1. Hawkins 'Consumer Behaviour- Building Marketing Strategy', 11th Edition, Tata McGraw Hill Pvt. Ltd. 2011.

REFERENCES

1. Michael Solomon 'Consumer Behaviour', 9th Edition, PHI Learning Private Ltd.
2. Leon G. Schiffman and Leslie Lasar Kanuk, Consumer Behaviour, 10 Edition, Pearson Education, India, 2012.
3. David L. Loudon and Albert J. Della Bitta, 'Consumer Behavior', McGraw Hill, New Delhi 2010.

| | | | | | |
|---------|-----------------|---|---|---|---|
| MB17208 | MACRO ECONOMICS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To acquire a perception of economy as a whole and to deduce the implications for business
- To apply economic reasoning to the analysis of selected contemporary economic problems

- To understand how demand and supply interact in various market structures to determine price and quantity of goods and services produced and consumed
- To analyze the efficiency and equity implications of government interference in markets.

UNIT I

Introduction to Macro Economics – Difference between micro and Macro economics – Historical perspective on macro economics – computation of national income national income accounting – factors determining national income – difficulties – uses of national income statistics.

UNIT II

National Income Equilibrium: Concepts of equilibrium – consumption and savings –consumption theory – savings theory –break-even income-non-income determinants-investment theory-factors influencing investment-government sector-foreign sector-determination of equilibrium –equilibrium in a two sector economy-equilibrium in three sector economy-equilibrium in four sector economy.

UNIT III

Determination of Income and Multiplier

Basic ideas of Keynes-Fundamental Equation-concept and analysis effective demand-saving and Investment- difference between classical theory and keynes' theory of employment-keynes' law of consumption-consumption function, MPC and investment multiplier – different types of multipliers-reverse multiplier- importance-criticisms-MEC-accelerator – interaction of multiplier and accelerator

UNIT IV

Monetary and Fiscal Policies

Meaning of monetary policy-reconciliation-central bank and instruments of monetary policy-role of RBI and central bank –methods of credit selection-quantitative & qualitative fiscal policy-meaning –genesis of fiscal policy-objectives-instruments of fiscal policy – limitations, price and incomes policies, foreign exchange policy monetary and fiscal policies.

UNIT V

Phases of Business cycle-keynes' definition-characteristics of inflation – types of inflation –anti inflationary measures-effects of deflation –control measures of deflation.

Definition and concepts – GDP-NDP—GNP-NNP-PI-DPI-PCI-CPI-WPI money income –nominal income and real income – CPI and WPI – circular flow of income and goods

TEXTBOOK

1. (B1)DevigaVengadasalam, Karunagaran Madhavan,(2015) Principles of Economics , oxford University press, New Delhi, India.

REFERENCES

1. Gregory Mankiw, Principles of Macro economics, Cengage, Delhi, 2014
2. Maddala ,Introduction to econometrics, wileyindiapvt.ltd. Bankalore, Mumbai, 2014
3. Christopher Doughert,Introduction to economitrics, Oxford university press, London, IV edition, 2012.
4. Michael Burda, Charles Wyplosz, Macroeconomics, oxford University Press, London, 2014.
5. Geethika, Piyalighosh, Purba Roy choudhury, Managerial Economic, Mcgraw hill education(india) Pvt.ltd, new Delhi, 2014
6. Paul A. Samuelson, William D.Nordhaus, Economics, Mcgraw Hill education (India) Pvt.Ltd, New Delhi, 2014.
7. Deviga Vengadasalam, Karunagaran Madhavan, Principles of Economics, oxford University Press Chennai-2014.
8. Miles, Macroeconomics, understanding the wealth of nations, Wiley India Pvt.Ltd, Mumbai, 2014.

| | | | | | |
|----------------|--|----------|----------|----------|----------|
| CAC2005 | CAREER ADVANCEMENT COURSE FOR MANAGERS - II | L | T | P | C |
| | | 1 | 0 | 1 | 1 |

OBJECTIVES

- To improve aptitude, problem solving skills and reasoning ability of the student

- To solve problems in teams & groups
- To understand the importance of verbal and written communication in the workplace
- To understand the significance of oral presentations, and when they may be used
- To practice verbal communication by making a technical presentation to the class
- To develop time management and creative thinking skills.

UNIT I

Arithmetic – I

Ratios & Proportions, Mixtures & Solutions

UNIT II

Modern Mathematics

Sets & Functions, Data Interpretation, Data Sufficiency

UNIT III

Reasoning - II

Analytical Reasoning

UNIT IV

Communication -I

Group discussion, Personal interview

UNIT V

Communication - II

Verbal Reasoning test papers

ASSESSMENT

Communication(Internal)

1. Individuals are put through formal GD and personal interviews.
2. Comprehensive assessment of individuals' performance in GD & PI will be carried out.

Quantitative Aptitude (External)

1. Objective Questions- 60 marks (30 Verbal +30 Quants)
2. Descriptive case lets- 40 marks*

3. Duration: 3 hours

*Management problems will be given as descriptive case lets.

REFERENCES

1. Quantitative Aptitude by Dinesh Khattar – Pearson's Publications
2. Quantitative Aptitude and Reasoning by RV Praveen – EEE Publications
3. Quantitative Aptitude by Abijith Guha – TATA Mc GRAW Hill Publications
4. General English for Competitive Examination by A.P. Bharadwaj – Pearson Education
5. English for Competitive Examination by Showick Thorpe - Pearson Education
6. IBPS PO - CWE Success Master by Arihant - Arihant Publications(I) Pvt.Ltd - Meerut
7. Verbal Ability for CAT by Sujith Kumar - Pearson India
8. Verbal Ability & Reading Comprehension by Arun Sharma - Tata McGraw - Hill Education

SEMESTER III

| | | | | | |
|---------|--|----------|----------|----------|----------|
| MB17301 | SUMMER INTERNSHIP (6 WEEKS) (PRACTICAL) | L | T | P | C |
| | | 0 | 0 | 8 | 4 |

Between the end of the first year and the beginning of the second year, all MBA students are required to work on a summer internship for a minimum of Six weeks. Interns are governed by the following rules:

Students are evaluated by the project guide of the respective organizations. A student is required to get a satisfactory rating on the evaluation to complete the programme for award of Degree.

Immediately after the completion of the internship, it is the prime responsibility of the students to submit the filled-in Summer Internship Evaluation Report Form, duly signed by the project guide.

Students are required to submit one hard copy and a CD of the project report to within the prescribed deadline, failing which it is deemed that the student has not fulfilled the academic requirement. If the project report is confidential in nature, the student has to submit one hard copy of the abridged version of the report along with the letter from the organization confirming that the report is confidential.

All summer internship formalities must be completed by the student before arriving on campus for the 2nd Year programme.

| | | | | | |
|---------|-----------------------------|----------|----------|----------|----------|
| MB17302 | STRATEGIC MANAGEMENT | L | T | P | C |
| | | 4 | 0 | 0 | 4 |

OBJECTIVES

- To design and formulate a strategy and implement the same effectively in an organizational environment
- To assess the business environment and gain the ability to create sustainable competitive advantage to the organization
- To enable to implement a strategy and control deviations if any.

UNIT I

Overview of Strategic Management

Introduction to strategic management –Evolution of Strategic Management
- Globalization and its challenges to strategic management - Process of strategic Planning- Strategic Intent

UNIT II

Environment Analysis

External Environment Analysis: Environment Scanning – Techniques of External Environment Analysis –Industry Analysis: Porters Five Forces Model - Internal Environment Analysis : Resource Based View – Value Chain Analysis - Strategic Audit - Synthesis of Environment Factors

UNIT III

Strategy Formulation

Business level Strategies – Corporate Strategies : Portfolio analysis – Corporate parenting– Functional Strategies - Network Level Strategies – Strategic Choice -Grand Strategy

UNIT IV

Strategy Implementation, Evaluation and Control

Process of Implementation – Process of evaluation and control-Types of controls-Techniques of control Corporate Governance and Corporate Ethics

UNIT V

Strategic Change and Innovation

Strategic change – Disruptive Innovation - Corporate Social Responsibility- Strategic Issues of Public Sectors, Small Business Organizations and Non Profit organizations.

TEXTBOOKS

1. Thomas Wheelen and David Hunger, “Concepts in Strategic Management and Business Policy towards Global Sustainability” (13th edition) Prentice Hall
2. KhazmiAzhar, “Strategic Management and Business Policy” (Third Edition) The MC Graw Hill Companies

REFERENCES

1. Bob De Wit and Ron Meyer, "Strategy Synthesis -Managing Strategy Paradoxes to Create Competitive Advantage" Fourth Edition, Cengage Learning.
2. Markides, Constantinos. "Disruptive innovation: In need of better theory." *Journal of product innovation management* 23.1 (2006): 19-25.
3. Jauch, Lawrence R., and William F. Glueck. *Business policy and strategic management*. McGraw-Hill, 1988.
4. David, Fred, and Forest R. David. "Strategic Management: A Competitive Advantage Approach, Concepts and Cases. 2016.

| | | | | | |
|---------|---------------------------------------|---|---|---|---|
| MB17303 | INTERNATIONAL BUSINESS AND FINANCE | L | T | P | C |
| | | 4 | 0 | 0 | 4 |

OBJECTIVES

- To discuss the challenges of international management and describe the 21st-century global competitive landscape
- To describe global business concepts, models, and frameworks and their cross-functional integration
- To research varied foreign markets and develop strategy that takes into account relevant political, cultural, and economic factors
- To identify some of the different skills and systems required to implement strategies across borders
- To explain how firms sustain and renew resources, capabilities and core competencies to support international growth strategies
- To improve critical and strategic thinking, primarily through deciphering complex international business environments.

UNIT I

Introduction to Global Business

Globalization: Drivers of Globalization - Emergence of Global Institutions - The changing demographics of the Global Economy - Managing in the Global Market place -- Stages of Internationalization.

UNIT II

International Trade and Business Environment

International Trade theories - International Business Environment: Changing dynamics of Political, Economic, Social and Technological

environment - Role of International Organizations: WTO, IMF, World Bank, GATT - Regional Integration: Major regional Trading Blocs

UNIT III

Functional Areas Relating to International Business

International Human Resource Management, International Financial Management, International marketing, International operations

UNIT IV

The Strategy and Structure of International Business

Strategy of International Business: Entry Strategies - Alliances and Acquisitions - Managing Competitive Dynamics - Global organization structures

UNIT V

India in the Global Setting

EXIM Policy - Export Procedure - Documentation - INCOTERMS - Role of Export promotion council- Government Initiatives: Special Economic Zones - Export Promotion Subsidies- Ethical Issues of Global business

TEXTBOOKS

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, New Delhi, 2010.
2. Peng, M. W. (2016). *Global business*. Cengage learning.

REFERENCES

1. 1.Cherunilam, Francis. *International business: text and cases*. PHI Learning Pvt. Ltd., 2010.
2. K Ashwathappa, International Business, 4th edition, Tata McGraw-Hill,
3. Paul, Justin. *International business*. PHI Learning Pvt. Ltd., 2011.

| | | | | | |
|---------|--------------------|---|---|---|---|
| MB17304 | BUSINESS ANALYTICS | L | T | P | C |
| | | 0 | 0 | 4 | 2 |

OBJECTIVES

- To understand the purpose of using Business Analysis tools within an organization
- To summarize and analyze a dataset for making informed decisions

- To identify the choice of tools to address the Business problems
- To use advanced analytical tools to analyze complex problems in uncertainty

UNIT I

Business analytics - need - scope – applications – descriptive analytics – predictive analytics – prescriptive analytics

UNIT II

Descriptive analytics – types of data – creating distributions from data – measures of location – measures of variability – measures of variability – measures of association

UNIT III

Data visualization – data dashboards – linear regression – time series analysis and forecasting – data mining – cluster analysis

UNIT IV

SPSS – Introduction – Frequency Tabulation – Parametric tests – Non Parametric Tests – Regression Using SPSS – Factor Analysis

UNIT-V

Data analysis using R – R Studio – Introduction, Importing Data from Excel – Slicing of data using Inbuilt Data sets – Variables – Regression script - Rattle for R

TEXTBOOK

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, "Essentials of Business Analytics", Cengage Learning, 2015.

REFERENCE

1. SandhyaKuruganti, " Business Analytics: Applications To Consumer Marketing ", McGraw Hill, 2015
2. Bernard Marr, "Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance", Wiley, 2015

| | | | | | |
|---------|---|---|---|---|---|
| CAC2006 | CAREER ADVANCEMENT COURSE FOR MANAGERS - III | L | T | P | C |
| | | 1 | 0 | 1 | 1 |

OBJECTIVES

- To develop social integrity and ethical conduct
- To sensitize themselves to the needs of the society and offer help wherever possible
- To understand and appreciate the dignity of labour
- To adapt to the organizational conditions
- To contribute to the welfare of the society

UNIT I

Inception

Initiation (Formal communication with the organization – Collecting contact numbers, mail id's & address, Organization's approval, Team formation, mentoring and other formalities for implementation)

UNIT II

Plan of Operation

Work Plan (Roles and responsibilities of Team Leader & members, Planning and Coordination of activities)

UNIT III

Project Progress Report

Review Meet (attendance, documentation of assignments, fixing deadlines, sharing of encountering challenges)

UNIT IV

Project Presentation

Report Presentation (Supporting evidence (photos, log book, letters of acknowledgement/ appreciation etc., Organization's Feedback)

ASSESSMENT (Internal)

Weightage

| | |
|----------------------------------|-----|
| The proposal of the Project plan | 10% |
| Project Review – 1 | 15% |

| | |
|--------------------|-----|
| Project Review – 2 | 15% |
| Project Report | 30% |
| Feedback | 30% |

REFERENCES

1. <http://www.allprojectreports.com/>
2. <http://lancaster.unl.edu/4h/serviceideas.shtml>
3. www.managementparadise.com



FUNCTIONAL ELECTIVES

MARKETING

FINANCE

SYSTEMS

OPERATIONS

HUMAN RESOURCE MANAGEMENT

MARKETING ELECTIVES

| | |
|-----------------|---|
| MB17MM01 | - PRODUCT AND BRAND MANAGEMENT |
| MB17MM02 | - MARKETING RESEARCH |
| MB17MM03 | - SALES MANAGEMENT AND RETAILING |
| MB17MM04 | - DIGITAL MARKETING |
| MB17MM05 | - SERVICES MARKETING AND CRM |
| MB17MM06 | - RURAL AND GREEN MARKETING |

| | | | | | |
|-----------------|-------------------------------------|----------|----------|----------|----------|
| MB17MM01 | PRODUCT AND BRAND MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To learn what is product mix and to classify products
- To design the marketing plan
- To strategize product offers over its life cycle stages
- To evaluate competitor analysis and understand consumer needs
- To forecast market and sales potential and to learn new product development process

UNIT I

Product management basics - what is a product - levels of product - classification - industrial and consumer - product system - product mix - product line - stretching - defining competitive set - category attractiveness analysis - market factors - category factors - environment factors, competitor analysis, customer analysis - elements of product strategy over the life cycle.

UNIT II

Brands versus products - can anything be branded - branding challenges and opportunities - strategic brand management process - brand elements (Criteria and Option) brand names - logos - symbols - slogans - packaging - customer based brand equity - building a strong brand - identifying and establishing brand positioning - types of positioning.

UNIT III

Designing marketing programs - product strategy - pricing strategy - channel strategy – direct -indirect channels - web strategies - integrated marketing communications and program to build brand equity – advertising – promotion - event marketing - public relations - personal selling - secondary brand associations

UNIT IV

Brand value chain - brand equity management system - measuring sources of brand equity -qualitative - projective techniques - brand personality - experiential techniques - quantitative techniques for measuring brand equity - brand architecture - the brand product matrix - brand hierarchy - designing a brand strategy - corporate branding

UNIT V

New product development - line extension - product testing - brand extensions - managing brands - over time - reinforcing brands - revitalizing brands - rebranding-retiring brands - adjustments to brand portfolios - global brand strategy – standardization - customization

TEXTBOOK

1. Kevin Lane Keller, 'Strategic Brand Management' 3rd edition, Pearson, 2011

REFERENCES

1. A.K. Chital, Ravi Gupta,' *Product Policy and Brand Management-Text and cases*', 3rd edition, PHI, 2016.
2. Kevin Lane Keller, '*Best Practice Cases in Branding: Lessons from the World's StrongestBrands*', 3rd edition, Pearson, 2011
3. Donald R.Lehmann& Russell S. Winer'*Product Management*, 4th edition McGrawHill Series in Marketing, 2004.
4. Kapeferer, '*Strategic Brand Management*'4th edition, Paperback.
5. David Asker, 'Building Strong Brands' Free Press 1995

| | | | | | |
|-----------------|---------------------------|----------|----------|----------|----------|
| MB17MM02 | MARKETING RESEARCH | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To develop a research plan for execution
- To comprehend and apply effective marketing research techniques to solve day today marketing problems
- To set up a professional methodology and analytical procedure to scientifically arrive at solutions for business queries
- Learn the value of scientific research for problem solving and decision making
- Present the findings and results for managerial action to gain competitive advantage and stay ahead of competition

UNIT I

Introduction to marketing research and research design - marketing research process - marketing decision making - marketing research problem - research questions and hypothesis - basic research design and types of research - exploratory and conclusive research designs.

UNIT II

Methods of data collection - secondary versus primary data - sources of secondary data - focus groups - survey methods - observational methods – scaling - primary scales of measurement - comparative scales – non-comparative scales - scale evaluation - questionnaire design - multidimensional scaling - pre-processor to MDS

UNIT III

Market research techniques, retail store audit, consumer panels, test marketing, research in advertising decisions, marketing audit, database marketing, and focus group interviews - pricing research - media research

UNIT IV

Sampling - questionnaire and scaling techniques - probability and non-probability – sampling - sampling methods - sample design - questionnaire design and drafting scaling techniques - perceptual map - semantic differential – Likert rating and ranking scales - hypothesis testing -

application of statistical tools – Univariate, bivariate and multivariate techniques.

UNIT V

Data analysis and reporting: data collection - data preparation - data analysis - steps in formulating -setting up and implementation of a marketing research project - selling the idea of MR

TEXTBOOK

1. Malhotra, Dash '*Marketing Research: An applied orientation*' 6th Ed. Pearson Ltd, 2012.

REFERENCES

1. G.C. Beri, '*Marketing Research*', Tata McGraw-Hill Education.
2. Churchill, Lacobucci&Israel, '*Marketing Research-A South Asian Perspective*'CengageLearning, India edition, 2010.
3. Harper, W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc.,'*Marketing Research – text and cases*', All India Traveler Book Seller.
4. Raymond Kent, '*Marketing Research – Measurement, Method and application*', International Thomson Business Press.
5. William G. Zikmund, Barry J. Babin, '*Essentials of Marketing Research*, International Edition, 5e, Cengage Learning
6. William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, '*Business Research Methods*, International Edition, 9e, Cengage Learning

| | | | | | |
|----------|--------------------------------|---|---|---|---|
| MB17MM03 | SALES MANAGEMENT AND RETAILING | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To develop the selling skills
- To differentiate various selling techniques
- To forecast sales, and predict market potential
- To prepare a sales budget and delineate sales territories

UNIT I

Sales management and business enterprise - marketing and selling - evolution of sales management - objectives of Sales management - Sales management and control - Personal selling- Types of personal selling - Theories of selling.

UNIT II

Market Potential, Sales Potential, Sales Forecast - Analyzing Market Potential - Market Indexes - Sales Forecasting Methods - Determining Sales related Marketing policies.

UNIT III

Sales Management Positions – Functions - Qualities of Effective Sales Executives - Compensation Plan and Patterns - Sales Force Management - Job Analysis - Job Description, Organization for Recruiting and Selection.

UNIT IV

Sales Organization - Types of Sales Organizational Structures - Sales Personnel - Training Programs - Training Methods - The Sales Budget - Budgetary Procedure - Quotas: Types of Quotas and Quota Setting Procedures - Sales Territories-Concepts and Procedures for Setting up Sales Territories.

UNIT V

Introduction to Retailing – Social and Economic significance - Types of Retailers - Multichannel Retailing -Consumer buying behaviour and the buying process - Location and Retail strategy - Retail Pricing -Merchandise Management - Visual merchandising - Information systems and Supply chain Management.

TEXTBOOKS

1. Cundiff&Still, 'Sales Management Decisions, Strategies and Cases', 5th Edition, Pearson Education India, 2011
2. Levy, Michael &Weitz, Barton A.; Retailing Management; Tata McGraw Hill; 6th edition, New Delhi

REFERENCES

1. Joseph F. Hair, Rolph E. Anderson, Rajiv Mehta, Barry J. Babin, '*Sales Management*'Cengage learning, 2011.

2. Krishna Havaladar, Vasant Cavale, 'Sales And Distribution Management', Tata McGrawHill, 2011
3. Spiro, 'Management of a sales Force', 11th Edition, Tata McGraw Hill India Ltd, 2003
4. Kapoor, 'Fundamentals of Sales Management', Macmillan Publishers India Ltd, 2005
5. Pradip Kumar Mallik, 'Sales management', Oxford University Press, 2011
6. Miller, 'Proactive Sales Management: How to lead, Motivate, and stay ahead of the Game', 2009
7. Barry Berman & Joel R. Evans, 'Retail Management – A strategic approach'; 10th edition, Pearson Education/ Prentice Hall India, New Delhi
8. Pradhan, Swapna; *Retailing Management*; Tata McGraw Hill; New Delhi
9. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; *Retail Management*; OUP; New Delhi
10. Newman, Andrew J.& Cullen, Peter; *Retailing –Environment and Operations*; Thomson Asia Pvt. Ltd.; New Delhi
11. Dunne, Patrick M., Lusch, Robert F & Griffith, David A.; *Retailing*; Thomson Asia Pvt. Ltd; ND
12. Lamba, A.J.' *The Art of Retailing*' Tata McGraw Hill; New Delhi

| | | | | | |
|-----------------|--------------------------|----------|----------|----------|----------|
| MB17MM04 | DIGITAL MARKETING | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To understand the concepts of digital marketing
- To explicate the technology catalysis in delivering value
- To understand online consumer behavior and concept of cyber branding
- To distinguish the components of a web traffic plan and SEO
- To develop Insights on how organizations can leverage the benefits of social media

UNIT I

Marketing in the Digital Era

E-marketing: The virtual world-Changing Marketing Landscape - the internet and business - online Marketing Domains - The behavioral Internet - E-Marketing and CRM - Online advertising - Internet and Integrated Marketing communication - sales and Trade Promotion - Digital Marketing Optimization - The need for digital engagement - Generation Y - Expectations and Influence -Implications of Digital Change - Online Marketing Mix - Online consumer - Case studies.

UNIT II

Customer Relationship Management in a Web World

CRM – Needs – Goals - Benefits – Process - CRM and the customer Life cycle - electronic customer relationship management - Key CRM Applications - Next generation CRM - A mobile App and a community - The New Age E-enterprise - Collaborative web and the E-enterprise - Case studies.

UNIT III

Business Drivers in the Virtual World

Social Media-Social media model by Mc Kinsey - Marketing with Networks - Social world - Social Media Analytics - Social Media Tools - The social web - Viral Marketing - Social Curation and Brands - Inbound Marketing and Co-Creation - Social Media - The Road ahead - Case study

UNIT IV

Online Branding,Traffic Building and Internet Marketing Metrics

Cyber Branding - The digital brand ecosystem - Brand, experience - Customer engagement - Brand customer Centricity - Traffic Building: Internet traffic plan - Search Marketing methods for Traffic building - Traffic volume and quality - Search engine Marketing - Site optimization - Key word advertising - Key word value - Key word portfolio evaluation - Internet Marketing Metrics - websites and Internet Marketing - web business Models - E-commerce - Case Study.

UNIT V

Online Tools for Marketing

Engagement marketing through Content Management - Online campaign management using Facebook, Twitter, Corporate Blogs - Sentiment Mining - Measuring Campaign effectiveness -Consumer segmentation, Targeting

and Positioning using Online tools - Market influence Analytics in a Digital ecosystem - The contemporary digital Revolution-Online communities and co-creation -The future of Marketing - Gamification and Apps - Case studies

TEXTBOOK

1. Vandana Ahuja, 'Digital Marketing' Oxford University Press, 2016 edition

REFERENCES

1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Paperback – Import, Kogan Page 2014
2. Vandana Ahuja ,Digital Marketing Paperback Oxford University Press 2015
3. Hanlon Annmarie , Akins Joanna , Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions Paperback PHI 2012.

| | | | | | |
|-----------------|-----------------------------------|----------|----------|----------|----------|
| MB17MM05 | SERVICES MARKETING AND CRM | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To understand service economy, nature and scope of the services sector
- To develop and design Service marketing strategies
- To develop, position, price and deliver services
- To set strategies for a wide choice of service sectors.
- To create insight in the area of customer relationship management.

UNIT I

Introduction to services marketing - Evolution and growth of service sector, Nature, scope and unique characteristics – Classification - Expanded Service marketing mix - Environment and trends - Assessing service Market potential - Market segmentation, Targeting and positioning of services - Consumer Behavior in services - Challenges and issues.

UNIT II

Service Life Cycle – New service development- GAP's model of service quality – Measuring service quality – SERVQUAL - Service quality function development.

UNIT III

Customer expectations of service - Factors influencing expectations - Customer perceptions of service - customer satisfaction - Service quality - Service encounters - Service failures and recovery - Service recovery strategies - Service Guarantees - Service marketing Research.

UNIT IV

Service innovations - Challenges, Important considerations – Types - Stages in service innovation and development - Service Blueprinting - Service standards. Pricing of services-Service marketing triangle Integrated Service marketing communication.

UNIT V

Introduction to CRM - Types of CRM - data warehousing - Data Mining - Customer portfolio Management - Customer Relationship Management and customer experience - creating value for customers - Managing Customer Life cycle - Customer acquisition - Retention and development -Information Technology for CRM.

TEXTBOOKS

1. ValarieZeithamletal, 'ServicesMarketing', 6th Edition, Tata McGraw Hill Pvt. Ltd., 2013.
2. 'Francis Buttle,'Customer Relationship Management-Concepts and Technologies', Routledge, second edition, 2009

REFERENCES

1. ChristopherH.LovelockandJochenWirtz,' ServicesMarketing'PearsonEducation, NewDelhi, 2004
2. Hoffman, 'MarketingofServices'CengageLearning,1st Edition, 2010.
3. K.DouglasHoffmanetal, 'EssentialsofServiceMarketing,Concepts,Strategies and Cases' 2ndEdition,ThomsonLearning, 2010
4. Services Marketing, 2nd Edition, Verma, Pearson Education India. 2012
5. Paul Greenberg", CRM at the Speed of Light, 3rd edition, TMH, 2007.

6. "Baran, Galka and Strunk, Principles of CRM, Cengage Learning 2008.
7. "Jagdish. N. Sheth, AtulParvatiyar and G. Shines "(Editors), Customer Relationship Management, TMH, 2007.

| | | | | | |
|-----------------|----------------------------------|----------|----------|----------|----------|
| MB17MM06 | RURAL AND GREEN MARKETING | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To gain awareness to apply concepts, techniques and processes of marketing in rural context.
- To familiarize with the specific problems related to sales in rural markets
- To understand the working of rural marketing institutions and agricultural products
- To learn the strategies to price the products for the rural market
- To develop skills in green Marketing practices.

UNIT I

Rural markets - introduction - defining rural markets-Rural myths -Evolution of Rural Marketing - Rural marketing mix: Challenges-The evolving Rural consumer and opportunities- The Rural environment- Rural Economic Structure-Rural Infrastructure-case studies

UNIT II

Rural consumer behavior- Buyer decision process-Product adoption process-Diffusion of innovation-Rural Marketing research-Innovation in Rural Research-Field procedures and Rural Realities-Case studies

UNIT III

Segmenting and Targeting Rural markets-Positioning-Product concept and classification of Rural products-Product decisions and strategies-Designing for Rural Needs-Branding -Packaging-New product Development-Pricing in rural India-Setting the price for Rural products and services-Price setting strategies-Rural specific pricing strategies-Case studies

UNIT IV

Marketing communication-Communication strategies for rural Markets- - Rural Media-Sales promotion-Financial services in Rural India-Information and communications Technology in Rural areas- Distribution -Channel Behaviour-Distribution Models -Rural Logistics-Role of Government in Rural India-Future of Rural Marketing-Rural Boom-Forward Innovation-Rural Dividend-Case studies

UNIT V

Introduction to green marketing-strategic green planning-environment and consumption- Green Product- Green Behavior- Five shades of green consumers-Segmenting consumers- Green consumer's motives-Buying strategies -Green Business Opportunities- Designing green products-eco-design to eco- innovation-Fundamentals of green marketing-Establishing Credibility-Green distribution and Packaging- Contemporary Government policies and subsidies that aids green product development and Green Marketing-Case Studies

TEXTBOOK

1. Pradeep Kashyap-'Rural Marketing', 3rd edition, Pearson, 2016, New Delhi.
2. Jacquelyn Ottman - Berrett'The New Rules Of Green Marketing:Strategies,Tools, and Inspiration For Sustainable Branding', Koehler Publishers, February 14, 2011

REFERENCES

1. BalramDogra, KarminderGhuman,'Rural Marketing, Concepts and Practices', Tata McGraw hill,5th edition,2010.
2. CSG Krishnamacharyulu, Lalitha Ramakrishnan, 'Cases in Rural marketing-an integrated approach', Pearson publishing India, 2013.
3. Prahalad C.K. – The Fortune at the Bottom of the Pyramid – Wharton School Publishing, Pearson Education.
4. CSG Krishnamacharyulu, Lalitha Ramakrishnan 'Rural Marketing: Text and Cases', 2nd Edition, Pearson Publishing India, 2011
5. T P Gopalswami - Rural marketing - Environment, Problems and strategies
6. Jacquelyn A. Ottman,'Green Marketing: Opportunity for Innovation', 2nd edition, NTC Business Books, 1998.

7. John Grant, 'The Green Marketing Manifesto, Wiley, John & Sons, Incorporated
8. August 31, 2009.
9. Joel Makower, 'Strategies for the Green Economy: Opportunities and Challenges in
10. The New World of Business, - McGraw-Hill, October 5, 2008
11. Chris Arnold, 'Ethical Wiley, 2009

FINANCE ELECTIVES

MB17FM01- SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

MB17FM02 - BANKING MANAGEMENT AND CREDIT ANALYSIS

MB17FM03 - TAXATION FOR MANAGERS

MB17FM04- GLOBAL FINANCIAL MARKETS AND INSTITUTIONS

MB17FM05- BEHAVIORAL FINANCE

MB17FM06-FINANCIAL STATEMENT ANALYSIS AND FINANCIAL MODELING

| | | | | | |
|----------|---|---|---|---|---|
| MB17FM01 | SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To understand the different investment alternatives for portfolio management
- To provide insights into the general structure and the functioning of financial markets
- To develop knowledge on valuation of securities and analysis of markets
- To apply standard models of financial economics to problems of portfolio optimization, diversification, risk management

UNIT I

Overview of Investment

Investment-Objectives-Indian Financial system-investment process-investment avenues-capital market: primary market-IPO process-participants- Regulatory mechanism, Secondary market: stock exchanges –structure and trading mechanism-settlement-participants/intermediaries in the secondary market-regulatory framework of secondary market-margin trading-stock index: types of Index: India, Global- construction of stock Index

UNIT II

Valuation of Securities

Risk-Return analysis in Investment –stock valuation: valuation based on accounting information, valuation based on dividends, valuation based on earnings-Bond valuation-bond yield-bond value theorem- preference shares valuation

UNIT III

Fundamental and Technical Analysis

Fundamental analysis: Economic analysis, Industry analysis, Company analysis-Technical analysis and market efficiency: basic tenets- tools of technical analysis – indicators-patterns-Efficient market Hypothesis-efficient market-forms of market efficiency-tests of market efficiency-random walk Hypothesis

UNIT IV

Portfolio Strategy

Portfolio analysis- Efficient portfolio-efficient frontier-Markowitz portfolio optimization-Sharpe Single Index model-capital assets pricing model-factor model and Arbitrage pricing theory

UNIT V

Portfolio Evaluation

Portfolio evaluation and revision-portfolio evaluation: Sharpe ratio, Treynor's ratio, Jensen's Index-measures of portfolio performance

TEXT BOOK

1. Sashidharan and Alex Mathew -SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT –Tata McGraw Hill Publication 2011.

REFERENCES

1. Donald E. Fischer, Ronbald J. Jordan - *Security Analysis and Portfolio Management*– Pearson Publications – 6th edition – 2010.
2. Herbert B. Mayo - *An introduction to Investments* - Cengage Learning – 2nd edition, 2010.
3. Kane, Bodie, Marcus- *Essentials of Investments*- McGraw Hill
4. Frank Reilly, Keith Brown (2011)- *Investment Analysis and Portfolio Management*-Cengage Learning
5. Charles P Jones –*Investments Analysis and Management*-9th edition – Wiley

| | | | | | |
|-----------------|---|----------|----------|----------|----------|
| MB17FM02 | BANKING MANAGEMENT AND CREDIT ANALYSIS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To enhance the role and importance of banks in the contemporary business scenario
- To discuss the services of modern banking and its role in economic development
- To Know the recent developments in the banking sector

UNIT I

Banking basics- Recent developments in the Indian banking system- Types of Banks- Banking structures - Role and functions of Bank- Role of commercial banks as a Financial Intermediary –RBI and its role as the central bank of our country- Constituent of Payment System. Mode of delivery:Lecture Mode /PPT- Indian banking systems

UNIT II

Branch banking Vs Unit banking-Wholesale Banking and Retail Banking – Products/ Services offered by banks - Bank-Customer Relationship - Negotiable Instruments- Types, features and Precautions to be taken while honoring the cheque – Crossing-Material alteration-Modes of creating charge.Mode of delivery: Lecture Mode /PPT- Wholesale Banking and Retail Banking

UNIT III

Types of customers for a bank- KYC, AML, Customer relationship management- Non-fund based facilities, Core Banking, E- Banking, Electronic Fund Transfer, ATM - Types of Charges levied in a bank - Code of Bank Commitment to Customers - Impact of Technology in Banking Sector,
Mode of delivery:Lecture Mode / PPT- KYC, AML, Customer relationship management

UNIT IV

Bank balance sheet structure. - Record keeping - 5S concepts, Principles of Lending, Credit appraisal- Money Market Operations, Credit Risk

Management, Prudential Norms- Asset Classification – Nonperforming assets – Provisioning - Recent reforms in the banking sector in India.
 Mode of delivery: Lecture Mode /PPT- Principles of Lending/NPA

UNIT V

Asset Liability Management - Capital Adequacy in Banks - Basel norms- CAMELS rating of Banks - Banking Ombudsman - SARFAESI Act - Banking Regulation Act– Provisions relating to service and operations in banks
 Mode of Delivery – Lecture, GD, - Capital Adequacy in Banks and Basel norms

TEXTBOOK

1. Padmalatha Suresh and Justin Paul -Management of Banking and Financial services- Pearson Publication 2^o. 2010.

REFERENCES

1. Sundaram&Varshney- Banking Theory, *Law &Practice* –Sultan Chand&Sons, 2010
2. D. Muraleedharan - *Banking Theory and Practice* –PHI Learning Pvt. Ltd, 3rd edition, 2011
3. Taxmann- *Principles &Practice of Banking*- Macmillan
4. S. Natarajan&R. Parameswaran- *Banking Law&Practice*-S. Chand

| | | | | | |
|-----------------|------------------------------|----------|----------|----------|----------|
| MB17FM03 | TAXATION FOR MANAGERS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To impart a basic understanding of the essential elements of direct and indirect taxes.
- To provide a strong conceptual framework for management students to appreciate the significance and impact of taxation on managerial decision making.
- To help the management graduate to practice tax laws in their day-to-day functions and keep abreast of all current developments.

UNIT I

Income Tax

Income Tax Act, 1961- basic concepts and definitions- income which does not form part of total income (Sec 10, 10 A, 10 B and 11-13 A) – Heads of income and computation of total income under various heads- Taxation of Individuals including NRIs, HUF, Firms, LLP's- Trust and charitable Institutions.

UNIT II

Corporate Taxation

Classification, Tax incident, Computation of Taxable income and assessment of tax liability, dividend distribution tax, Minimum alternate tax and other special provisions relating to companies- Tax deduction at source, tax collection at source, recovery and refund of tax- Advance tax.

UNIT III

Indirect Tax

Basic concepts of central excise- Classification excisable goods- valuation of goods- Central excise procedures.

UNIT IV

Customs Duty

Basic concepts of customs duty- Classification of customs duty- valuation under customs law- Conveyance, Clearance and warehousing- procedures- Baggage- post- stores and postal goods.

UNIT V

Tax Planning and Management

Double taxation avoidance agreement and tax heavens-Tax planning and Management.

TEXTBOOK

1. "Direct taxation" by Dr. VinodSighania, Latest Edition Taxmann publication.

REFERENCES

1. "Student reference on indirect taxes" by CA G. Sekar, first edition by Wolters Kluwer India Pvt Ltd.
2. "Revision guide for taxation" by CA G. Sekar, first edition by Wolters Kluwer India Pvt Ltd.

| | | | | | |
|----------|---|---|---|---|---|
| MB17FM04 | GLOBAL FINANCIAL MARKETS AND INSTITUTIONS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To impart the basic understanding of international capital markets, bond markets and currency markets.
- To provide a strong conceptual framework for management students, to appreciate the significance of global financial markets and institutions.

UNIT I

Introduction to Global Financial Market

Money market-functions- financial instruments-capital market instruments-global financial markets-general characteristics and functions-commercial paper market-certificate of deposit market etc.

UNIT II

International Capital Market

Purposes of National Capital Markets -Role of Debt- Role of Equity- Purposes of the International Capital Market Expanding the Money Supply for Borrowers- Reducing the Cost of Money for Borrowers -Reducing Risk for Lenders Forces Expanding the International Capital Market -World Financial Centers -Offshore Financial Centers -Main Components of the International Capital Market- International Bond Market- Types of International Bonds Interest Rates- A Driving Force International Equity Market.

UNIT III

Global Financial Institutions

World Bank-International Fund for Agricultural Development (IFAD)- European Investment Bank (EIB)-Islamic Development Bank (IsDB)-Asian Development Bank (ADB)-European Bank for Reconstruction and Development (EBRD)-CAF - Development Bank of Latin America (CAF)- Inter-American Development Bank Group (IDB, IADB)-African Development Bank (AfDB)-Asian Infrastructure Investment Bank (AIIB).

UNIT IV

Corporate Valuation and Introduction

Approaches to valuation- discounted cash flow valuation- relative valuation- valuation of operating and financial synergy- valuing corporate control- valuing of LBO-methods of financial mergers- Cash offer, share exchange ratio- cross border acquisitions and its related valuation approaches.

UNIT V

Global Financial Management

Foreign Exchange Markets and Exchange Rates- Purchasing Power Parity-Interest Rate Parity- Unbiased Forward Rates and the International Fisher Effect-International Capital Budgeting-Exchange Rate Risk-Political Risk.

TEXTBOOK

“*International Financial Management*” BY P G Apte McGraw Hill Higher Education 7th EDITION.

REFERENCES

1. “*International Financial Management*” BY VYUPTAKESH SHARAN - PHI Learning Private Limited 6th EDITION.
2. “*Financial Markets And Institutions*” BY Dr. S GURUSAMY- McGraw Hill Higher Education 3rd EDITION
3. “*Corporate Finance*” BY Stephen A. Ross, Randolph W. Westerfield, Jeffery Jaffe, Ram Kumar Kakani – McGraw Hill Education 10th EDITION

| | | | | | |
|----------|--------------------|---|---|---|---|
| MB17FM05 | BEHAVIORAL FINANCE | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To enable the students to understand the psychological impact on market investors, portfolio managers and financial economists.

UNIT I

Individual investors – problems – Institution verses reasoning- psychology- positive self illusions – prerequisites for rational choices quasi rational choice.

UNIT II

Efficient market hypothesis – fundamental information and financial markets – Information available for market participant and market efficiency – market predictability

UNIT III

The concept of arbitrage – limits of arbitrage - the equity premium puzzle – volatility puzzle – disposition effect – endowment – effect and availability heuristic myopic loss aversion and mental accounting – naïve diversification – overconfidence and optimism.

UNIT IV

Expected utility – violations of expected utilities – prospect theory – risk aversion – anomalies – accounting anomalies calendar anomalies – attention anomalies – celestial’s anomalies – meteorological anomalies.

UNIT V

Overreaction – under reaction – fairness – ethics – mutual fund scandal – advertising to investors – saving behavior

TEXTBOOK

1. Daniel Kahneman, Thinking fast and slow, Farrar, Straus and Giroux-2013

REFERENCES

1. Scott Plous, The psychology of judgment and decision making McGraw hill - 1993
2. Daniel Kahneman and Amos Tversky (Eds) Choices, values and frames; Russell sage foundation Cambridge, VIC New York - 2000
3. Andrei Sheifer Inefficient markets Oxford, New York, Oxford University Press - 2000

| | | | | | |
|-----------------|--|----------|----------|----------|----------|
| MB17FM06 | FINANCIAL STATEMENT ANALYSIS AND FINANCIAL MODELING | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To provide an in-depth understanding of financial statement and tools of analysis
- To equip the students for the role of financial and credit analysis

UNIT I

Tools for Financial Statement Analysis

Computation of ROI, PE Ratio, Profitability Ratio, Financial condition ratio- liquidity and solvency ratio- Dividend policy- Growth measure- Computation of CAGR.

UNIT II

Understanding Financial Statements

Notes to financial statement, additional information in annual report- segment reporting- full disclosure- comparative statement- management discussion and analysis.

UNIT III

Financial Statement Analysis and Interpretation

Liquidity and solvency analysis using cash flow statement- the dilemma of cause and effect- Prerequisites of an effective financial statement- case studies.

UNIT IV

Financial Statement Modeling

Model structure- Approaches- Model Use- Logical Functions- Lookup Functions- Financial functions and other useful functions in MS-Excel to develop a new financial model based on the existing financial statements.

UNIT V

Sensitivity Analysis and Scenarios

Advance functions in finance, namely NPV and IRR- Goal Seek – Data table- scenarios- solver- Monte Carlo simulation- good modeling practices.

TEXTBOOK

1. Practical financial modeling a guide to current practice, by Jonathan swan, second edition CIMA Publishing Ltd.

REFERENCES

1. Accounting text and cases by Robert and Anthony, David F Hawkins, Kenneth A Merchant by 12th edition McGraw-hill publishing company.
2. Contemporary Financial Accounting & Reporting for Management by Nalayiram Subramanian, first edition SN corporate management consultants Pvt Ltd.,
3. Financial modeling using excel by Simon Beniga 3rd Edition

DATA ANALYTICS ELECTIVES

MB17SM01- PREDICTIVE ANALYTICS

MB17SM02- INFORMATION SECURITY IN BUSINESS

MB17SM03- DATA VISUALIZATION AND DECISION MAKINGSYSTEMS

MB17SM04- PYTHON FOR DATA SCIENCE

MB17SM05-BIG DATA AND CLOUD COMPUTING

MB17SM06 - E-BUSINESS AND MARKETING ANALYTICS

| | | | | | |
|-----------------|-----------------------------|----------|----------|----------|----------|
| MB17SM01 | PREDICTIVE ANALYTICS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To prepare data for Predictive analytics
- To equip the students with association rules and modeling method
- To enhance the knowledge in assessment methods for descriptive and predictive modeling

UNIT I

Introduction to Predictive Analytics

Analytics, Predictive Analytics, Business Intelligence vs. Predictive Analytics, Predictive Analytics vs. Statistics, Predictive Analytics vs. Data Analytics, Who uses Predictive Analytics, Challenges in Using Predictive Analytics. Setting up the Problem: Predictive Analytics Processing Steps, Business Understanding, Defining Data for Predictive Modeling, Defining the Target Variable and Measures of Success for Predictive Models, Doing Predictive Modeling out of order.

UNIT II

Data Understanding, Data Preparation, Item Sets and Association Rules

What the Data Looks Like, Single Variable Summaries, Data Visualization in one dimension, Histograms, Multiple Variable Summaries, Data Visualization, Two or Higher Dimensions, Value of Statistical Significance, Data Audit, Variable Cleaning, Feature Creation. Terminology, Parameter Settings, How the Data Is Organized, Measures of Interesting Rules, Deploying Association Rules, Problems with Association Rules, and Building Classification Rules from Association Rules.

UNIT III

Descriptive Modeling and Interpreting Descriptive Models

Data Preparation Issues with Descriptive Modeling, Principal Component Analysis, Clustering Algorithms, And Standard Cluster Model Interpretation.

UNIT IV

Predictive Modeling and Assessing Predictive Models

Decision Trees, Logistic Regression, Neural Networks, K-Nearest Neighbor, Native Bayes, Regression Models, Linear Regression. Batch Approach to Model Assessment, Assessing Regression Models.

UNIT V

Model Ensembles, Text Mining and Model Deployment

Motivation for Ensembles, Bagging, Boosting, Improvements to Bagging and Boosting, Model Ensembles and Occam's Razor, Interpreting Model Ensembles, Predictive Modeling approach to Text Mining, Structured vs. Unstructured Data, Text Mining Applications, Data Sources for Text Mining, Data Preparation Steps, Text Mining Features, Modeling with Text Mining Features, Regular Expressions, Deployment Steps.

TEXTBOOK

1. Applied Predictive Analytics, Dean Abbott, Willey, 2014.

REFERENCES

1. Predictive Analytics , Anasse Bari, Mohamed Chaouchi and Tommy Jung, Willey,2015
2. Alberto Cordoba, "Understanding the Predictive Analytics Lifecycle", Wiley, 2014.
3. Eric Siegel, Thomas H. Davenport, "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die", Wiley, 2013.

| | | | | | |
|-----------------|---|----------|----------|----------|----------|
| MB17SM02 | INFORMATION SECURITY IN BUSINESS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To explore the challenges in information Security

- To provide extensive knowledge on standards for Information Security and their implications
- To provide technical skills and knowledge about various methods for securing information

UNIT I

Introduction – risks in computing – goals of security – threats to secure computing-controls

UNIT II

Encryption and Cryptography – methods – standards –Cryptanalysis- Uses

UNIT III

Program security – malicious code – types – types of attacks – other threats and controls – database and data mining security – reliability and integrity

UNIT IV

Network security – network concepts – threats- security controls for network-firewall

UNIT V

Security Planning – Standards – Legal and Ethical Issues

TEXTBOOK

Charles, Pfleeger., & S. L. Pfleeger. (2008). Security in Computing. Ed.4. PHI

REFERENCES

1. Tipton, H. F., & Krause, M. (2003). Information Security Management Handbook.CRC Press.
2. Whitman, M. E., &Mattord, H. J. (2011). Principles of Information Security, CengageLearning.
3. Alberts, C. J., &Dorofee, A. (2002). Managing Information Security Risks: the OCTAVE Approach. Addison-Wesley Longman Publishing Co., Inc.
4. Krutz, R. L., & Vines, R. D. (2010). Cloud Security: A Comprehensive Guide to Secure Cloud Computing, Wiley Publishing.

| | | | | | |
|-----------------|---|----------|----------|----------|----------|
| MB17SM03 | DATA VISUALIZATION AND DECISION MAKING SYSTEMS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To integrate complex data analytics with decision making in learners learning system
- To effectively deliver design principles
- To provide exposure and detailed knowledge on visualizing complex data types

UNIT I

Purpose of Visualization, Excellence and Integrity, Sources – Sophistication - forms

UNITII

Theory of Data Graphics, Design – data density – Aesthetics- Dashboards – principles of creation – real time data visualization

UNIT III

Principles of decision making – Semiotics- use of data in aiding quality of decision making – theories of visual cues – color, Pattern, Space etc.

UNIT IV

Data characteristics – representation methods and techniques for different types of data– Visualization Process

UNIT V

Decision Management Systems – Business Rules – Principles – Service Oriented Platform-Design and Implement Decision Services

TEXTBOOKS

1. Edward Tufte, The Visual Display of Quantitative Information, Graphics Press, Ed.2
2. Efraim Turban, Jay E. Aronson, Ting-Peng Liang, "Decision Support Systems & Intelligent Systems", 9th Edition, Prentice Hall, 2010.

REFERENCES

1. Stephen Few, Information Dashboard Design, Analytics Press, 2015
2. Wilkinson, L. (2006). 'The Grammar of Graphics'. Springer Science & Business Media.
3. Edward Tufte, Envisioning Information, Graphics Press

| | | | | | |
|-----------------|--------------------------------|----------|----------|----------|----------|
| MB17SM04 | PYTHON FOR DATA SCIENCE | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- Capturing data from the internet and other sources
- Sample and clean the data
- Data Munging using Python
- Exploratory Data Analysis
- Prediction using statistical tools using Map reduce

UNIT I

Introduction to Python Language, Data types, data storage, creation, subsetting, manipulation, functions, packages, overview of Pandas.

UNIT II

NumPy package, understanding, and usage. Data scraping, sampling, Data cleaning and data Munging. Exploratory Analysis

UNIT III

Predictive models, coding for different models, evaluating the models, Recommender systems using Python.

UNIT IV

Matplotlib, using python to create visualizations, presenting complex visualizations.

UNIT V

Text Analytics, building Map reduce scripts for hadoop

TEXTBOOK

1. Wes McKinney, Python for Data Analysis, O'Reilly, 2012

REFERENCES

1. Sebastian Raschka, Python, Machine Learning, Packet Publishing, Sep.2015
2. Joel Grus, Data Science from Scratch, O'Reilly, 2015

| | | | | | |
|-----------------|---|----------|----------|----------|----------|
| MB17SM05 | BIG DATA AND CLOUD COMPUTING | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- The challenges confronting the enterprises embracing big data
- Framework of Open source software Hadoop
- Hadoop Ecosystem
- Programming in Mapreduce and Hive
- Anatomy of Pig.
- Using Cloud Computing in Management

UNIT I

Introduction to Big Data

Classification of Digital Data, Characteristics of Data, Evolution of Big Data, Definition of Big Data, Challenges with Big Data, What is Big Data?, Other Characteristics of Data, Traditional Business Intelligence versus Big Data, Data warehouse Environment, Hadoop Environment, What is new in Today? , What is changing in the Realms of Big Data?

UNIT II

Big Data Analytics and Big Data Technology Landscape

What is Big Data Analytics? What Big Data Analytics Isn't? Classification of Analytics, Challenges Facing Big Data, Why are Big Data Analytics Important? What kind of Technologies are we looking? Data Science, Terminologies Used in Big Data Environments, Basically available Soft State Eventual Consistency, Few Top Analytics Tools. NoSQL and Hadoop.

UNIT III

Hadoop Framework And Hive

Introduction to Hadoop, Why Hadoop, Why not RDBMS? RDBMS versus Hadoop, Distributed Computing Challenges, History of Hadoop, Hadoop overview, Use case of Hadoop, Hadoop Distributors, Hadoop Distributed

File System, Processing Data with Hadoop, Managing Resource and Applications with Hadoop YARN, Interacting with Hadoop Ecosystem. Hive: What is Hive?, Hive Architecture, Hive Data Types, Hive File Format, Hive Query Language, RCFile Implementation, SerDe, User-Defined Function.

UNIT IV

Mapreduce Programming and Pig

Mapper , Reducer, Combiner, Partitioner , Searching, Sorting, Compression, Remind Me, Point Me, Connect Me, Test Me. What is Pig? The Anatomy of Pig, Pig on Hadoop, Pig Philosophy, Use Case for Pig, Data Types in Pig , Running Pig, Execution Modes of Pig, HDFS Commands, Relational Operators, Eval Function, Complex Data Type, Piggy Bank, User – Defined Functions, parameter Substitution, Diagnostic Operator, Word Count Example using Pig, When to use and not to use Pig? Pig at Yahoo, Pig versus Hive.

UNIT V

Cloud Computing

Cloud Architecture – Cloud services and applications – Platforms (AWS, Google, and Microsoft)-Cloud Infrastructure and Security

TEXTBOOK

1. Big Data and Analytics, Seema Acharya, SubhashiniChellappan, 1st Edition, 2015, Willey India Pvt. Ltd, New Delhi.

REFERENCES

1. Boris lublinsky, Kevin t. Smith, Alexey Yakubovich, “Professional Hadoop Solutions”, Wiley, ISBN: 9788126551071, 2015.
2. Cloud Computing –Bible, Barrie Sosinsky, Wily India Pvt. Ltd., 2011
3. Chris Eaton, Dirk deroos et al., “Understanding Big data”, McGraw Hill, 2012.
4. Tom White, “HADOOP: The definitive Guide”, O Reilly, 2012.
5. JyLiebowitz, “Big Data and Business analytics”, CRC Press, 2013.
6. <http://www.bigdatauniversity.com/>

| | | | | | |
|----------|---------------------------------------|---|---|---|---|
| MB17SM06 | E-BUSINESS AND MARKETING ANALYTICS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To understand the difference between e-Business and e-Commerce
- Need of Customer Relationship Management
- Legal, Ethical, Social and Global Issues related to e-business and e-commerce
- Learn how to apply quantitative techniques to drive marketing results

UNIT I

Introduction to E-Business, E-Commerce and E-Business models

Transitioning to the Web. History of the Internet. History of the World Wide Web, Internet and World Wide Web Development, e-Business and e-Commerce Overview, Storefront Model. Auction Model. Portal Model. Dynamic-Pricing Models. B2B E-Commerce and EDI. Click-and-Mortar Businesses

UNIT II

Constructing An E-Business

Getting Started, Putting Plans into Action, e-Business Solutions.

Online Monetary Transactions: Credit-Card Transactions. Online Credit-Card Fraud. Digital Currency, e-Wallets, Alternate Consumer Payment Options. Peer-to-Peer Payments, Smart Cards, Micropayments. Business-to-Business Transactions, e-Billing, Developing Payment Standards, Legal, Ethical, Social and Global Issues.

UNIT III

E-Business And E-Commerce

Structure of the Internet. Hardware. Connecting to the Internet, Software, Operating Systems, Enhancing Business Communication, Wireless Devices, m-Business, Wireless Internet Access, Wireless Web Technology, Software Applications for Wireless Devices, Wireless Local Area Networks, Bluetooth, Wireless Communications, Location Tracking, Future of Wireless Internet. Ancient Ciphers to Modern Cryptosystems, Secret-Key Cryptography, Public-Key Cryptography, Key Agreement Protocols, Key Management, Digital Signatures, Public-Key Infrastructure, Certificates and

Certification Authorities, Cryptanalysis. Security Protocols, Security Attacks, Network Security, Steganography.

UNIT IV

Marketing Analytics

Product and service analytics – conjoint analysis – forecasting – inflection point – decision trees – portfolio allocation

UNIT V

Metrics and Measurements Analytics.

Distribution analytics- sales analytics – Promotion analytics – allocating marketing budget - Metrics- BSC – Dashboards –strategic metrics – pricing analytics – web analytics

TEXTBOOK

1. E-Business& e-Commerce for Managers, Harvey M. Deitel, Paul Deitel and Kate Steinbuhler, Pearson.
2. Sorger, Stephan. “Marketing Analytics: Strategic Models and Metrics.” Admiral Press/ CreateSpace, 2013

REFERENCES

1. Dave Chaffey, e-Business and e-Commerce Management: Strategy, Implementation and Practice, 4th Edition, Pearson.
2. E-commerce – Strategy, Technology and Implementation, Gary P.Schneider, 9th Edition, Cengage Learning, 2012.
3. Introduction to E-Business, Management t and Strategy, Colin Combe, Elsevier, 2011.
4. Electronic Commerce 2010, A Managerial Perspective, 6th Ed. Efraim Turban, David Kind, Jae Lee, Ting- Peng Liang, Deborrah Turban, Pearson, 2012.AvinashKaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, Sybex Publishers
5. Venkatesan, R., Farris, P., & Wilcox, R. T. (2014). Cutting-edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education.
6. Grigsby, M. (2015). Marketing Analytics: A Practical Guide to Real Marketing Science.Kogan Page Publishers.
7. Sathi, A. (2014). Engaging customers using big data: how Marketing analytics are transforming business. Palgrave Macmillan.

OPERATIONS ELECTIVES

MB17OM01- QUALITY MANAGEMENT
MB17OM02 - PRODUCTION PLANNING AND CONTROL
MB17OM03 - PRODUCT DESIGN AND DEVELOPMENT
MB17OM04- SERVICE OPERATIONS MANAGEMENT
MB17OM05 - PROJECT MANAGEMENT
MB17OM06- TECHNOLOGY MANAGEMENT
MB17OM07-SUPPLY CHAIN MANAGEMENT

| | | | | | |
|-----------------|---------------------------|----------|----------|----------|----------|
| MB17OM01 | QUALITY MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To understand the importance of quality management
- To get an insight into the key principles and key elements of quality management and develop quality as a passion and a habit

UNIT I

Quality – Definitions, types, levels, dimensions, cost of quality; Quality management– meaning and importance; Quality Gurus – Shewart, Deming, Juran, Feigenbaum, Crosby, Ishikawa, Taguchi, Shingo and masaaki - QM Kite Marks – Deming prize, MBNQA, IMC RBNQA

UNIT II

Old and new quality Improvement Tools - Continuous Improvement tools – Kaizen and Gemba kaizen - 5S, company-wide quality control - quality function deployment - quality control charts (numerical) – quality circle - Poka-yoke - Benchmarking – Meaning, types and process

UNIT III

Total Productive Maintenance –FMEA, Equipment effectiveness model, pillars of TPM; Quality management system – Principles, ISO 9000 series, QMS requirements – Certification and audit

UNIT IV

Foundations of Six Sigma - Six Sigma metrics and measurement – DMAIC & DMADV methodology – Process measurement – Process metrics –

Process capability–Tools for process analysis – Process improvement – Process control – Process development, optimization and verification – Implementation of Six Sigma

UNIT V

Lean manufacturing – Origin, 3M, seven deadly wastes, tools and techniques for waste elimination, JIT, Kanban system, value stream mapping, waste elimination through SMED, visual management in waste elimination

TEXTBOOK

1. Poonima M. Charantimath, Total Quality Management, Pearson Education, 2011.

REFERENCES

1. Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield, Mary Besterfield-Sacre, Total quality management, Pearson publication, 3rd edition, 2011
2. James R. Evans, Six Sigma and Process Improvement, Cengage Learning India private limited, 2009.

| | | | | | |
|-----------------|--|----------|----------|----------|----------|
| MB17OM02 | PRODUCTION PLANNING AND CONTROL | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To familiarize with PPC Concepts
- To understand prioritization of work schedule, strategic nature of plant location, product planning and quality assurance aspects in relation to production planning and control.

UNIT I

Production planning and control – Decisions and functions, PPC framework, Planning phase, Prior planning, Active planning, Action phase and control phase; PPC in different production systems, material flow patterns

UNIT II

Forecasting – Meaning, factors, types, quantitative and qualitative analysis techniques - aggregate planning – Decisions, strategies and methods – numerical.

UNIT III

Capacity planning – Concept, types, plant capacity, capacity planning strategies - Routing – procedure, materials flow patterns - Scheduling – production scheduling, machine scheduling and Gantt chart - Loading – process, strategies and relationship between capacity and loading-numercials

UNIT IV

Materials requirement planning (MRP I) – Concept, elements, lot sizing in MRP - Manufacturing resource planning (MRP II) – Meaning, framework, implementation design, shop floor planning, master production scheduling

UNIT V

Production control – Shop floor control, production progress reporting and performance analysis, system feedback, strategies for corrective actions, role of control rooms in production plants

TEXTBOOK

1. S.K. Mukhopadhyay, Production Planning and Control, Prentice Hall of India private limited, 2010.

REFERENCES

1. R. Panneerselvam; *Production & operations management*; Prentice Hall India private limited, 2012.
2. John A. Buzacott& Hans Corsten, *Production planning and control*, OldenbourgVerlag publishing, 2012.
3. Mahapatra; *Operations Management*; Prentice Hall India private limited; 2010
4. P.N. Mukherjee; *Operations Management and Productivity techniques*; Prentice Hall India private limited; 2009.

| | | | | | |
|----------|--------------------------------|---|---|---|---|
| MB17OM03 | PRODUCT DESIGN AND DEVELOPMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To understand the perspectives of design, develop and manufacturing the product as per expectations of customer within a single approach and understand the nuances, exceptions and subtleties practiced in industries.

UNIT I

Development processes and organizations – Product Planning – Identifying the customer needs – New product development stages – Idea generation and screening

UNIT II

Product specification – Concept generation – Concept testing and selection – Product architecture

UNIT III

Industrial design – Design for manufacturing – Prototyping – Robust design – CAD, CAM and CIM applications product design

UNIT IV

Market testing of new product – Product development economics – Cost of production analysis – Managing projects

UNIT V

Intellectual property – Protecting new ideas and designs – Patent – Copyrights – Trademarks – Industrial designs

TEXTBOOK

1. Karl T. Ulrich, Steven D. Eppinger & Anita Goyal, Product design and development, McGraw Hill Education private limited, 2012.

REFERENCES

1. Arlindo Silva and Ricardo Simoes, *Trends in Product Design and Development*, IGI Global Snippet, 2011
1. Anil Mital, Anoop Desai, Anand Subramanian and Aashi Mital, *Product Development*, Butterworth – Heinemann, 2010.

2. ImadMoustapha, *Concurrent Engineering in Product Design and Development*, New Age International Publishers, 2010.
3. A.K. Chitale, R.C. Gupta, *Product design and manufacturing*, Eastern Economy Edition, 2010.

| | | | | | |
|-----------------|--|----------|----------|----------|----------|
| MB17OM04 | SERVICE OPERATIONS MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To appreciate the uniqueness of services management vis-a-vis the products
- To understand the emerging concepts and trends in services management and expose the learner to the global competitive environment and future trends in services management

UNIT I

Introduction – Service operations – Strategic positioning and service strategy – Internet strategies – Environmental strategies

UNIT II

Designing the delivery system – New service development – Managing service experiences – Front office and back office interface – Off-shoring and outsourcing

UNIT III

Improving the delivery system – Analyzing processes – Service quality – Six sigma for service process improvement

UNIT IV

Matching supply and demand - Yield management – Inventory management in services – Waiting time management

UNIT V

Tools for managing services – Real world project management – Site selection for services – data envelopment analysis – Scoring systems

TEXTBOOK

1. Metters, King-Metters, Pullman and Walton, Service Operations Management, Cengage learning, 2006 (Reprint 2011).

| | | | | | |
|-----------------|---------------------------|----------|----------|----------|----------|
| MB17OM05 | PROJECT MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To get an insight on the nuances of planning, executing and controlling strategies of project management and motivate the students to become project manager of any project..

UNIT I

Project management – Meaning, Goals – Life cycles of projects – Uncertainties in project selection decisions – Project portfolio process – Approach to project formulation – Role of project manager – Types of project organizations

UNIT II

Develop project charter – Develop project management plan – Project scope – Human resource plan – Project team– Contents of project plan – Work breakdown structure – Multi-disciplinary teams

UNIT III

Methods of budgeting – Project cost estimation – Improving cost estimates – Budget uncertainty and risk management – Scheduling the project – PERT and CPM networks – Gantt chart – Resource allocation and loading – Resource leveling – Goldratt’s critical chain

UNIT IV

Project quality management – Plan quality parameters – Perform quality assurance and quality control – Project risk management – Plan and identify project risks – Perform qualitative and quantitative risk analysis – Monitor and control risks

UNIT V

Monitoring the project – Control cycle – Project control – Designing the control system – Evaluation of project – Project auditing – Project termination

TEXTBOOK

1. Samuel J. Mantel, Jr, Jack R. Meredith, Scott M. Shafer, Margaret M. Sutton, M.R. Gopalan, "Project Management – Core Textbook" First Indian Edition (2006), Wiley India publication, 2011.

| | | | | | |
|-----------------|------------------------------|----------|----------|----------|----------|
| MB170M06 | TECHNOLOGY MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To be able to understand the technology absorption, incremental innovation, research and development, technovation and technology fusion that dominate the contemporary world industry and gain an insight into the various forms and models of technology development.

UNIT I

Technology as a driving force – Axes and Atlas of Technology – Strategic Management of Technology – Productivity and Incremental Innovation– Technology absorption – Technology forecasting – Technological competitive advantage

UNIT II

Evaluation of Technological Investments – New R and D– Product Development Cycle – Management of Technological Innovation – Core Competencies in Technology – Structural Imperatives of Technology Management – Technology process mapping

UNIT III

Structure of World Class Manufacturing – Operation technology for automation – Types of manufacturing automation – Automated production systems – Software systems for automation – Automation in services – Automation issues – Deciding among automation alternatives

UNIT IV

Technology fusion and diffusion – Technology commercialization – Technology transfer – Technology flow channel – Technology transfer modes –Technology partnering – Joint and collaborative development

UNIT V

Technology change – Coping with Continuous Change – Spectrum of Technological Excellence – Methods of Coping with Uncertainty in Technovation – Requisites of National Technology Policy – Role of IPR in Technology

TEXTBOOK

1. P.N.Rastogi, Management of Technology and Innovation, SAGE Publications Limited, 2009

REFERENCES

1. Robert Szakonyi, 2006, *Handbook of Technology Management* – Viva Books Private Limited
2. White and Bruton, *Management of technology and Innovation*, Cengage Learning, 2010
3. Norman Gaither and Greg Frazier, *Operations Management*, 9th Edition, Cengage publications, 2002 (Reprint 2013).
4. Frederick Betz, *Managing technological innovation*, Wiley Publications, 2011.
5. V.K. Narayanan, encyclopedia of technology and innovation management, Wiley Publications, 2010
6. Robert and Roland, *Managing Technology and Innovation*, Routledge, 2010

| | | | | | |
|----------|-------------------------|---|---|---|---|
| MB170M07 | SUPPLY CHAIN MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To analyze the global business environment
- To use critical thinking skills in business situations
- To apply an ethical understanding and perspective to business solution.

UNIT I

Introduction - Key concepts in SCM- Enablers of supply chain performance- customer service and cost trade-offs- Supply chain performance measures- Linking supply chain and business performance, enhancing SC performance- Sourcing strategy

UNIT II

Value information and order management, distribution requirement planning, just-in-time system, warehousing and materials handling management, operational mechanism of warehousing, automated warehousing system

UNIT III

Transportation, containerization, fleet management, procurement management, procurement process trends and improve productivity, strategic sourcing and vendor management, Outsourcing strategy for logistics services

UNIT IV

Supply Chain Integration - Chain Restructuring – Agile supply Chains – pricing and Revenue Management

UNIT V

Information technology in SCM, Web based supply chain, supply chain performance measurement, contemporary issues in supply chain management,

TEXTBOOKS

1. Janat Shah, Supply chain management – Text and cases, Pearson publication, 2nd edition 2016
2. Supply Chain Management: Strategy, Planning, and Operation, Sixth Edition, by Sunil Chopra and Peter Meindl

REFERENCES

1. *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*, Third Edition, by David Simchi-Levi, Philip Kaminsky and Edith Simchi-Levi
2. D.K. Agarwal, *Supply chain management – Strategy, cases and best practices*, McMillan publication, 2010
3. *Essentials of Supply Chain Management*, Third Edition, by Michael H. Hugos

4. *Manufacturing Planning and Control for Supply Chain Management*, First Edition, by F. Robert Jacobs, William Berry, D. Clay Whybark, Thomas Vollmann
5. Russell, Taylor, *Operation and Supply Chain Management*, 8th edition, Wiley

HRM ELECTIVES

MB17HR01 - LEADERSHIP

MB17HR02- COMPETENCY MAPPING

MB17HR03 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

MB17HR04-ORGANISATIONAL STRUCTURE AND DESIGN

MB17HR05 - COMPENSATION AND REWARD MANAGEMENT

MB17HR06 - TRAINING AND DEVELOPMENT

| | | | | | |
|----------|------------|---|---|---|---|
| MB17HR01 | LEADERSHIP | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To articulate an understanding of setting vision and mission as a leader.
- To identify and describe various theories of leadership
- To appreciate that effective leadership is a multi-faceted process.
- To develop strategies for exhibiting global leadership skills.

UNIT I

Strategic Leadership Vision and Mission – Contemporary Leadership Styles – Theories of Effective Leadership - Leadership and Management Development (LMD) and Organizational Strategies -Contextual Factors in Leadership and Management Development Historical Development of Leadership and Management Development The Nature of Leadership and Management

UNIT II

Factors influencing Leadership Behavior: Personality, Perception, Learning Styles, Emotional Intelligence, Cultural, Organizational and Situational Factors

UNIT III

Leadership Skills: Managing Power, Conflict, Problem Solving, Negotiation, Creativity,- Strategy, Planning and Goal Setting Leadership and Systems Thinking, Vision and Values, Management of Colleagues, Management of

Internal Customers, Culture Building, Liaison with Boss and Top Management, and External Customer Relations and Client Management.

UNIT IV

Managing Followers: Define Talent management, Describe Succession management, Career management – Coaching – Mentoring – Essentials of Building and Managing Teams, Team Effectiveness, Building trust, Team Development – Ginnett's Team Leadership Model - Design and Delivery of Leadership and Management Development Interventions - Evaluation of Leadership and Management Development

UNIT V

Developing Leadership: Global leadership and global career, IMD Programmes, Expatriate, Performance management, Repatriation – International Leadership Competencies. Contemporary Issues in Leadership and Management Development - Developing Leaders and Managers for a Diverse Workforce - Developing Ethical Leaders and Managers,- Developing Leaders and Managers with a Global Competence - Summary and Thoughts for the Future

TEXTBOOK

Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication, 6th Edition, 2011.

REFERENCES

1. Jan Carmichael, et.al. Leadership and Management Development, Oxford Publications, 2011.
2. Uday Kumar Haldar, Leadership And Team Building, Oxford Publications, 2011
3. Chandra Mohan, Leadership and Management, , Himalaya Publishing House , 2007
4. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication, 6th Edition, 2011
5. T.V. Rao, Charu Sharma, 100 Managers in Action, McGraw- Hill Publication, 2012

6. Bonnie T Yarbrough , Leading groups & Team, Cengage Learning, New Delhi, 2011

| | | | | | |
|-----------------|---------------------------|----------|----------|----------|----------|
| MB17HR02 | COMPETENCY MAPPING | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To understand the fundamentals of Competency Mapping
- To identify a cost effective way of implementing the whole process.
- To have insights into assessment tools used for competency mapping.
- To be aware of implementation pre-requisites and strategies

UNIT I

Meaning, purpose and Benefits, Competency mapping at different levels – Corporate companies/institutions, HR interview and Individual level. Introduction to Competency Concept – Understanding Competencies - Components of competency n and employees issues. - Competency models.

UNIT II

Competency Categories – Steps in Developing Competency Model SMR Model framework

UNIT III

Competency Modeling - Assessment Centre - Assessment Centre Methods – Implementation of Assessment Centre - assessment tools used for competency mapping. Methods of Competency Mapping – Assessment Centre, Critical Incident Techniques, Questionnaire method, Psychometric tests, etc.

UNIT IV

Individual Development Plan - a cost effective way of implementing the whole process

UNIT V

Organizational Uses of Competency. – Identifying competency requirement for various sectors of employment / various jobs IT, ITeS, Insurance, Banking and other Financial Service, Entertainment, Health Service,

Private Education and Training, defining competency requirements - skills, tasks, activities and technologies / techniques used for various types of jobs in Service Sector.

TEXTBOOK

1. Sanghi, Seema, *The Handbook of Competency mapping*, Response Books, New Delhi, 2011.

REFERENCES

1. Sraban Mukherjee, *Competency Mapping for Superior Results*, Tata McGraw –Hill Education Pvt. Ltd., New Delhi, 2011
2. Radha R Sharma, 360 Degree feedback, *Competency Mapping and Assessment Centers*, Tata Mc-Graw Hill Education Pvt. Ltd., New Delhi, 2011
3. Sanghi, Seema, *The Handbook of Competency mapping*, Response Books, New Delhi, 2011. 4. Ganesh Shermon, *Competency Based HRM*, TMH, 1st Edition, 2004. 5. Sahu R. K., *Competency Mapping*, Excel Books, 2009.
4. Lance A.Berger and Dorothy R.Berger, 2004, *The Talent Management Handbook*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Margaret Dale and Paul Iles, 2002, *Assessing Management Skills – a guide to competencies and evaluation techniques*, Jaico Publishing House, Mumbai.
6. Lyle M.Spencer, Signe M. Spencer, 2008, *Competence at work models for Superior Performance*, Wiley India Pvt. Ltd, New Delhi. M. Phil. / Ph.D. Career Guidance from October 2011 onwards Page 6 of 6
7. Michael Armstrong and Helen Murlis, 2005, *Handbook of Reward Management*, Crest Publishing House, New Delhi

| | | | | | |
|----------|--|---|---|---|---|
| MB17HR03 | INTERNATIONAL HUMAN RESOURCE MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To get exposure on how global business realize the huge potential they can tap in the developing nation.

UNIT I

Introduction

International Human Resource Management – Definition, Nature and Scope – IHRM vs Domestic HRM – Strategic view – Path to Global status, Control mechanisms, Stages in Internationalization of Business – IHRM Approaches – Cross Cultural Implications – Cross border alliances, mergers, acquisitions, equity and joint ventures, International SMEs

UNIT II

Staffing International Operations

Approaches to staffing, Transferring staff for international business activities, Role of expatriate, non-expatriates, in-patriates, and role of corporate HR functions; Recruiting and selecting staff for international business – Issues in staff selection, selection criteria, International recruitment, and dual career couples.

UNIT III

International Training and Development and Compensation Management

Training Strategies – Expatriate Training – Components of pre-departure training programs and its effectiveness, Developing staff through international assignments, Cross Cultural Training and its trends; International Compensation management – objectives, key components/variables, approaches, issues of compensation management

UNIT IV

International Industrial Relations and Repatriation

Key issues in international industrial relations, trade unions and its response to multinationals, regional integration; Repatriation – Concept, Repatriation process, individual reactions to re-entry, designing and managing repatriation

UNIT V

Performance Management and Challenges

Multinational performance management, variables influencing performance of expatriate, performance management and performance appraisal of international employees, complexity, challenges, theoretical in developments, choices in the future and research issues.

TEXTBOOK

1. International IHRM - Peter J. Dowling, Denice E. Welch, International HRM, Thomson Learning, 2011.

REFERENCES

1. Peter J. Dowling, Denice E. Welch, *International HRM*, Thomson Learning, 2011
2. K. Aswathappa and SadhnaDesh, *International HRM*, Tata McGraw Hill, 2011
3. Monir H Tayeb, *International Human Resource Management*, Oxford University Press, 2011
4. S.C. Gupta, *International HRM*, Macmillan, 2011
5. Tony Edwards, Chris Rees, *International Human Resource Management*, Person Education, 2011
6. P.L. Rao, *International Human resource Management*, Excel Books, 2011

| | | | | | |
|----------|--|---|---|---|---|
| MB17HR04 | ORGANISATIONAL STRUCTURE AND DESIGN | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To assist the students to the importance of organization structure
- To facilitate the students understand the challenges and strategies to cope up with issues associated with organizational structure.

UNIT I

What is an organization-Organization Structure- design-Dimensions of Organization-the biological metaphor- Different ways of looking at organizations- The Evolution of organization theory- organizational effectiveness- Dimensions of organization structure.

UNIT II

The Determinants: What causes structure-Strategy- Organization Size- Technology-Environment- Power control- The Star Model

UNIT III

Organizational Design: Choosing the right structural form- Organizational design options- Bureaucracy and Adhocracy- A closer look- Internal Design elements.

UNIT IV

Applications- Contemporary issues in organization theory- - Open System Design Elements- The External Environment- Inter organizational relationship-Designing organizations for the internal environment- Organizational design challenges and opportunities resulting from big data.

UNIT V

Managing organizational change – Model for managing the organization change-Descriptive view of organizational change-conflict and organizational effectiveness-sources of organizational conflict- resolution techniques and simulation techniques- culture- Managing Organizational evolution.

TEXTBOOK

1. Organization Theory: Structure Design and Applications, by Robbins / Mathew 3rd Revised Edition, Pearson Education
2. Designing Organizations: Strategy, Structure, and Process at the Business Unit and Enterprise Levels, Jay R. Galbraith, 3rd Edition, Wiley Publications
3. Organization Theory and Design, 12th Edition by Richard L. Daft, Cengage.

| | | | | | |
|----------|---|----------|----------|----------|----------|
| MB17HR05 | COMPENSATION AND REWARD MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To get exposure on Compensation Management and Rewards.
- To understand the different theories, legislations, schemes relating to the compensation management

UNIT I

Conceptual and Theoretical Understanding

Conceptual and Theoretical understanding of Economic theory related to reward management; Competitive Imperatives; Productivity, Quality,

Service, Speed, Learning, Planning for Improved Competitiveness; Diagnosis and Benchmarking- Determination of Inter and Intra-industry Compensation differentials; Internal and external Equity in compensation system.

UNIT II

Implementation and Types

Tools used in Designing, Improving and Implementing Compensation packages; Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, senior managers, R & D Staff.

UNIT III

Strategic Compensation & Reward Systems

Different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

UNIT IV

Components of Reward Systems

Statutory Provisions governing Different Components of Reward systems; The Workmen’s Compensation Act, 1923.

UNIT V

Pay Off

Working of different Institutions Related to Reward System like Wage Boards, pay Commissions etc; International Compensation.

REFERENCES

1. Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis
2. Wage and Salary Administration by Leonard R, Bergeris
3. Wage and Salary administration by Rock Micton

| | | | | | |
|-----------------|---------------------------------|----------|----------|----------|----------|
| MB17HR06 | TRAINING AND DEVELOPMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- To get exposure on how companies use training to equip employees for a certain task and acquire knowledge to do the task.

UNIT I

Training and Development: Process and significant, Principal of learning Identification of Training Needs, Evolving Training Policy

UNIT II

Training and Development System, Training Methods, Training Centers, Role of External Agency in Training and Development, Training for change, Resistance in Training.

UNIT III

Developing effective Trainers, Designing training programmers. Approaches to Management Development, Designing Development Programmers, Team Building Exercises, Management Games.

UNIT IV

Evaluation of Training and Development, Criteria, Problem and Steps involved in Evaluation. Emerging issues in Training and Development in India

UNIT V

Training and Professional Development: Organizational Growth and Development, Balancing Individual, Group and Organizational Needs, Organizational Development

TEXTBOOK

1. Lynton, R.P and U.Pareek Training and Development irwineDoresy, Hopwood.

REFERENCES

1. Armstrong M.A. *Handbook of Human Resource Management Practice* Cogan Page, London
2. Dayal ,I *Manpower Training in organizations* Prentice Hall of India, New Delhi
3. Craig ,Robert *Training and Development Handbook* McGraw Hill, New York

4. Lynton, R.P and U. Pareek *Training and Development* IrwinDoresy, Hopwood



VERTICAL ELECTIVES
HOSPITAL AND HEALTHCARE MANAGEMENT
HOSPITALITY MANAGEMENT

HOSPITAL AND HEALTHCARE MANAGEMENT
MB17HH01 -EPIDEMIOLOGY AND BIO-STATISTICS
MB17HH02 -HOSPITAL AND HEALTHCARE DELIVERY SYSTEM
MB17HH03 -MARKETING MANAGEMENT OF HOSPITAL AND
HEALTHCARE SERVICES
MB17HH04 -HEALTH POLICY, INSURANCE AND TOURISM
MB17HH05 -LEGAL & ETHICAL ISSUES IN HEALTHCARE
MB17HH06 -OPERATIONS MANAGEMENT IN HEALTHCARE
MB17HH07 -HOSPITAL SUPPORT SERVICES

| | | | | | |
|-----------------|---------------------------------------|----------|----------|----------|----------|
| MB17HH01 | EPIDEMIOLOGY AND BIostatISTICS | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

This course enables epidemiological study and research designs to provide appropriate decisions. Bio statistical tools for data analysis of epidemiology based studies enable epidemiology based support decisions.

UNIT I

Demography

Demographic cycle, World population trend Demographic trends in India Growth rate, Age pyramid, Sex ratio, Population density, Family size, Urbanization, Literacy and Life expectancy Population policy and national demographic goals.

UNIT II

Epidemiology of Disease and Community Health

Concept of disease; Epidemiological Triad; Concepts of Control and Prevention; Community Health Vs Medicine; Epidemiology of Communicable disease – Terms and Definitions; Chain of disease transmission, Disinfection and Disinfestations, Classification of communicable disease and Control measures; Non-Communicable diseases and its Epidemiology - Standard methods of study, Web of causation, Verbal Autopsy.

UNIT III

Epidemiology Study Designs

Epidemiology Study Designs – Need and Applications; Types of Epidemiologic Study Designs - Observational Studies - Descriptive Study - Case series & Case reports Study (Clinical), Cross Sectional Study (Epidemiological), Longitudinal study; Analytical Study - Cohort Study, Case Control Study and Ecological Study; Experimental Studies Study - Randomized controlled Trials (RCT); Outbreak Investigation; Sources of Error in Epidemiologic Studies.

UNIT IV

Biostatistics Measures and Tools

Basic biostatistics tools – Summary numbers, Normal distribution, Hypothesis testing, p value, t tests, Chi square tests, correlation and regression, survival analysis and meta analysis; Absolute measures; Measures of Occurrence - Incidence and Prevalence; Measures of Association - Risk Ratio, Odds ratio and Rate ratio; Other Measures - Virulence & Infectivity, Mortality rate & Morbidity, Case fatality, Sensitivity and Specificity tests; Uses of Epidemiology.

UNIT V

National and International Health

National Health Programs in India; International Health: WHO and other United Nations Agencies; Epidemiological Challenges in Healthcare Industry

TEXT BOOK

1.Kenneth J. Rothman, Epidemiology: An introduction, Oxford university press Inc., 2nd Edition, 2012.

REFERENCES

- 1.R Bonita, R Beaglehole and T Kjellström, Basic Epidemiology, 2nd Edition, WHO Publication, 2006
- 2.Penny webb and chris bain, Essential Epidemiology: An introduction for students and health professionals, Cambridge university press Inc., First edition, 2011
- 3.B. Burt Gertman, Basic biostatistics: Statistics for public health practice, Jones and Bartlett publishers, 2008
- 4.Daniel, Wayne W., Biostatistics: A Foundation for Analysis in the Health Sciences, Wiley, John & Sons, Inc., 9th edition, 2008
- 5.<http://www.who.int/en>

| | | | | | |
|-----------------|--|----------|----------|----------|----------|
| MB17HH02 | HOSPITAL AND HEALTHCARE DELIVERY SYSTEM | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

The basic purpose of this course is to get Introduced to Hospital management and health care delivery system providing an awareness of General administration and management of healthcare organizations with an understanding of the psycho-social aspects of the patient.

UNIT I

Introduction: Patient Rights – Patient Behaviour – Models of Patient Behaviour – Patient Motivation – Patient Perception – Attitudes – Attitude Change – Personality, Patient Involvement and Decision Making, Reference Group Influence – Opinion Leadership – Family Decision Making.

UNIT II

Policies and Procedures of the Hospitals for patients and personnel: Service Buying Behaviour – Psychographics – Lifestyles – Information Search Process – Evaluating Criteria Audit of Patient Behaviour.

UNIT III

Patient Care: Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counseling: for surgical procedures, for treatment, grief counseling; protocols, medicare standards.

UNIT IV

Hospital Administration: Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night Duty Executive; Public and guest relation; importance in patient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants' management.

UNIT V

Legal Responsibilities: Essential documents, state licensure, civil rights, Pollution Control Board Act-Safe Collection, segregation, disposal, dumping, incineration and training.

TEXT BOOK

1. Liewellyne Davis and H.M. MacCaulay, Hospital Administration and Planning, JP Brothers, New Delhi, 2001

REFERENCES

1. Liewellyne Davis and H.M. Macacaulay, Hospital Administration and Planning, JP Brothers, New Delhi, 2001.
2. S.G. Kabra, Medical Audit 3. Arun Kumar (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.
3. Srinivasan, A.V. (ed), Managing a Modern Hospitals, Response Books, New Delhi, 2000. Environment Management Systems, ISO 14000 Documents.
4. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice, Oxford Publishers, New Delhi, 2001.

| | | | | | |
|----------|---|---|---|---|---|
| MB17HH03 | MARKETING MANAGEMENT OF HOSPITAL AND HEALTHCARE SERVICES | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

This course enables to

- Understand marketing significance and applications in healthcare industry
- Take decisions based on various alternatives in marketing mix
- Maintain cordial public relationship with society in order to build confidence among customers and patients
- Find out market problems and dilemmas and providing appropriate solutions and decisions through market research and analysis

UNIT I

Application of Marketing in Healthcare

Health care Revolution, Dimensions of Health, Indicators of Health, Types of Healthcare Organizations; Concept of Marketing-Importance of Marketing to Healthcare Organizations - Challenges in Practicing Marketing in Healthcare Industry - Marketing Intelligence, Information and Research System- Marketing Organization: Chart, Fulltime Staff and Hiring Consultants

UNIT II

Marketing Mix Decisions

Product (Service) Decisions- Nature and Characteristics of Services-Marketing Approaches to New Services Development- Service Mix Decision - Service Item Decision - Service Life Cycle Decision - Demand Generation - Pricing Decisions - Pricing Objectives in Healthcare-Pricing Strategy - Present and Future Situation - Place Decisions - Major Distribution Decisions - Strengthening Referral Systems- Promotion Decisions - Sales Force in Healthcare Organizations - Advertising in Healthcare Industry - Sales Promotion Practices in Healthcare Organizations- Publicity Practices - Marketing Strategies - Service Portfolio

Strategy - Market Expansion Strategy - Target Market Strategy - Price Quality Strategy- Competitive Positioning Strategy - Marketing Mix Strategy.

UNIT III

Social Marketing

Steps in Social Marketing- Cognitive, Action, Behavior and Value Changes, Media in social Marketing, Social media sources; Social Events and Printed sources; Online sources; Role of social marketing in healthcare.

UNIT IV

Public Relations

Introduction to Public Relations, Meaning of Public Relations, Classification of Public from Healthcare Marketing Perspective, Evolution of Public Relations, Identifying the Relevant Publics- Measuring Images and Attitude of the Relevant Public- Establishing Image and Attitude Goals for the Key Publics- Developing Cost Effective Public Relations Strategies- Implementing Actions and Evaluating Results; Health Service Public Relations Officer - Profile of Public Relations Officer - Changing Role and Responsibilities of Health Service PRO.

UNIT V

Community Opinion Surveys and Market Research

Market research – Meaning, Scope and Significance; Types of Market research; Research design; Methodology of the Study; Population and sample; Data collection tools - Model Questionnaire used in Healthcare Services; Public Relations Tools and Materials: Written and Audiovisual; Media: News, Events, Speeches and Telephone Information Services; Data analysis; Research report preparation and presentation; Decision making based on market research.

TEXT BOOK

1.Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations, Prentice Hall Publication, 2009

REFERENCES

- 1.Roger Silver, Health Service Public Relations, Radcliffe Medical Press Ltd., 2010
- 2.John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion, Health Administration Press,2011
- 3.G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy, Prism Books Pvt. Ltd., 2000
- 4.Philip Kotler, Joel Shalowitz, MD, MBA, Robert J. Stevens, Strategic Marketing For Health Care Organizations: Building A Customer-Driven Health System, John Wiley and Sons Inc., Jossey – Bass Publication, 2008

| | | | | | |
|-----------------|---|----------|----------|----------|----------|
| MB17HH04 | HEALTH POLICY, INSURANCE AND TOURISM | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

This course enables to

- Understand health insurance policies and their benefits, legal and ethical issues involved with them
- Understand the risks involved in insurance policies and individual health and provide both preventive and corrective solutions for the same
- Utilize the opportunities in health tourism sector

UNIT I

Basic Concepts of Health Insurance

Concept of Health Insurance-Types, origin, evolution and importance:
Private Health Insurance for profit- Private Health Insurance not-for-profit:
Community Health Insurance (CHI), Employer-Based Insurance, Health

Micro Insurance (MHI) and Reinsurance- Public Health Insurance: National Health Insurance, Social Health Insurance.

UNIT II

Models and Economics of Health Insurance

Fundamental differences among various Health Insurance Schemes- Various models of CHI and MHI tested / implemented in developing countries- Health Insurance in Indian Context- Social security: A fundamental concept- Risk and Insurance-Demand and Supply for Health Insurance - Economics of Scale- Welfare Loss from Health Insurance.

UNIT III

Risk Management

Actuarially Fair Premium, Expected Loss, Load Factors- Risks: Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skinning- Risk Management Tools, Moral Hazard: Copayment / coinsurance, deductibles, indemnity payment, mandatory referral system- Adverse Selection: Collective membership, group policies - Cost Escalation: Treatment protocol, fixed fee per illness- Fraud and Abuse (free rider): Insurance covered with photograph.

UNIT IV

Financial Aspects of Health Insurance

Designing Benefit Package: Introduction- Issues to be considered: Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury, level of health services, estimating maximum demand, Costing the Benefit Package: Cost of pharmaceuticals, consultations, diagnostic support services, hospitalization, additional services and operating costs, Premium Setting: Calculation and determining premium.

UNIT V

Health Tourism

Health tourism – Description, scope, opportunities and growth; Medical tourism process; Challenges, risks, legal and ethical issues in health tourisms; National and international destinations; Government support and schemes; Eco health tourism – Awareness and growth.

TEXT BOOK

1. Michelle A. Green, Jo Ann C. Rowell, Understanding Health Insurance: A Guide to Billing and Reimbursement, Delmar Cengage learning, 2013

REFERENCES

1. Peter R. Kongstvedt, Essentials of Managed Healthcare, 6th Edition, Jones and Bartlett learning publication 2013

2. Marilyn T. Fordney, Linda L. French, Medical Insurance Billing and Coding: An Essentials Worktext, Elsevier Science Health Science Division publication, 2002

3. Michael A. Morrissey, Health Insurance, Health Administration Press, 2008

4. Mark V. Pauly, Bradley Herring, Pooling Health Insurance Risks, American Enterprise Institute (AEI) Press, 1999

5. www.irda.com

| | | | | | | | | |
|-----------------|---|--|--|--|----------|----------|----------|----------|
| MB17HH05 | LEGAL AND ETHICAL ISSUES IN HEALTHCARE | | | | L | T | P | C |
| | | | | | 2 | 0 | 0 | 2 |

OBJECTIVE

This course enables to

- Understand the various laws and acts which related to hospital and healthcare activities
- Build ethical safety systems through medical waste management systems
- Maintain the proper tax systems

UNIT I

Medical Laws and Tax Systems

Medical Council of India- Medical Licensure Law- Doctors Patient Relationship Medical Malpractice- Quality and Standard of Medical Care- Negligence- Medical Consent- Emergency Care - Exemption of Income Tax for Donations- Tax Obligations: Filing Returns and Deductions at Source

UNIT II

Medical Acts

The Medical Termination of Pregnancy Act-The Prenatal Diagnostic Techniques Act- Dying Declaration- Medical Jurisprudence- The Human Organ Transplantation Act Toxicology; the Consumer Protection Act- Patients Rights and Responsibilities.

UNIT III

Medical Legal and Safety Systems

Medico Legal Commitments- Mental Illness Tuberculosis- Drugs Addicts and Alcoholics- Legal Issue in Death Cases- Legal Testimony in Medico-legal cases- Narcotic Laws- The Drugs and Cosmetic Act Drug Control Policy- Clinical Investigation- Blood Transfusion - Medical Ethics - Hospital Administration- The Biomedical Waste (Management and Handling) Rules- Radiation Safety System- Law of Insurance- Export Import Policy.

UNIT IV

Nutritional Healthcare

Significance of nutrition in healthcare – Standard food – Elements of food – Dietary energy – Role of vitamins and minerals in healthcare – Food per capita – Food security – Food scarcity – Food hazards, spoilage and adulteration – Nutritional disease and control methods.

UNIT V

Healthcare Based Food Habits

Food intake levels – Fast food and snack food habits – Vegetarian and Non-vegetarian food habits – Alcohol and tobacco consumption habits –

Raw food, Processed food and cooked food consumption habits – Building safe and energetic food habits.

TEXT BOOK

1.Krishna Chaube, Consumer Protection and The Medical Profession with Legal Remedies, Jaypee Brothers, New Delhi,2008

REFERENCES

1.Raj Kumar, Acts Applicable to Hospitals in India, The Christian Medical Association of India, New Delhi,2012

2.N.D. Kapoor, Elements of Mercantile Law, Sultan Chand and Sons, New Delhi),2012

3.R.C. Anand and Sidhartha Satpathy, Hospital Waste Management: A Holistic Approach, Jaypee Brothers, New Delhi,2009

4.Ellie Whitney, Linda Kelly DeBruyne, Kathryn Pinna and Sharon Rady Rolfes, Nutrition for Health and Health Care, Cengage Learning; 4th edition, 2010.

| | | | | | |
|-----------------|--|----------|----------|----------|----------|
| MB17HH06 | OPERATIONS MANAGEMENT IN HEALTHCARE | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

This course enables to

- Understand the purchase methods and procedure of hospital and healthcare equipments and materials.
- Build proper systems for stores and maintenance management
- Implement quality management systems and acquiring different certifications for hospital and healthcare organizations
- Get confidence to conduct various healthcare events

UNIT I

Hospital Purchase Management

Objectives and Elements of Purchasing- Purchasing System- Purchase Cycle- Purchase contract; Purchase methods and Procedures; Planning and Selection of Equipment- Purchase, Inspection and Installation; Import of Equipment- Import procedure and document.

UNIT II

Hospital Stores Management

Planning Consideration of Stores- Inspection and Verification of Materials- Storage of Materials-Codification and Standardization-Value Analysis- Inventory Control- Lead Time, Safety Stock and Reorder Level- Economic Order Quantity (EOQ), Distribution of Materials- Condemnation and Disposal; Hospital Wastes Management.

UNIT III

Hospital Materials and Maintenance Management

Functions of Materials Manager- Information Systems for Materials Management; Policy and Procedures-Equipments Types and Characteristics; Records, Responsibilities-Levels of Maintenance; Equipment Utilization and Operation- Equipment Repair and Maintenance- Equipment Audit.

UNIT IV

Quality Assurance in Hospitals

Patient safety and satisfaction, Patient feedback system, Job Description of Quality Manager- Quality Steering Committee- Quality Council, Quality Audit; Quality Teams: Task Force, Quality Circle- ISO Certification; BS Mark, Accreditation: JCI, Quality Awards Scheme - MBNQA; NABH, Six sigma in hospitals; Obstacles to Practice Quality in Hospitals.

UNIT V

Health Program / Event Management

Healthcare programs, campaigns and camps; Program need analysis, Planning / Pre project phase (CPM & PERT Analysis), Execution phase –

Manpower and quality service delivery requirements, Post project impact analysis.

TEXT BOOK

1.Shakti Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach Jaypee Publications, New Delhi, India,2010

REFERENCES

1.Donna Deeprise, Project Management, Capstone Publishing, Oxford,2007

2.H. Kerzner, Project Management: A System Approach to Planning, Scheduling and Controlling, Wiley Eastern publication,2008

3.WHO, Maintenance and Repair of Laboratory, Diagnostic, Imaging and Hospital Equipment,2006

4.Wilson CRM, Hospital Wide Quality Assurance, Saunders publication,2005

5.Hugh C. H. Kogh, Total Quality Management in Health Care, Longman Publication,2008

6.Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Hand Book, Edward Ainoid publication,1998

| | | | | | |
|-----------------|----------------------------------|----------|----------|----------|----------|
| MB17HH07 | HOSPITAL SUPPORT SERVICES | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

The basic objective of this course is to provide an over view of various services provided by hospital and healthcare organizations and to ensure effective planning and organization of various healthcare services and build appropriate systems for healthcare service delivery.

UNIT I

Planning and Layout Designs

Guiding Principles in Planning Hospital Facilities and Services; Steps in Hospital Planning; Objectives, Functions, Location, Design and Layout planning for Admission and Discharge, Customer care services, Outpatient services, Inpatient services, Emergency and casualty services, Operation theaters and other support services

UNIT II

Front Office, Diagnostic and Other Supportive Services

Front office services, Information and Communication, Treatment services, Emergency services, Surgery services, Radiology Services - Laboratory Services; CSSD - Objectives and Functions-Advantages of Centralized System- Distribution System- Duties of CSSD In-charge- Linen and Laundry- Automation- Housekeeping and hygiene services- Security Services and Service Contracts.

UNIT III

Medical Documents and Records

Medical Records-Objectives and Functions-Characteristics- Medical Records Committee-Types of Forms; Retention Policy; Records and Statistics- Technology Advancements: EMR, Microfilming and Smart Cards; Hospital Statistics: Bed Days, Average Length of Stay (LOS), Bed Occupancy Rate, Daily Ward Census, Bed Turnover Rate, Gross / Net / Postoperative Death Rate.

UNIT IV

Sales Outlets

Pharmacy- Therapeutic Committee-Hospital Formulary Dietary Services- Equipment and Physical Facilities- Purchases, Stores and Issues- Pricing and Control Measures- Food outlet services, Basic utilities outlets (Cloths, Containers, FMCG items, etc)

UNIT V

Structuring Health Services

Types of Care, Pyramidal Structure of Health Services, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization-Disaster Management system

TEXT BOOK

1.C.M. Francis and et al., Hospital Administration, Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2012

REFERENCES

- 1.G.D. Kunders, Hospitals: Planning, Design and Management, Prism Books Pvt. Ltd., Bangalore, 2011
- 2.Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice Oxford University Press, New Delhi, 2011
- 3.B.M. Sakharkar, Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi, 2008.
- 4.S.Srinivasan (ed.), Management Process in Health Care (Voluntary Health Association of India, New Delhi), 2010

HOSPITALITY MANAGEMENT

MB17HM01-HOSPITALITY MANAGEMENT

MB17HM02-EVENT MANAGEMENT

MB17HM03-ADVANCED KITCHEN AND SERVICE MANAGEMENT

MB17HM04-HOSPITALITY FACILITY PLANNING

MB17HM05-INTERNATIONAL TOURISM MANAGEMENT

MB17HM06-REVENUE AND PRICING MANAGEMENT FOR

HOSPITALITY INDUSTRY

MB17HM07-TRAVEL AND TOUR OPERATIONS MANAGEMENT

| | | | | | |
|----------|------------------------|---|---|---|---|
| MB17HM01 | HOSPITALITY MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To create awareness on global tourism and hospitality industry
- To provide strategic knowledge on hospitality management
- To give exposure to hotel operations
- To build the capability of handling various functional areas of the hospitality industry

UNIT I

The World of Hospitality

Introduction to Tourism & Hospitality Industry; Characteristics & Nature of Hospitality Industry; Size & Scope of Lodging Industry; Economic & Other impacts of tourism; Evolution & growth of Hotel Industry

UNIT II

Hotel Organization

Vision, Mission & Objective; Hotel Development & Ownership; Classification of Hotels; Hotel Departments –Structure and Functions

UNIT III

Rooms Division Department

Front office management; Advanced Accommodation Operations; Delivering Quality guest service; Guest History Maintenance; Service

Recovery Model; Computer Application in Hotel Industry; Hotel safety & security; Trends in Hospitality Industry

UNIT IV

Hospitality Marketing

Challenges faced by hospitality sales & Marketing; Basic concepts of Marketing; Market segmentation & Positioning; Marketing Mix Decisions; Competition and Marketing; E marketing; Trends in Hospitality Marketing

UNIT V

Human Resource Management

Human resource planning; Human Resource Development; Recruitment Process; HR Challenges in Hospitality Industry; Employee Motivation & Retention

REFERENCES

1. S.K .Bhatnagar -Front Office Management, Frank Bro's & Co, 2009
2. Bake, Huyton and Bradley - Principles of Hotel Front Office Operation- Cengage\Delmar Learning India,2008
3. Front Office Procedure-Michael, L kasavana& Richard M Books Educational Institute of the American Hotel & Motel Association, 1998 ,
4. Philip Kotler -Marketing for Hospitality Industry , Tata Mcgraw Hill, 2009.
5. John.R Walker - Introduction to Hospitality Management, Prentice Hall; 6 edition 2012

| | | | | | |
|-----------------|-------------------------|----------|----------|----------|----------|
| MB17HM02 | EVENT MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To give exposure on event management
- To make the student to do the systematic planning of events
- To provide special knowledge on tourism event
- To develop the marketing skills with respect to events
- To build the leadership capability through the concept of MICE

UNIT I

Introduction to Event Management

Role of Events for the promotion of Tourism; Types of Events; Concepts & Design; Event Management Team; Factors affecting Event Management.

UNIT II

Planning an Event

Budget; Planning, staging & Staffing; Operation & Logistics; Safety & Security; Monitoring, Controlling & Evaluating an Event.

UNIT III

Tourism Destination and Event Planning

Issues of tourism management, planning, image, perception and development of destination as a brand.

UNIT IV

Event Marketing

Event Planning; Event Marketing – Issues and evaluation of events through case studies; Sample Event profile.

UNIT V

MICE – A Grouping segment

Concept of MICE; Types of Meeting; Role of Travel agency in the Management of Conference; Key players in the industry; Role & Function of ICCA & ICIB; Trends in convention, Meeting & Expositions.

REFERENCES

1. Coleman, Lee & Frankle (110101), Powerhouse Conferences. Educational Institute of AH & MA, 2012
2. Hoyle, Dorf & Jones (110105), Meaning conventions & Group business
Educational Institute of AH & MA
3. Educational Institute of AH & MA
4. Judy Allen, Event Planning: The ultimate guide to successful meetings of corporate events, fundraising galas, conferences conventions and other special events, Willey Publishers, 2009.
5. Ray Mathis, It is just an event, Willey Publishers, 2012.
6. Elsener Butterworth, Events Management, Heinmann Publications, 2012.

| | | | | | |
|-----------------|--|----------|----------|----------|----------|
| MB17HM03 | ADVANCED KITCHEN AND SERVICE MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To develop the students to manage advanced kitchen with safety and efficient manner
- To practice menu planning and control
- To build service skills towards food service and its operational aspects

UNIT I

Introduction to Kitchen Management

Kitchen Management; Fuels and energy used in food operations; Kitchen Supervision; HACCP; Yield.

UNIT II

Menu Planning

Development & Structure; Types of Menu; Structure of Menu; Menu engineering; Examples of special Menu.

UNIT III

Food & Beverage control

Sales analysis; Food control cycle; Volume forecasting; Beverage control - Methods and techniques.

UNIT IV

Introduction to Food Service Industry

Food service operation in Hotel; Types of Services; Licensed Trade Catering; Food Service Equipments; Fast Food Management; Managed Services.

UNIT V

Operational Aspects of Food Service

Staffing; Budgeting; Planning food service for various events (case study); Sales promotions; Laws relating to hotel and Food and Beverage Business; International hotel regulations; Latest trends in food service operations.

REFERENCES

1. Richard Kotas & Chandana Jayawardeni, Food & Beverage Management , Hodder & Stoughton Educational, 1994
2. Jagmohan Negi Hotel & Tourism Law, Frank Bros &Co, Publisher Ltd,2010
3. Peterjones , Food & Service Operations , Cengage Learning EMEA, 1994
4. Robert T Gordon, Mark H. Brezinski , Complete Restaurant Management Guide,1998

| | | | | | |
|-----------------|--------------------------------------|----------|----------|----------|----------|
| MB17HM04 | HOSPITALITY FACILITY PLANNING | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES:

- To create exposure on basic facilities in hospitality industry
- To build the capability of effective planning and designing of various facilities in hospitality industry
- To develop the systems and control for efficient management of hospitality facilities

SYLLABUS:

UNIT I Introduction to Hospitality Facility Management

The role & cost of hospitality facilities; The impact of facility design; Types of maintenance; Maintenance management system

UNIT II Facility Systems

Water & Waste water system; Electrical System; Laundry system; Food service equipments; HVAC systems.

UNIT III

Lodging Planning & Design

Planning and designing - Guest rooms and Suites; The Lobby; F&B Outlets; Other Functional Areas.

UNIT IV

Food Service Planning & design

Planning and designing - Concept and Development; Project planning Team, Theme, Design of Functional area; Evaluation of food services.

UNIT V

Energy Management

Water conservation; Electrical Conservation; Green Trend (LEED Certification) - Case study; Latest trends in Hospitality systems.

REFERENCES

1. Stipanuk Roffmann , Hospitality facilities Educational Institute, American Hotel & Lodging Association, 2002
2. Jag Mohan Nagi , Hotel & Tourism Law, Frank Bros & Co, Publisher Ltd, 2010
3. David M Stipanuk & Harold Roffmann , Hospitality Facility Management Educational Institute of the American Hotel & Motel Association, 1996.

| | | | | | |
|----------|-------------------------------------|---|---|---|---|
| MB17HM05 | INTERNATIONAL TOURISM MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To provide basic knowledge and environmental exposure towards international tourism
- To build the capability of utilizing globalization in tourism industry
- To create awareness on eco tourism and follow the same in international tourism

UNIT I

Introduction to Tourism

Scope of Tourism Development; Composite of Tourism Industry; Characteristics of Tourism; Trends in Tourism and Hospitality.

UNIT II

Tourism Environment

Types & Forms of Tourism - Factors affecting Global and regional tourist movement –Demand and origin factors, Resource and Destination factors; Contemporary trends in international tourist movement; Impacts of Tourism – economic, environmental, and socio-cultural.

UNIT III

Tourism and Globalization

Tourism Industry – challenges; Barrier to Travel; Hotels operating in a multinational environment, International rules & regulations, Political risk & crisis management; National & International organizations – WTO, IMF, IHA.

UNIT IV

Tourism for Prosperity & Peace

Vision 2020; Linking culture; Transportation and technology development and Tourism; Market research, developing an International marketing strategy.

UNIT V

Eco Tourism

Introduction to ECO, sustainable & green tourism; Principles of Eco-Tourism, Types of ecotourism, Global growth and magnitude of ecotourism, Ecotourism Venues, The business of ecotourism, Developing indicators for destination sustainability.

REFERENCES

1. A.K. Bhatia -International Tourism Management, Sterling Publishers Pvt. Ltd , New Delhi , 2008
2. Chris Cooper & C. Michael Hall - Contemporary tourism: an international approach, Elsevier Publisher, 2008
3. Francois Vellas and Lionel Becherel- A strategic approach -The International Marketing of Travel and Tourism, Macmillan Press, London, 1999
4. David B. Weaver - The Encyclopedia of Ecotourism, Published by CABI,2001

| | | | | | |
|-----------------|--|----------|----------|----------|----------|
| MB17HM06 | REVENUE AND PRICING MANAGEMENT FOR HOSPITALITY INDUSTRY | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVES

- To build fundamental knowledge on revenue management
- To develop the skill to formulate various pricing strategies with different financial tools
- To create application based ideas on revenue management in hospitality industry

UNIT I

Introduction to Revenue Management

Historical prospective; Concept and Importance; Benefits of Revenue management

UNIT II

Fundamentals of Revenue Management

Customer Knowledge & Consumer behavior; Market segmentation and selection; Internal assessment and completion analysis; Economic Principles and demand forecasting; Reservation and channels of Distribution; Dynamic Value based pricing; Channel and Inventory management.

UNIT III

Pricing Strategies

Various pricing strategies used by hotels; Channel Pricing strategies; Non Room revenue sources and its importance; The Revenue management Team; Revenue management Meetings.

UNIT IV

Strategic Revenue management and REV MAP

Strategic IDEA & REV MAP; Tools, Resources and Tactics for successful revenue management; Legal and ethical Issues.

UNIT V

Revenue management in Hospitality Industry

Application of Revenue management in Hospitality Industry; Total Revenue Management; Revenue Management Software.

REFERENCES

1. Kimberley a Tranter -An Introduction to Revenue Management for Hospitality Industry for Hospitality Industry- 2013
2. Robert H woods – Jack D.Ninemeior – David K.,Mychale A. Austin, Professional Front Office management, Pearson Education, 2008
3. Michael L kasavana , Brooks, Richard M, Managing Front Office operations Educational Institute of Amer Hotel 1998
4. Jatashankar R Tewari - Hotel' Front Office operations and management – Oxford Higher Education, OUP India 2009.

| | | | | | |
|-----------------|--|----------|----------|----------|----------|
| MB17HM07 | TRAVEL & TOUR OPERATIONS MANAGEMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

OBJECTIVE

- Get aware of various services provided by hospital and healthcare organizations
- Do proper planning and organization of various healthcare services
- Maintain documents and records and trace the required information at any point of time
- Build appropriate systems for healthcare service delivery

UNIT I

History & Growth of Travel Agency Business, Emergence of Thomas Cook & American Express, Emergence of Travel Intermediaries, Indian Travel Agents & Tour operators, Interplay of Push & Pull Factors.

UNIT II

Travel Agents & Tour operators: Differentiation and Interrelationship, Functions and Organizational structures of Travel Agency and Tour Operators, Linkages of Tour Operation Business with Principal Suppliers, Government of Other Agencies, Incentive and Concessions Applicable to Tour Operators in India.

UNIT III

How to Set Up Travel Agency/Tour Operation Business: Sources of Funding, Comparative Study of Various Type of Organization, Government Rule of Getting Approval, IATA Rules, Regulations and Accreditation, Documentation. Sources of Earning: Commissions, Service Charges etc.

UNIT IV

Itinerary Preparation: Meaning, Importance and Types of Itinerary, Resources and Steps for Itinerary Planning, Do's and Don'ts of Itinerary Preparation. Tour Costing: Tariffs, FITS & GITS, Confidential Tariff. Packaging: Types and Forms of Package Tour.

UNIT V

Travel Documentation: Familiarization with TIM (Travel Information Manual), Passport & VISA, Meaning, Types, Procedures, Validity, Necessary Information to fill the Passport and VISA Form of Issuance, Health Certificates, Currency, Travel Insurance, Credit & Debit Card, Customs, Currency, Baggage and airport information.

REFERENCES

1. Bhatia A.K. (2012). The business of travel agency and tour operations management. Sterling publishers Pvt. Ltd., New Delhi.
2. Mohinder Chand. (2009). Travel Agency Management: An introductory Text. Anmol Publications Pvt. Ltd.,
3. Peter Robinson. (2009). Operations Management in the Travel Industry. CABI Head Office, UK

| | | | | | |
|----------------|---|----------|----------|----------|----------|
| MB17401 | PROJECT (GENERAL MANAGEMENT) (PRACTICAL) | L | T | P | C |
| | | 0 | 0 | 8 | 4 |

1. The projects should be socially relevant and industry focused
2. The general management project will involve all functional areas of management
3. The project has to be submitted with the authenticity by all the final year MBA aspirants
4. Students are required to submit one hard copy within the stipulated time period
5. On the completion of the project, students are advised to submit a report, on the study administered for the purpose of evaluation by the scholars

Open Elective for Master of Urban Planning

| | | | | | |
|----------|-----------------------------|---|---|---|---|
| MB17E001 | FINANCING URBAN DEVELOPMENT | L | T | P | C |
| | | 2 | 0 | 0 | 2 |

Objectives

- To learn how to finance for urban development
- To understand the relationship between the national economies and urban development before the financial decision making for urbanization
- To teach how to integrate and apply the economic and financial theories and policies with the urban development.

| UNIT | PARTICULAR | HOURS |
|------|---|-------|
| I | <p>Meaning and scope of the financing urban growth and development.</p> <p>Basic concepts of national economic growth and development compare with urban growth and development – types of growth – exponential growth and sustainable development growth urbanization.</p> <p>Reasons for under growth and development of urbanization in India.</p> <p>India's economic system – mixed economy, socialism and welfare economic system in urban development. The public and private participation (PPP) in urban development</p> | 9 |
| II | <p>Reasons for urbanization – population growth, industrialization, rural development, poverty – absolute poverty, relative poverty and environmental refugees in urbanization.</p> <p>Unemployment relevance to urban and rural development – type of unemployment – disguised unemployment, frictional unemployment, structural unemployment, seasonal unemployment and cyclical</p> | 9 |

| | | |
|------------|---|----------|
| | <p>unemployment.</p> <p>The push factors and pull factors functions towards the urban development.</p> | |
| III | <p>The current trend of National level and state level urban planning of India.</p> <p>The importance of public sector participation in the urban development. The economic efficiency of zero marginal cost industry of the public sectors in the urban infrastructure development.</p> <p>The social and economic inequity – the social and economic injustice in urban resources distribution. Environmental impacts of urban development.</p> <p>Reasons for environmental pollution – public goods – rival in consumption and excludability from the payment for public goods. Prevailing of externalities in urban development – types of externalities – positive and negative externalities, and market failure – diseconomy in urbanization.</p> | 9 |
| IV | <p>Various types of pollutions of urbanization – air, dust, noise, water, garbage – pollutions, carbon emissions, greenhouse gases, ozone layer depletion, global warming, sea level increase and land scarcity, deforestation, land desertification, bio diversity depletion and slum problems.</p> <p>Pollution control – 3Rs methods {waster recycle, material recovery and material reuse methods.} licensing, pollution tax, penalty, carbon trading and quota system and social cost and benefit analysis. Appraisal techniques related to Urban development:</p> <p>Project classification (new project, expansion and renovation projects)- Investment Criteria – Pay Back period method – Net Present Value(NPV)method – Internal Rate of Return(IRR) method – Estimation of cost of</p> | 9 |

| | | |
|----------|---|----------|
| | capital. | |
| V | <p>Sources of Financing Urban Development: Equity Capital (Both Private and Public) – Term Loans – Debentures – Venture capital Financing through PPP model (Private Public Partnership)- How to obtain loans from Global Financial Institutions – World Bank, IMF etc.- Raising of ADR and GDR</p> <p>Types of modern day's urbanization – Smart cities, energy saving cities, environment clean city and eco-friendly cities.</p> | 9 |
| | <p>Book of Reference:</p> <ol style="list-style-type: none"> 1. Dutt and Sundaram(2015), "Indian Economy Development and Problems", Sultan Chand Publication, New Delhi, India. 2. Report of Urban Planning and Development of India 2015. 3. Report of Urban Planning and Development of Tamilnadu – 2015. 4. Report of Environmental Impact Assessment of India – 2015. 5. Report of "Our Common Future a Sustainable Development Report "Brundtland Commission, Oxford University Press Publication, New Delhi, India. 6. Dr.Prasanna Chandra, "Financial Management", Tata McGraw – Hill Publishers, 6th Edition, New Delhi, India. | |