

COURSE STRUCTURE AND DETAILED SYLLABUS

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**



TWO YEAR DEGREE COURSE
(Applicable for the batches admitted from 2018-2019)
I and II YEAR



**JAYAMUKHI INSTITUTE OF TECHNOLOGICAL SCIENCES
(Autonomous)**

Narsampet, Warangal
Telangana State, India– 506 332

**JAYAMUKHI INSTITUTE OF TECHNOLOGICAL SCIENCES
(UGC Autonomous College)**

Narsampet, Warangal-506332 (T.S)

Department of Business Management (MBA)

June 22, 2018

COURSE STRUCTURE OF MBA (Autonomous) R (18)

(Agenda Item: 2)

I- Semester

Course Code	Course Title	Int. Marks	Ext. Marks	Total Marks	L	P	C
J18MB101	Management Theory and Organization Behavior	30	70	100	4		4
J18MB102	Business Economics	30	70	100	4		4
J18MB103	Financial Accounting and Analysis	30	70	100	4		4
J18MB104	Business Law and Ethics	30	70	100	4		4
J18MB105	Statistics for Management	30	70	100	4		4
J18MB106	E-Commerce	30	70	100	3		3
J18MB107	Computer Applications for Business Statistics - LAB	30	70	100		4	2
J18MB108	Business Communication (seminar)	100		100	2		2

II-Semester

Course Code	Course Title	Int. Marks	Ext. Marks	Total Marks	L	P	C
J18MB201	Entrepreneurship	30	70	100	4		4
J18MB202	Quantitative Analysis for Business Decisions	30	70	100	4		4
J18MB203	Marketing Management	30	70	100	4		4
J18MB204	Human Resource Management	30	70	100	4		4
J18MB205	Financial Management	30	70	100	4		4
J18MB206	Indian Ethos	30	70	100	3		3
J18MB207	Strategic Management	30	70	100	4		4

III- Semester

Course Code	Course Title	Int. Marks	Ext. Marks	Total Marks	L	P	C
J18MB301	a) Technology Management	30	70	100	4		4

	b) Digital Marketing						
J18MB302	a) Research Methodology b) Integrated Marketing Communication	30	70	100	4		4
J18MB303	a) Agri-Business Management b) Management of Rural Business.	30	70	100	4		4
J18MB304	Specialization (M1/F1/H1/S1/E1)	30	70	100	3		3
J18MB305	Specialization (M2/F2/H2/S2/E2)	30	70	100	3		3
J18MB306	Specialization (M3/F3/H3/S3/E3)	30	70	100	3		3
J18MB307	Internship (Seminar)*	100		100	3		3

*After the II semester, during the summer vacation, students are expected to work in any organization. And they have to present their experiences in seminars in the II year I semester. This Internship carries 100 marks

IV-Semester

Course Code	Course Title	Int. Marks	Ext. Marks	Total Marks	L	P	C
J18MB401	a) Creativity and Innovation b) Indian Models in Entrepreneurship	30	70	100	4		4
J18MB402	a) Green Marketing b) Marketing Research	30	70	100	4		4
J18MB403	a) Finance and Accounting for Small Business. b)Working Capital Management	30	70	100	4		4
J18MB404	Specialization (M4/F4/H4/S4/E4)	30	70	100	3		3
J18MB405	Specialization (M5/F5/H5/S5/E5)	30	70	100	3		3
J18MB406	Specialization (M6/F6/H6/S6/E6)	30	70	100	3		3
J18MB407	Project Report	30	70	100			3

List of Elective Papers for III and IV Semesters

M	Course Code	MARKETING	F	Course Code	FINANCE
M1	J18MB304M1	Consumer Behavior	F1	J18MB304F1	Security Analysis and Portfolio Management
M2	J18MB305M2	Retail Management	F2	J18MB305F2	Mergers, Acquisitions and Corporate Restructuring
M3	J18MB306M3	Sales and	F3	J18MB306F3	International Finance

		Distribution Management
M4	J18MB404M4	Product and Brand Management
M5	J18MB405M5	Services Marketing
M6	J18MB406M6	International Marketing

F4	J18MB404F4	Taxation
F5	J18MB405F5	Financial Derivatives
F6	J18MB406F6	Financial Institute Markets

H	Course Code	HRM
H1	J18MB304H1	HR Planning
H2	J18MB305H2	Employee Relations
H3	J18MB306H3	Compensation and Benefits Management
H4	J18MB404H4	International HRM
H5	J18MB405H5	Cross Cultural Management
H6	J18MB406H6	Strategic HRM

E	Course Code	Entrepreneurship
E1	J18MB304E1	Start up Management
E2	J18MB305E2	MSME Management
E3	J18MB306E3	Family Business Management
E4	J18MB404E4	Entrepreneurial Finance
E5	J18MB405E5	Entrepreneurial Marketing
E6	J18MB406E6	Creativity Innovation and Entrepreneurship

SUMMARY

S	Course Code	System
S1	J18MB304S1	Business intelligence
S2	J18MB305S2	Database Management System
S3	J18MB304S3	Decision Support system
S4	J18MB404S4	E-Business
S5	J18MB405S5	Knowledge Management
S6	J18MB406S6	Information System Control

First Semester	27 Credits	800 Marks
Second Semester	27 Credits	700 Marks
Third Semester	24 Credits	700 Marks
Fourth Semester	24 Credits	700 Marks
TOTAL	102 Credits	2900 Marks

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MBA I- Sem

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J18MB101: MANAGEMENT THEORY AND ORGANIZATIONAL BEHAVIOR

Course Objectives: Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

Learning outcome: The students should be able to learn the history of management and the contributions of important management researchers. They should be able to understand the relevance of environmental scanning, planning and how to take decisions. The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.

Unit – I

History of Management: Theories of Management-Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory

Case1: Work Force Diversity

Unit – II

Problem solving, Decision Making and Planning: Problem Solving and Decision making, Classify and define the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, and select the most feasible plan, implement decision and control, Plans, types of plans, steps involved in planning process.

Unit – III

Organizing and controlling: Principles of organizing, organizational design, relation between authority, power and influence; organizational functional and control systems, types of controls

Unit – IV

Organizational Behavior – individual and group behavior: Importance of OB, personality theories, perception, perception and individual decision making; formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types.

Unit – V

Leadership, Motivation and Organizational Structure: Leadership theories, Power and Politics, Maslow's needs theory, two factor theory of motivation, McGregor's theory, ERG theory, Mc Cellands needs theory, Valance Theory and other relevant theories of motivation

Suggested Reading

1. Udai Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing 2002.
2. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publishing's
3. Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012
4. Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14th Edition, 2012
5. Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing
6. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing.

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J18MB102 BUSINESS ECONOMICS

Course Objective: To understand the Business, impact of Micro and Macro Economic Environment on business decisions.

Course Outcome: Students will be able to understand (a) Economic Principles in Business (b) Forecast Demand and Supply (c) Production and Cost Estimates (d) Market Structure and Pricing Practices (e) Economic Policies.

UNIT- I:

Introduction to Business Economics: Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist- Basic economic principles – the concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.

UNIT- II:

Theory of Demand and Supply: Demand Analysis - demand function, law of demand, determinants of demand, types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

UNIT- III:

Production and Cost Analysis: Production function, Production function with one, two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of scale - Innovations and global competitiveness. Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves.

UNIT- IV:

Market Structure and Pricing Practices: Classification of Market Structures - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run. Pricing Practices- Price Discrimination-Pricing Strategies- Pricing Over Product Life Cycle- Break Even Analysis.

UNIT- V:

Introduction to Business Environment: Macro Economic Analysis (PESTEL MODEL); Industrial Policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, Export - Import Policy, Foreign Direct Investment in India.

Suggested Reading

1. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2016.
2. Chaturvedi, Business Economics, International Book House, 2012.
3. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, Pearson, 14e, 2014.
4. Dominick Salvatore, Managerial Economics, Oxford Publications, 7e, 2012.
5. Justin Paul, Business Environment, Tata McGraw Hill, 2010.
6. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 2012

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MBA I-Sem

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J18MB103: FINANCIAL ACCOUNTING AND ANALYSIS

Course Objectives: The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and

Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

Learning Objectives: To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

Unit-I:

Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system—recording business transactions—Classification of accounts—Accounting cycle.

Unit-II:

The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets- Tangible vs Intangible assets, and methods of depreciation. Depreciation concept— Depreciation of Fixed Assets -Methods of depreciation—their impact on measurement of business Accounting.

Unit-III:

Inventory Valuation : Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records-Salient features of incomplete record system, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts- ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

Unit-IV:

Financial Analysis-I: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

Unit-V:

Financial Analysis-II: Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial

Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment,–IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

Suggested Reading :

1. V. Rajasekharan, R. Lalitha “Financial Accounting & Analysis” Pearson Education, New Delhi, 2015
2. Paresh Shah “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2014.
3. Dhanesh K.Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
4. N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
5. Maheswari, Financial Accounting, IBH, 2015.
6. T. Vijaya Kumar, Accounting for Management, Tata McGraw Hill Education PVt Ltd, New.

J18MB104: BUSINESS LAW AND ETHICS

Course Objective: To understand the Legal and Regulatory Framework for doing business in India.

Course Outcome: Students will be able to understand a) Business Laws related to incorporating a company b) Importance of Ethics in Business c) Cyber Crime and Legal Aspects.

UNIT – I:

Companies Act, 2013: Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

UNIT – II:

Law of Contract: Nature of Contract and Essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

UNIT – III:

Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties. Introduction to Goods and Services Tax (GST).

UNIT – IV:

Business Ethics: The Changing Environment: Business Ethics-why does it matter? ; Levels of Business Ethics-Five Myths about Business Ethics-can Business Ethics be taught and trained? stages of Moral development Kohlberg's study-carol Gilligan's Theory-Principles of Ethics.

UNIT – V:

Cyber Crime: The Legal Landscape - Need for cyber laws in the Indian context - The Indian IT Act-challenges to Indian Law and cyber crime scenario in Indian – issues and Challenges in Cyber Crime.

Suggested Readings:

1. Ravinder Kumar, Legal Aspects of Business, 4e, Cengage Learning, 2016.
2. P.P.S.Gogna, Company Law, S.Chand, 2016.
3. RSN Pillai, Bagavathi, Legal Aspects of Business, S.Chand, 2016.
4. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 3e, 2011.
5. Nina Godbole & Sunit Belapure, Cyber Security, Wiley India, 2012.

J18MB105: STATISTICS FOR MANAGEMENT

Course Objectives: The aim of this course is to give fundamentals of statistics so as to apply for the analysis of the financial and marketing data for decision making purposes. course our major emphasis will be on Statistical Inference.

Learning outcomes

Statistical analysis as a manufacturing process begins with raw materials, which are numerical or categorical data, the finished products being whatever useful information or valuable conclusions that lie buried among the crude data.

Unit – I:

Introduction to Statistics-Overview, origin and development and Managerial Applications of Statistics, Statistics and the branches of the study, statistics& computers, limitations of statistics.

Unit – II:

Measures of central Tendency- Mean, Median, Mode ,Geometric Mean and Harmonic Mean, Dispersion-Range Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation Skewness: Karle Pearson co-efficient of skewness, Bowleys co-efficient of skewness Kelleys co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

Unit – III:

Tabulation of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional ,Two dimensional and three dimensional diagrams and graphs

Unit – IV:

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

Unit – V:

Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients ,Time Series Analysis-Components, Models of Time Series– Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction ,Characteristics and uses of index numbers ,types of index numbers, un weighted price indexes weighted price indexes, Tests of adequacy and consumer price indexes.

Suggested Reading

1. Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson.
2. Beri, " Business Statistics ", 2015, 1st Ed, TMH.
3. Gupta S.C, "Fundamentals of Statistics", 2015, 6th Ed. HPH.
4. Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
5. Levine , Stephan , krehbiel , Berenson -Statistics for Managers using Microsoft Excel,PHI.
6. J. K Sharma, "Business Statistics", 2015, 2nd Ed. Pearson

J18MB106: E – COMMERCE

Objectives:

Identify the major categories and trends of e-commerce applications. Identify the essential processes of an e-commerce system. Identify several factors and web store requirements needed to succeed in e-commerce. Discuss the benefits and trade-offs of various e-commerce clicks and bricks alternatives.

Learning Out comes

The end of the course, the students is expected to realise the problems involved in designing and building e-commerce systems; understand the need to design EC systems that fully meet the requirements of the intended users; appreciate the need to ensure that the implementation of a design is adequately tested to ensure that the completed EC system meets the specifications; be fully aware of the principles and practice of an O-O approach to the design and development of EC systems; be able to apply these principles in practice.

UNIT - I

Electronic Commerce-Frame work, anatomy of E-Commerce applications, E-Commerce Consumer applications, E-Commerce organization applications. Consumer Oriented Electronic commerce - Mercantile Process models.

UNIT - II

Electronic payment systems - Digital Token-Based, Smart Cards, Credit Cards, Risks in Electronic Payment systems. Inter Organizational Commerce - EDI, EDI Implementation, Value added networks.

UNIT - III

Intra Organizational Commerce - work Flow, Automation Customization and internal Commerce, Supply chain Management. Corporate Digital Library - Document Library, digital Document types, corporate Data Warehouses.

UNIT- IV

Advertising and Marketing - Information based marketing, Advertising on Internet, on-line marketing process, market research. Consumer Search and Resource Discovery - Information search and Retrieval, Commerce Catalogues, Information Filtering.

UNIT - V

Multimedia - key multimedia concepts, Digital Video and electronic Commerce, Desktop video processing, Desktop video conferencing.

Suggested Readings

1. Frontiers of electronic commerce – Kalakata, Whinston, Pearson.
2. E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Ellizabeth Chang, John Wiley
3. E-Commerce, S.Jaiswal – Galgotia.
4. E-Commerce, Efrain Turbon, Jae Lee, David King, H.Michael Chang.
5. Electronic Commerce – Gary P.Schneider – Thomson.

LABORATORY

J18MB107: COMPUTER APPLICATIONS FOR BUSINESS STATISTICS-Lab

Course Objectives: The course aims is to understand MS Excel for applying statistical tools learnt in MSA.

Learning Outcome:

The learning outcome is that the students should be able to analyze the data to draw inference for decision making and understand application of statistical measures of central tendency. of ANOVA, analyze trends and test hypotheses.

Unit: I: About EXCEL

1. Introduction, Uses of Excel, New functions and features of excel 2007.
2. Getting started with excel: Opening a blank or new workbook, general organization.
3. Highlights and main functions: Home, Insert, page layout, formulas.
4. Highlights and main functions: Data, review, view, add-ins.
5. Using the Excel help function.

Unit: II : General EXCEL Lessons Customizing the Quick Access Toolbar.

1. Creating and Using Templates.
 2. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
1. Formatting Data and Using the Right Mouse Click.
 - a. Saving, Page Setup, and Printing.
 - b. Using Headers and Footers.
 - c. Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
 - d. Data from External Sources.
 - e. Using and Formatting Tables.
 - f. Basic Formulas and Use of Functions.
 - g. Data Analysis Using Charts and Graphs.
 - h. Managing, Inserting, and Copying Worksheets.
 - i. Securing the Excel Document (Protect Cells and Workbook).

Unit: III: ADVANCED EXCEL LESSONS

1. Advanced Formulas and Functions.
2. Advanced Worksheet Features.
3. Advanced Data Analysis using PivotTables and Pivot Charts.

Unit: IV: STATISTICAL TOOLS FOR EXECUTION USING EXCEL

Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

Unit: V- Time series: forecasting Method of least squares, moving average method .Inference and discussion of results:

Suggested Reading

1. Shelly, MS Office, 2007, Cengage, 2009.
2. Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009.
3. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
4. P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
5. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
6. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.

J18MB108 BUSINESS COMMUNICATION (Seminar)

Course Objectives To enable students understand how to write business letters and improve written communication.

Learning Outcome: At the end of the course, students will be enabled with the following skills. English language skills for effective written business communication(s) will be able to understand how to write project report.

Unit-I:

Business Writing: Introduction, Importance of Written Business Communication, Direct and Indirect Approached to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

Case Study: Communication Complication in English (Meenakshi)

Unit-II:

Business Correspondence: Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

Case Study: Missing Briefcase (Meenakshi)

Unit-III:

Instructions: Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises. **Case**

Study: How to operate the Minolta Freedom 3 Camera. (Meenakshi)

Unit-IV:

Business Reports and Proposals: Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

Case Study: Handling unsolicited proposals for private infrastructure projects (Meenakshi).

Case Study: The key board syndrome (Meenakshi).

Unit-V:

Careers and Resumes : Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

Case Study: Recruitment Drive at SOBER. (Meenakshi)

Suggested Reading

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. Lesikar: Basic Business Communication, TMH, 2015.
3. David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
4. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015
5. Business English Dictionary, Pearson, 2015.
6. Lehman and Dufrene Sinha, BCOM (Business Communication) 2nd edition, Cengage, 2012.

J18MB201: ENTREPRENEURSHIP

Course Objective The aim of this subject is to inspire students to become entrepreneurs so that they will emerge as job providers rather than job seekers.

Learning Outcome: By the end of this course the students should be able to understand the mindset of the entrepreneurs, identify ventures for launching, develop an idea on the legal framework and also understand strategic perspectives in entrepreneurship.

Unit-I:

Understanding Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

Case1: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),

Case2: Henry Ford, (B. Janakiram, M. Rizwana, page 214)

Case 3: From candle seller to CEO (Arya Kumar P.No. 48)

Unit-II:

The individual entrepreneurial mind-set and Personality- The entrepreneurial journey- Stress and the entrepreneur-the entrepreneurial ego- Entrepreneurial motivations- Corporate Entrepreneurial Mindsetthe nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship

Case : Globalizing Local Talent, (B. Janakiram, M. Rizwana, page 228).

Unit-III:

Launching Entrepreneurial Ventures- opportunities identification- entrepreneurial Imagination and Creativity- the nature of the creativity process-Innovation and entrepreneurship-Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising-hybrid disadvantage of Franchising.

Case 1: Water, Water everywhere: but not a drop to drink, (Richard Blundel , Page 48).

Case 2: Critical Incident, Mark Robinson: Strategy Mapping Business (Richard Blundel, Page 48).

Case 3:Pets.com (Arya Kumar P.No. 88)

Case 4: creativity in start-ups (Arya Kumar P.No. 166)

Case 5: Opportunity – Earthmoving Industry (Arya Kumar P.No. 211)

Unit-IV:

Legal challenges of Entrepreneurship-Intellectual property protection-Patents, Copyrights Trademarks and Trade secrets-Avoiding trademark pitfalls-Formulation of the entrepreneurial Plan-The challenges of new venture start-ups, Poor financial Understanding-Critical factors for new venture development-The Evaluation process-Feasibility criteria approach.

Case 1: Victoria, Tomlinson; Network. (Richard Blundel, Page 99).

Case 2: Tim Lockett, Knowing your Customers & Suppliers (Richard Blundel Page128).

Case 3: Google (Arya Kumar P.No. 248)

Case 4: Tata Motors – Nano (Arya Kumar P.No. 279)

Unit-V:

Strategic perspectives in entrepreneurship- Strategic planning-Strategic actions- strategic positioning-Business stabilization- Building the adaptive firms-Understanding the growth stage- Unique managerial concern of growing ventures.

Case 1: To Lease or Not: A Cash flow Question (David H.Holt, Page 452).

Case2: Public Sector - address seed capital (David H.Holt, Page 453).

Suggested Reading

1. D F Kuratko and T V Rao “Entrepreneurship- A South-Asian Perspective “Cengage Learning, 1/e, 2012.
2. Arya Kumar “**Entrepreneurship- creating and leading an entrepreneurial organization” Pearson 2012**
3. Richard Blundel” Exploring Entrepreneurship Practices and Perspectives, Oxford, 2011.
4. David H Holt” Entrepreneurship:New Venture Creation” PHI,2013.
5. Robert Hisrich et al “Entrepreneurship” 6th e, TMH, 2012.
6. Nandan H, Fundamentals of Entrepreneurship, PHI, 2013

J18MB202 QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

(Students must read text book. Faculty are free to choose any other cases)

Course Aim: The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

Learning Outcome: The Course covers origin and application of OR, Linear Programming, Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

Unit-I:

Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

Unit-II:

Linear Programming Method: Structure of LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method, simplex method, two phase method, Big-M method, converting primal LPP to dual LPP, Limitations of LPP. Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution : Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by Modi Method, Variation transportation, Problems like unbalanced Supply and demand, Degeneracy and its resolution.

Unit-III:

Assignment Model: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

Unit-IV:

Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree

Unit-V:

Queuing Theory: Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

Suggested Reading

1. **J.K. Sharma, “Operations Research: Theory and applications, 5th edition, Macmillian, 2013.**
2. **Journal : Udyog Pragati : The Journal for Practising Managers, NITIE, Mumbai.**
3. Anand Sharma, “ Quantitative Techniques for Decision Making”, HPH, 2010 R. Pannerselvam : Operations Research, PHI, 3rd revised edition,2012
4. Prem Kumar Gupta “Introduction to Operations Research” S.Chand, 2012. K.L Schgel “Quantitative Techniques and Statistics”, 2012.
5. Hillier / Lieberman: Introduction to operations research, 9th edition, TMH, 2012.
6. Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2013.
7. Pradeep Prabhakar Pai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012.
8. C.R. Kothari, Quantitative Techniques, 3rd revised edition, Vikas, 2012.
9. A M Natarajan, P Balasubramani, A Tamilarasi, “Operations Research” Pearson, 2012.
10. M P Gupta, R B Khanna, “ Quantitative Techniques for Decision Making” PHI, 2011.
11. Anitha H S : Operations Research, Excel, 2013.
12. N.D.Vohra, Quantitative Techniques in Management, TMH, 2012.
13. Anderson, Sweeney, Williams, Camm & Martin, Quantitative Methods for Business, 2013 Mik Wisniewski, Quantitative Methods, Pearson, 2013 L C Jhamb, Quantitative Techniques

J18MB203 MARKETING MANAGEMENT

Course Objectives Aim is to understand the basic marketing concepts through case studies.

Learning outcome:

The reading text and relating the concepts through cases the student would be able to understand the concepts of marketing management. And They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

Unit-I:

Introduction to World of Marketing: Importance, scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR. Case : Bata (Rajendra.P Maheshwari page no: 03)

Case : Mahindra Scooters (Arun Kumar page no: 89).

Case : Ready Meal Manufactures (Adrian palmer, page no: 70).

Case : Santoor –(lamb Hair– page no : 238).

Case : Drawing on data, searching for insight (Adrian palmer – Page no: 175).

Unit-II:

Analyzing Marketing Opportunities, Customer Value and Marketing Mix : Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Consumer Behavior – cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development.

Case : Small New Phones (Adrian palmer- page no: 296).

Unit-III:

Designing a Customer Driven Strategy: Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy.

Case : (Segmentation) Zee TV (lamb, Hair page no 212).

Case : (Targeting) Kellogg's (lamb, Hair page no 300)

Case : (Positioning) Nimbooz (S. Neelamegham page no 225).

Case :(Positioning) Dalda (Arun Kumar page no:195).

Unit-IV:

Distribution Decisions, Promotion & Communication Strategies : Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix,

advertising, public relations, sales promotion, personal selling, marketing communication-communication process, communication promotion mix, factors effecting the promotion mix

Case : Barista (Arun Kumar – page no:33).

Case : Nano Car (lamb, Hair – page no:52)

Case : Indigo (lamb, Hair – page no:356).

Case : TESCO (Adrian palmer page no : 388)

Case : Hero Motor Corp (lamb, Hair Page no:446)

Case : Avon Cosmetics (lamb, Hair Page no:497).

Case : Eureka (Arun – Page no: 711).

Case : Home Shop (Arun – page no: 639).

Unit-V:

Pricing Decisions & Personal Communication - Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, post modern marketing, market sustainability and ethics, Global marketing.

Case: Coca Cola(lamb, Hair – page no: 112).

Case: I phone (lamb, Hair – page no: 534).

Case: Akash Tablet (lamb, Hair – page no: 557).

Case: Compact car (Arun Kumar page no :369)

Case: Chick (lamb,Hair Page no:650)

Case: Nokia (Neelamegham page no– 645).

Case: Shakti (Rajendra .P Maheswari – Page no:408).

Case: Airtel (Arun – page no: 901)

Case: Beer Marketing (Adrian palmer page no:529)

Suggested Reading

1. **Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning,**
2. **2012. (For PPT, Case Solutions, video cases, Faculty may visit : login.cengage.com)**
3. **Journals :** Indian Journal of Marketing, MICA Communications Review.
4. **Business Game: Music2Go Marketing: (Marketing Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs.150/- per year).**
5. Music2Go is a **Principles of Marketing/Marketing Management** simulation game, where the students are required to formulate and implement their own Sales and Marketing Campaign. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

CASES:

1. Arun kumar & N. Meenakshi: Marketing Management, Vikas, 2012.
2. Rajendra P Maheshwari, marketing management text and cases, an Indian perspective, International Book House 2012.
3. Prof. M.V. Kulkarni, practical solutions to cases in marketing management, 19th Everest Publishing House, 2012.
4. Adrian Palmer: Introduction to Marketing, Theory and Practice, 2nd Edition, Oxford, 2011.

5. Dilip M. Sarwate, Indian cases in Marketing Management, Everest publishing house, 2012.
6. S. Neelamegham, Marketing in India text & cases 4th edition, Vikas, 2013.
1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2012.
2. Ramaswamy Namakumari, "Marketing Management", TMH 5th Edition 2013.
3. Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford , 2013. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, principles of marketing, south Asian perspective, 13/edition, Pearson Education, 2012.
4. K.Karunakaran: Marketing Management (Text and Cases), 2/e, Himalaya Publishing House, 2012.
5. Rajan Saxena: Marketing Management, 4/e, TMH, 2013
Sidharth Balakrishna, Case studies in Marketing, Pearson, 2011.
6. Czinkota Korable "Marketing Management" Indian Edition, Cengage learning, 2012.
S.A.Sherlekar, R.Krishnamoorthy, Marketing Management concept and cases, HPH, 2012.
Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.
7. Maheswari, Principles of Marketing, IBH, 2012.
8. Rajendra P.Maheswari, Marketing Management (Text & Cases) an Indian Perspective, IBH, 2013.
9. R. Srinivasan, case studies in Marketing the Indian context, 5th edition PHI, 2012.
10. M. Govindarajan, Marketing Management, concept, cases, challenges and trends, 2nd edition PHI, 2012.
11. Debases Pradhan, marketing management, a case book, Cengage Learning, 2012. Marilyn A Stone & John Desmond, Fundamentals of Marketing, Routledge, 2011

J18MB204 HUMAN RESOURCE MANAGEMENT

Course Objectives: To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently.

Learning Outcome: Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies.

Unit-I:

Introduction of HRM: Introduction to HRM – Line Managers – HR Duties – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work– Workforce and Demographic Trends – Economic Challenges – HRM in India – High Performance Work System’s – Labor Legislation in India – Equal Employment Opportunity 1990-1991 – HR Score Card developed by TVRLS India. **Case:** Social Surveyors in Flood-hit Areas (Gary Dessler page no 160)

Case: Finding people who are passionate about what they do (Gary Dessler page no 195)

Case: HR, CULTURE and Business Results Success at Google, Scripps and UPS (Robert L Mathis P. No. 35)

Case: Religious Accommodation (Robert L Mathis P. No. 118)

Case: Mitsubishi Believes in EEO- Now (Robert L Mathis P. No.119)

Unit-II:

Recruitment and Placement: Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitment & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment of Diverse Work Force – Employee Testing & Selection – Basic types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

Case: Reinventing the wheel at apex door Company (Gary Dessler page no 309)

Case: Xerox Focuses on HR (Robert L Mathis P. No. 79)

Case: where do you find the Bodies? (Robert L Mathis P. No. 79)

Case: The Reluctant Receptionist (Robert L Mathis P. No. 159)

Case: Accenture – Retaining for Itself (Robert L Mathis P. No. 193)

Case: Recruiting at Kia (Robert L Mathis P. No. 231)

Case: Strategic Selection: A Review of Two Companies (Robert L Mathis P. No. 267)

Unit-III:

Performance Appraisal and Training & Development of Employees – Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management, Analyzing Training needs & Designing the program– Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs .

Case: Training Crucial for Hotels (Robert L Mathis P. No. 307)

Case: performance management improvements for Bristol-Myers Squibb (Robert L Mathis P. No. 393)

Case: Just Another Job (Robert L Mathis P. No. 647)

Case: The Dilemma Within (Robert L Mathis P. No. 667)

Case: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671)

Case: Appraising the secretaries at Sweet water U? (Gary Dessler page no 349)

Unit-IV:

Compensation – Basic Factors in Determining pay structure – Establishing pay rates – Pricing Managerial and Professional Jobs – Special Topics in Compensation – Benefits – Insurance – Retirement Benefits – Personal Services & Family friendly benefits – Salient features of Workmen Compensation Act & Minimum Wages Act.

Case: Salary inequities at ACME Manufacturing (Gary Dessler page no 429)

Case: HR Contributes at CSSCO (Robert L Mathis P. No. 36)

Case: Compensation changes at JC Penny (Robert L Mathis P. No. 435)

Case: Benefiting Connie (Robert L Mathis P. No. 507)

Unit-V:

Employee Relation – Labor Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act.

Case : The New Safety and Health Program (Gary Dessler page no 623)

Case : Full Disclosure on Sex Offenders? (Robert L Mathis P. No. 231)

Case : Wal-Mart and Watching Its “Union Prevention” (Robert L Mathis P. No. 629)

(Students must read text book. Faculty are free to choose any other cases)

Suggested Reading

1. Gary Dessler, “Human Resource Management”, 12th Edition, Pearson- 2012.
2. **Journals** : Indian Journal of Industrial Relation; NHRD
3. Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence;
4. Indian Journal of Training & Development.
5. Robert L Mathis, John H Jackson, Manas Ranjan Tripathy “Human Resource Management- A South Asian Perspective ”, Cengage Learning 2012.
6. Shyamkant Gokhale “Personal Management”, Everest, 2012.

7. Dr.M.A.Kahok, Illustrated Case Studies in Indian Management , Everest Publishing House, 2012.
8. Ravi Dharma Rao, HRM Case Studies, Excel, 2013.
9. Saiyadain. Mirza, Cases in OB & HRM, TMH, 2011.
10. C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.
11. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.
12. Dennis R. Briscoe et al, International HRM, Routledge, 2013.
13. Dr. Anjali Ghanekar, “Essentials of Human Resource Management”,Everest, 2010.
14. Indranil Mutsuddi, “Essentials of Human Resource Management”, Newage, 2011. Wayne.F.Cascio, Ranjeet Nambudiri, “Managing Human Resource Management”, 8th Edition, TMH,2010.
15. Seema Sanghi, “ Human Resource Management” Macmillan, 2012
16. Narendar Singh, “Human Resource Management”, Colonel (Dr.) Laxmi Publication, 2011.
17. Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012. Uday Kumar Halder, Juthika Sarkar, “ Human Resource Management”, Oxford, 2012 Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.
18. V S P Rao, “ Human resource Management Text and Cases”, Excel Books,2011 R.Wayne Mondy, “Human Resource Management” Pearson, 2009.
19. Chris Rowley and Keith Jackson, Human Resource Management, Routledge,2011

J18MB205 FINANCIAL MANAGEMENT

**(Students must read text book. Faculty are free to choose any other cases)
The students need Discounting Table and Annuity tables for the examination**

Course Objectives: To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

Learning Outcome: Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adapt or react as needed. To ensure the availability of timely, relevant and reliable financial and non-financial information. FM helps in understanding the use of resources efficiently, effectively and economically. To focus on wealth maximization rather than profit maximization.

Unit-I:

The Finance Function: Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value and the basic valuation model.

Unit-II:

The Investment Decision: Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost of capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

Unit-III:

Capital Structure Decisions: Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

Unit-IV:

Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of GORDON, WALTER and LITNER. A brief discussion on dividend policies of Indian companies. Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital

needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit – Recommendations of Tandon and Daheja Committee on Working Capital. Cases.

Unit-V:

Management of Current Assets: Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives; Management of receivables and Management of inventory-The importance of current assets management in working capital planning. Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers: Types of Mergers, Economic rationale of Mergers, motives for Mergers; Financial evaluation of Mergers.

Suggested Reading

1. **IM Pandey, Financial Management, 10th Edition, Vikas , 2013.**
2. **Journals :** Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .
3. M.Y Khan, P K Jain: “Financial Management-Text and Problems”, 6th Edition, TMH, 2012. P.C.Tulsian,C.A. Bharat Tulsian , “Financial Management” S.Chand Publications,2012
4. Prasanna Chandra, “Financial Management Theory and Practice”, 8th Edition. TMH ,2012
5. Shashi K.Gupta, R.K.Sharma , “Financial Management” Kalyani Publishers ,2012
6. Rajiv Srivastava, Anil Mishra , Financial Management” Oxford University Press, New Delhi, 2012 James C Van Horne, Sanjay Dhamija, “Financial Management and Policy” Pearson Education, 2012 .
7. IM Pandey, Cases in Financial Management, TMH 2/e 2012. Chandra & Iyer, Financial Management, IBH, 2012.

MBA II-Sem

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J18MB206: INDIAN ETHOS

Course Aim:

The brand objective is to impart value based business and management function

Learning Outcome: To understand significance of ethics and ethical practices in business which

are indispensable for progress of a country

To learn the applicability of ethics in functional areas like marketing, fanatical HR and Operation

Unit-I: Indian Ethos – an overview

(a) Indian Ethos- Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices

(b) Management Lessons from Scriptures Management Lessons from Vedas, Management Lessons from Mahabharata Management Lessons from Bible, Management Lessons from Quran

Management Lessons from, Kautilya's Arthashastra Indian Heritage in Business Management, Production and Consumption.

Ethics v/s Ethos

Indian Management v/s Western Management

Unit-II: Work Ethos and Values

(a) Work Ethos Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos.

(b) **Values** Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. Values for Managers, Trans- cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture

Unit III: Stress Management

(a) Stress Management Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress

Stress Management Techniques Meditation: Meaning, Techniques, Advantages, Mental Health And its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance

c) Leadership Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business–Leadership Qualities of Karta

d) **Motivation** Meaning , Indian approach to motivation, techniques,

Unit IV: Indian systems of Learning's Learning: Meaning, Mechanisms Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages. Modern System of Learning: Meaning, Features, Advantages, Disadvantages. Karma: Meaning, Importance of Karma to Managers, Nishkama Karma . Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law Of Connection. Corporate Karma: Meaning, Methodology, Guidelines for Good Corporate Karma. Self- management: Personal Growth and Lessons from Ancient Indian Education System . Personality Development: Meaning, Determinants, Indian Ethos and Personality Development

Unit V:

a) Ethics: concepts of ethics, evolution of ethics, natures of ethics- personal, professional, managerial importance of ethics, objective , scope, types – transactional, participatory and recognition

b) Business Ethics meanings, objective, purpose and scope of business ethics towards society and stakeholders, role of government in ensuring, business ethics principles of business ethics 3cs of business ethics – compliance, contribution and consequences myths about business ethics ethical performance n business in Indian

Suggested Readings

1. Tushar agrarwal, nidhi chandorkar Indian Ethos in Management Hinalaya publishing house Edu. 2017
2. B. K Nair , Prof. Raja K. C. R , S. Balachandran Ethics, Indian Ethos and Management 2nd Edition: 1 Paperback – 3 Mar 2008
3. Dr. Prafulla Pawar, Prof. Renapure Laxman, Prof. Dr. Kumardatta A. Ganjre Indian Ethos - Modern Management Mantra Himalaya Publishing HouseEdition: 2013

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J18MB207 STRATEGIC MANAGEMENT

Course Aim: The aim of this subject is to enable the students develop a holistic perspective about strategic management of an organization.

Learning Outcome: By reading the text and discussing the cases students should be able to understand how to scan internal and external environment of an organization, understand different types of strategies and structures, strategies of the competitors, turnaround strategies, global strategies and strategic control. With that knowledge they would be able to formulate strategies, change strategies if necessary and implement strategies. They will also be able to evaluate strategies and take corrective steps.

Unit-I:

Strategic Inputs: Introduction to Strategic Management-Strategic Management and

Competitiveness-Technology and Technology change-Vision, Mission and Objectives-Strategic Leaders-Strategic Management process- The External Environment: Opportunities, Threats, Competition and Competitor Analysis. External Environmental Analysis, Segments of the External Environment, Porters 5 Force Model, The internal Environment: Resource, Capabilities, Competencies and Competitive advantages. Analyzing internal organization -Building Core Competencies-Value Chain Analysis, Outsourcing.

Case: Bharti Airtel (Hitt & Ireland page no 4). Case: ITC Limited (Hitt & Ireland page no 30).

Unit-II:

Formulation of Strategic Actions: Business level strategy-Effectively managing relationships with Customers- the purpose of Business strategy. Competitive Rivalry and Dynamics- A Model of Competitive Rivalry-Competitor Analysis-Drivers of Competitive actions and responses-Competitive rivalry and dynamics.

Case: Bajaj Auto limited (Hitt & Ireland Page no 80).

Case: Coca cola Vs Pepsi in India (Hitt & Ireland page. no108)

Unit-III:

Corporate level Strategy- Levels of Diversifications and reasons-Value creating diversifications. Strategic Acquisitions & Restructuring- Popularity of Mergers & Acquisitions strategies, problems in achieving Acquisition Success- Restructuring.

Case : Foster's Group Diversification into the Wine Business (Hitt & Ireland Page 150)

Case: Merger and Acquisition Activity during a Global Crisis: Global and in India (Hitt & Ireland page 154) Focus

: Troubles in the Godrej – P & G Alliance(Hitt & Ireland page. no 223)

Unit-IV:

Global Strategy-Identifying International Opportunities and international Strategies-Strategic competitive Outcomes and risk in an international Environment. Corporate Implications for strategy-Strategic Alliances- corporate level cooperative strategy, Competitive risk with Cooperative strategies.

Case: Entry into India & China by Foreign Firms and Indian/Chinese Firms Reaching for Global markets (Hitt & Ireland page. no 176).

Case: Using Cooperative Strategies at IBM (Hitt & Ireland page 206)

Unit-V:

Structure and Controls with Organizations-Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy-Entrepreneurial Implications for Strategy. Fundamental principles of Ethics, Professional Ethics, Ethics of Finance & Accounting professionals, Cyber crimes, Ethics & Human rights

Case 1 CISCO's Evolution of Strategy and Structure. (Hitt & Ireland page. no 256)

Case 2 Selecting a new CEO (Hitt & Ireland page no 282)

Case 3 The Continuing innovation revolution at Amazon: The kindle and E-books(Hitt & Ireland page 304)

Suggested Reading

Hitt & Ireland and Manikutty," Strategic Management: A South Asian Perspective": Cengage

Learning, 9e, 2012

Mital; Cases in Strategic Management; 3rd Edition, TMH, 2015.

Mason A Carpenter et al.”Strategic Management: A dynamic Perspective” Pearson, 2e, 2012.

A Nag” Strategic Management: Analysis, Implementation & Control “Vikas Publishing house, 2012. Adrian & Alison” Strategic Management: Theory & Application” Oxford University Press, 2010.

C.L.Bansal, Business and Corporate Laws, 1/e, Excel Books, 2006

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MBA III-Sem

J18MB301 a) TECHNOLOGY MANAGEMENT

***Students need Discounting Table and Statistical Table to solve problem**

Course objective:

The Objective of the course is to expose students to the importance of technology in conduct of business and its skillful management for optimum results.

Learning outcome:

To communicate effectively both orally and in writing. and graduates will demonstrate knowledge of the legal and ethical environment impacting business organizations and exhibit an understanding and appreciate of the ethical implications of decisions.

Unit-I :

The process of Technological Innovation The Need for a Conceptual Approach ,Technological Innovation as a Conversion Process Factors contributing to successful technological Innovation strategies for research and development :R&D as business , Resource allocatin to R&D strategy, Ran D strategies for research and development making process , selection and implementation of R&D strategy , R&D and competitive advantage , New Product Development – Techniques for creative problem solving

Unit-II:

Financial Evaluation of Research and Development project: The Need for cost effectiveness R&D Financial Forecasts, Risk as a Factor in Financial Analysis, Project selection formulae, allocation of resources , DCF and other, Techniques of evaluating R&D ventures

Unit -III:

Research and Development: Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialisation of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

Unit-IV:

Technological Forecasting For Decision Making: The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organisation For Technological Forecasting, Current Status.

Unit -V:

Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

Suggested Readings:

1. Tarek Khalil: Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2015.
2. V.K.Narayanan: Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
3. Norma Harison and Samson: Technology management – Text and cases, TMH, 2015
4. Shane: Technology Strategy for Managers and Entrepreneurs, Pearson,2015.
5. Khandwala: Corporate Creativity, TMH, 2015.
6. Lucy C. Morse , Daniel L. Babcock : Managing Engineering and Technology (6th Edition),Person

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MBA III-Sem

J18MB301 b) DIGITAL MARKETING

Course Objective: The objective of this course is to understand the importance of digital marketing and its applications.

Course Outcome: Students will be understand a) the applications of digital marketing in the globalized market b) Channels of Digital Marketing c) digital marketing plan d)Search engine marketing e) Online Advertising

UNIT - I: Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

UNIT - II: Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. **Marketing in the Digital Era:** Segmentation – Importance of Audience Segmentation, How different segments use Digital

Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

UNIT - III: Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

UNIT - IV: Search Engine Marketing and Online Advertising: Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

UNIT - V: Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention.

Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Suggested Readings:

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
4. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
5. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
6. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

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J18MB302 a) RESEARCH METHODOLOGY

Course Aim: To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.

Learning Outcome: Students will be able to apply the principles of research methodology for the research design for the various mini and major projects of the MBA programme. They will be able to analyse the data statistically.

Unit-I:

Research Methodology: Overview of Research methodology-Research problems, Types of Research ,Research process-Ethics in business research-limitations of social science research. observation studies and research.

Unit-II:

Design of Business research- Research design an overview : Qualitative research Vs Quantitative Research ,Types of research design, Validity of research design , Types of designs

Unit-III:

Data Collection Methods & Tools

Primary Data, Secondary Data, designing questionnaire and Schedule of questions, Relevant cases and exercises Sampling methods: Random, Non-Random Techniques, Tabulation, interpretation and analysis of data

Unit-IV:

Measurement of scaling Techniques- Introduction objectives Qualitative research Vs Quantitative measures, classification /types of measures characteristics/goodness of instruments/measurement of scales. Errors in measurement. Types of scales /Techniques comparative and non-comparative scaling techniques guidelines for deciding scales.

Unit-V:

Report writing & Bibliography:

Introduction , Objectives , format of a report , classification of the sectors of the report, PowerPoint presentations of the reports, Synopsis Vs main report, Footnotes, Importance of hypotheses and objectives in report writing ,Types of reports ,Report format , cover page, preliminary pages, main body , appendices and bibliography , Importance of Excel and SPSS in report writing.

Suggested Readings:

1. Krishna Swamy,Sivakumar,Mathirajan-Management Research Methodology,Pearson,2014
2. R.Pannerselvam -Research Methodology-, PHI, 2014
3. T N Srivatsava, shailaja rego -Business research Methods-TMH,2014
4. Business research Methods -Donald R cooper, Pamela S Schindler William .G. Zikmund-Business Research Methods_Thomson
5. Business Research Methods-SL Gupta , Hitesh Gupta

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J18MB302 b)INTEGRATED MARKETING COMMUNICATION

Aim: The aim of this course is to enable MBA students to understand management of marketing communication, communication mix and ethical aspects of marketing communication.

Learning outcome: After reading the text and discussing the cases the students should be able to understand integrated marketing communication, budgeting, sales promotion, media planning and ethical aspects.

Unit-I

Understanding Integrated Marketing Communication: Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behaviour, Understanding the Communication process, Communication Mix.

Case : Cadbury Manages a Crisis with Integrated Marketing Communications (Kruti

Shah page no 59)

Unit-II

Budgeting, Objectives and Evaluation of IMC: Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocating the Marketing Communication Budget, Conducting research to measure communication effectiveness, Post- Testing tools and techniques, Evaluating other promotional tools and IMC.

Case : The Premium Milk Food Private Ltd. (Kruti Shah page no 820)

Case : Archias, Advertizing (Jaishri Jethwaney, Shruthi Jain, Oxford, page no 195)

Unit-III

Marketing Communication Mix I: Creative Execution in Advertising, Decision in Print, Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity.

Case : Tata Salt (Part I,II,III) (Kruti Shah page no 282,284,310-311,367-372)

Unit-IV

Marketing Communication Mix II: Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

Case : Amul taste of India (Kruti Shah page no 793)

Case : Rasha Prankees promotion (Kruti Shah page no 600)

Unit-V

Regulation, Social and Ethical Aspects of Advertising and Promotion:- Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising, ethical aspects of Advertising – Truth in Advertising, Advertising to children, Advertising controversial products, Social Aspects of Advertising.

Case : Surrogate advertising(Jai shri Jethwaney page no 475-480)

Case :The Unilever experience (Jai shri Jethwaney page no 606)

Suggested Readings:

1. Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.
2. Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.
3. George E Belch, Michael A Belch , Keyoor puravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH, 2015.
4. Semenile , Allen, O Guinn , Kaufmann, Advetising and Promotions, An Integrated brand approach, Cengage, 6th edition , 2012.
5. SHH Kazmi, Satish K.Batra, Advertising & Sales Promotions, 3rd edition , Excel Books, 2011.
6. Terence A. Shimp, Integrated Marketing communication Advertising and Promotion, 8th edition Cengage Learning , 2012.

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MBA III-Sem

J18MB303 a) AGRI-BUSINESS MANAGEMENT

Course Objectives:

The main aim of this paper is to make the students to understand significance of agri-business in the context of Indian economy. The unique features of agri-business will help the managers to evolve specific strategies of business.

Learning Outcomes:

After completing the Course the student will be able to:

1. Understand the critical aspects of Indian agriculture.
2. Know the special features of agricultural marketing.
3. Understand the availability and quality of agricultural inputs.
4. Ascertain the importance transport of agricultural outputs.
5. Know the nature and volume of warehousing facilities in the vicinity of the fields.

Unit: 1: Role of Agriculture in the Economic Development:

Contribution of agriculture to national income – Contribution of employment, foreign exchange, capital formation and to the development of industry. Wealth creation and increase in the

purchasing power of the entire population. – Comparison of traditional and modern practices of agriculture.

Unit: 2: Infrastructure for the Development of Agriculture:

Importance of power and causes of interruptions – Transport facilities - Different types of Vehicles required for transportation of the agricultural commodities. Type of warehouses available and the capacity building. – Role of Government in the development of agricultural infrastructure in India.

Unit: 3: Marketing of Agricultural Produce:

Significance of marketing of agricultural produce – Agencies through which agricultural produce is marketed – Defects of agricultural marketing – Cooperative Marketing of agricultural produce – benefits and defects.

Unit: 4: Agricultural Prices and Price Policy:

Objectives of pricing of agricultural products- Seasonal fluctuations- Impact of fluctuations in agricultural prices –Case for price stabilization – Govt. policy with regard to agricultural prices- Minimum support price (MSP) – Input prices – Quality of inputs and their impact on prices-

Unit: 5: Agricultural Markets in India:

Organized and unorganized marketing of agricultural produce – Difference between them- Agricultural Regulated Markets – Functions of AM Committees – Duties and Responsibilities of marketing functionaries- Problems in Agricultural Regulated Markets.

Suggested Readings:

1. B. P. Tyagi; Agricultural Economics and Rural Development, Jaya Prakash Nath & Co., Meerut, 2005.
2. Shakthi Ranjan Panigrahy, Sanjiv Kumar, et al., Objectives of Agribusiness Management, Competition Tutor 2nd. Edition.
3. National Planning Commission; First and Second Five Year Plans; 1953 and 1958
4. Govt. of India.; The Report of National Agricultural Commission.
5. Otto Schiller, Cooperative Farming and Individual Farming on Cooperative Lines.

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MBA III-Sem

J18MB303 b) MANAGEMENT OF RURAL BUSINESS

Course Objectives: The primary aim of the course is to high light the important requirements for the effective management of rural business enterprises.

Course Outcomes: On completing the course the student will be able to know: (a) the environment in which the rural business enterprises work; (b) Marketing strategies that are specific to rural areas; (c) the consumer behavior in rural areas, (d) the features of the products that are preferred in rural front and (e) the workable pricing strategies in successful conduct of business enterprises.

Unit I:

Rural Market: Definition, understanding of rural consumers, rural marketing mix, role of information technology in rural India. The concept of Business Environment, significance, nature and scope. Environment Scanning.SWOT analysis, Interaction between internal and external environments

Unit II:

Rural Marketing Environment: Defining rural India, evolution of rural marketing, rural market structure - demographic environment, physical environment, economic environment and technological environment.

Unit III:

Rural Consumer Behaviour: Consumer buying behaviour models, factors affecting consumer buying behaviour, characteristics of rural consumers, consumer buying process, opinion leadership process, brand loyalty.

Unit IV:

Segmenting, Targeting Positioning: Product strategy, marketing mix challenge, product concept and classification, rural product categories, new product development, product lifecycle, product mix and rural packaging.

Unit V:

Pricing: Pricing strategy, Internal influences, pricing objectives, external influences, pricing strategies, marketing entry strategies, distribution strategy - channels of distribution, behaviour of the channel and communication strategy.

Suggested Readings:

1. Pradeep Kashyap, "Rural Marketing", Pearson, New Delhi, 2014
2. Sanal Kumar, "Rural Marketing", Sage Publications, New Delhi, 2012
3. Ashraf Imam, MassoumehNasrollah, Zadeh and Aph, "Rural Marketing",2013
4. Philip Kotler: Marketing Management.
- 5.. Ashraf Imam, MassoumehNasrollah, Zadeh and Aph, "Rural Marketing", 2013
6. Mathur, U., "The Rural Marketing Book", 2012 3. Sanal Kumar, "Rural Marketing", Sage Publications, New Delhi

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J18MB304M1 CONSUMER BEHAVIOR **(Marketing Elective)**

Course objective: The aim of this course is to enable MBA students take marketing decisions keeping in mind the consumer behavior. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

Learning outcome: After reading the text and discussing the cases the student should be able to understand the environmental influences on consumer behaviour, perception and attitude of consumers, consumer decision making and marketing ethics towards consumers.

Unit-I

Understanding Consumer Behavior: Defining consumer behaviour, Why to study Consumer Behaviour? Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

Case: Amazon.com, Consumer behaviour and marketing strategy (J. Paul Peter page no: 514-515)

Unit-II

Environmental Influences on Consumer behaviour: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

Case : Fashion label- 'Gini & Jony' (Suja R.Nair ,page no 351-352)

Case : Cadbury Dairy Milk Chocolates (Ramanuj Majumdar, page no 293-297)

Case : Nescafe Instant Coffee (Ramanuj Majumdar page no 311-316)

Unit-III

Consumer as an Individual: Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

Case : Titan watches (Ramanuj Majumdar, page no 303-306)

Case : Handling of down-age syndrome (Suja R.Nair , page no 227-228)

Unit-IV

Consumer Decision Making Processes: Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

Case : Mac Vs. Pc (Michael R.Solomon page no 330-331)

Case : The story of Innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

Unit-V

Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

Case: Active Consumerism taking care of the public interest in globalised India (Ramneek Kapoor, page no 400-401)

Suggested Reading

1. David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, Fourth Edition, 2010
2. S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011
3. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2015
4. Ramneek kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
5. Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
6. Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.

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J18MB305M2 RETAIL MANGEMENT
(Marketing Elective)

Course objective

Understand the impact of retailing on the economy. Comprehend retailing's role in society and, conversely, society's impact on retailing. See how retailing fits within the broader disciplines of business and marketing. Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

Learning outcome.

The consumer motivations, shopping behaviors, and decision processes for evaluating retail offering and purchasing merchandise and services; corporate objectives, competitor analysis, and competitive strategy; the traditional bases for segmentation and how segmentation can inform retail strategy; how retailer's differentiate their offering as an element in their corporate strategy; factors affecting strategic decisions involving investments in locations, supply chain and information systems, and customer retention programs; how retailer's communicate with their customers; and tactics (pricing, merchandise assortment, store management, visual merchandising, customer service) for extracting profit from a retail offering

Unit-I

Introduction to Retail Management - Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global

retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

Unit-II

Understanding Shoppers & Shopping - Shopping Environment, shopping in a Socio Cultural Context, shopping process shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

Unit-III

Delivering Value through Retail Functions - Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition. **Case:** Nirula's. (Suja Nair Page no

Unit-IV

Pricing & Supply Chain Management - Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction, drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

Unit-V

Retail Buying & Managing Retail Operations-objectives of buying, organization buying, retailing buying behaviour, models of buying behaviour, buyer-responsibilities, merchandising & assortment plans-merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-tailers.

Suggested Readings:

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
2. Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2015.
1. Suja Nair, Retail Management, Himalaya Publication House, 2012.
2. Aditya Prakash Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.
3. Swapna Pradhan, Retail Management-Text & Cases, TMH, 2015

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J18MB306M3 SALES AND DISTRIBUTION MANAGEMENT
(Marketing Elective)

Course objective: The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manage channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

Learning outcome: After reading the text and discussing the cases the student should be able to understand the importance of Sales Management, Sales Planning and Budgeting and characteristics of distribution channels and managing them.

Unit-I

Introduction to Sales Management: Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

Case: Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R.Still page no 104,105) **Case:** United air flow manufacturer of household appliances sales persons job. (Richard R.Still page no 115 to 118)

Unit-II

Sales Planning and Budgeting: Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales

persons, market cost analysis.

Case: Augsberg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still, Page no 603 to 605)

Case: Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589)

Unit-III

Sales Force Management: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

Case: 1 Adjusting Compensation Plan to Motivate Sales Representatives (K.Sridhara Batt, page no 576 to 577)

Case: 2 Sales Force Strategy at Life Insurance Corporation (K.Sridhara Batt, page no 579)

Unit-IV

Introduction to Distribution Management Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

Case: 1 Fed Ex's Value Chain Solutions, (K.Sridhara Batt page no 618 to 620)

Case: 2 The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504)

Unit-V

Managing Channel Institutions Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

Case: 1 Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaladar, Vasant page no 461)

Case: 2 Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, Sunil Sahad page no 719)

Suggested Reading

1. Krishna K Havaladar, Vasant M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.
2. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5th edition, Pearson, 2011
3. Tapan K. Panda, Sunil Sahadev Sales and Distribution Management ,2nd edition Oxford. S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, HPH, 2009.
3. K. Sridhara Bhat , Sales and Distribution Management, 1st , HPH, 2011.
4. S.A.Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012

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J18MB404M4 PRODUCT AND BRAND MANAGEMENT
(Marketing Elective)

Course objective

The context of and the rationale for the application. Describe the process and methods of brand management, including how to establish brand identity and build brand equity. Formulate effective branding strategies for both consumer and business products/services Conduct a brand audit using both primary and secondary sources and propose strategic recommendations based on the audit results Compose, assess, and incorporate individual input to produce effective team project output

Learning outcome

The student who completes the course successfully will be able to identify, discuss and Indicate variables that drive the success of brands and product lines and the interrelationships among these variables. The graduate of the course will be better equipped to utilize practical tools to interpret, relate and evaluate product and brand strategies in an array of customer contexts and competitive contexts.

UNIT - I: Product Management

Concept - Need and Importance - Evolution of Product Management - Product Management Process - Role of Products Levels of Products - Buy Grid analysis - Product Customization Product focused Organizations - Role of Product Manager in Modern Marketing.

UNIT - II : Competitive Strategy for Products

Market Mapping - Category Analysis - Competitor analysis - Customer analysis - Product portfolios - BCG Matrix - Shell's Directional Policy Matrix - Product mix and line decisions Managing line extensions - Product Positioning strategies.

UNIT - III : Product Development

Product Innovation - Product Development Process - Factors affecting success or failures of new products - Product Life Cycle - Management of Product Life Cycle - Managing different stages of PLC - Product Revival Strategies - Product Elimination Decisions.

UNIT - IV : Concept of Brand

Brand and Firm - Brands and Consumers - Brand Identity - Brand Image - Protecting Brand Brand Perspectives – Brand Levels - Brand Evolution

UNIT - V : Brand Equity

Brand Loyalty and Brand Equity - Brand Personality - Building Brands - Brand Extension strategies - Brand Positioning - 3 Cs of Positioning - Competitive Positioning.

Suggested Reading

1. Ramanuja Mazumdar - Product Management in India - PHI Learning - New Delhi - 2009.
2. Harsh V Verma - Brand Management - Text and Cases - Excel Books - New Delhi - 2008.
3. Michael Baker and Susan Hart - Product Strategy and Management - Pearson Education New Delhi - 2009.
4. Donald R Lehman - Product Management - Tata McGraw Hill Pvt. Ltd - New Delhi 2005.
5. S.A. Chunawalla – Product Management – Himalay Publisng _New Delhi 2009

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J18MB405M5 SERVICES MARKETING
(Marketing Elective)

Learning Objective: The objective of the course is to provide a deeper insight into the

Marketing Management of companies offering Services as product. The students will be able to understand the characteristics of services, understand consumer behaviour in services, align service design and standards, delivering service, managing services promises.

Learning Outcomes:

Course takes a strategic and multi-disciplinary approach to the management of service businesses. Effective management of service organizations requires the integration of three major functions. Students will learn to develop a framework for recognizing and analyzing management problems in service industries and designing competitive strategies.

Unit-I

Foundations of Service Marketing: What are Services? Why Services Marketing? Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, staying focusing on customer, Gaps model of Service Quality- Customer Gap, Provider Gap and Closing Gap. **Case 1:** The United Indian Bank (Govind Apte Page no 55-56)

Case 2: Online air travel: Expedia, Orbitz and Travelocity lead the pack (John E.G.Bateson Page no 82-83)

Unit-II

Focus on the Consumer: Consumer behaviour in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

Case1: The Crestwood Inn, (John E.G.Bateson Page no 320-321)

Case 2: Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

Unit-III

Aligning Service Design and Standards: Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service Development Processes, Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape.

Case 1: Physical evidence a case of KF. (Vinnie Jauhari Page 236-238).

Case2. IT Trainers Limited. (Govind Apte Page no 186).

Unit-IV

Delivering and Performing Service: Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity.

Case 1: Relationship between Employee satisfaction, Customer satisfaction and market share: The case of Hewlett-Packard, (Vinnie Jauhari Page 336).

Case 2: Total Assurance Ltd. (Govind Apte Page 207-208).

Unit-V

Managing Service Promises: Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery, Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services, pricing strategies that link to the four value definitions.

Case 1: Why Differential Pricing helps the poor? (Vinnie Jauhari et al Page 336).

Suggested Reading

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015
2. Valarie A. Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.

3. John E.G.Bateson, K.Douglas Hoffman : Services Marketing, Cengage Learning, Fourth Edition, 2012.
4. Harsh V.Varma: Services Marketing text and cases, Pearson, Second edition, 2012.
5. Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press,2012.
6. Govind Apte : Services Marketing, Oxford Press, 2011.

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**J18MB406M6 INTERNATIONAL MARKETING
(Marketing Elective)**

Course objective: To enable the student understand the Global Markets, formulate of Global Marketing Strategies and Implement.

Learning Objective: The objective of the course is to provide a deeper insight into the global marketing management, environment of global markets, assessing global market opportunities, developing and implementing global marketing strategies.

Unit-I

Introduction to International Marketing: Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets.

Case: 1 Starbucks –going Global fast. (Philip, John, Prashant Text)

Unit-II

Environment of Global Markets: Types: Political, Economical, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services.

Case: 1 IKEA Catalogue. (Svend & Madhurima -Pearson page no 242)

Case: 2 Mc. Donalds and obesity. (Philip John Prashant Text)

Unit-III

Assessing Global Market Opportunities: Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets, International Trade Agreements, World Market Stages.

Case:1 Reliance Entertainment(Svend & Madhurima, Pearson page no 312)

Case:2 Mahindra & Mahindra (Svend & Madhurima,Pearson page no 356)

Case:3. IMAX corporation (Svend & Madhurima, Pearson page no 412)

Unit-IV

Developing Global Market strategies: Segmentation product & services decisions for consumers and Business:

Marketing channels and Distribution, Promotion Strategies, Pricing strategies.

Case:1 Harley-Davidson:-Price level (Svend & Madhurima,pearson page no 510)

Case:2 Mc Donalds Great Britain –the Turnaround (Text page no 793)

Unit-V

Implementing Global marketing strategies: Negotiation with customers and selection method, E-Marketing channels organization & controlling of the global marketing programme.

Case: 1 NTT DOCOMO (Svend & Madhurima,Pearson page no 709)

Suggested Reading

1. Philip R. Cateora, John L graham, Prashant Salwan, International Marketing - 15th edition – TMH-2011.
2. Svend Hollensen, Madhumita Benerjee-Global Marketing-4th Edition- Pearson-2010.
3. Rajagopal –International Marketing-2nd Edition –Vikas -2011
4. Justin Paul, International Marketing – Text and Cases, TMH, 2015.
5. Kiefer Lee, Steve Carter-Global Marketing Management-3rd edition-Oxford-2011.

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MBA III Sem

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**J18MB304F1 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(Finance Elective)**

Course Objective: The objective of the course is to develop students' knowledge, skills and competencies in employing different methodologies and techniques for managing the market, credit and operational risks in security analysis and Investment Management and other related risks.

UNIT I

Investments: Investment Management –Objectives –Types –Investment Media, Investment Process. The Investment Environment – Investment Vs Speculation – Investment Vs Gambling – Securities Trading and Settlement – Types of Orders - Margin Trading.

UNIT II

Security Analysis: Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and believes of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value Economic Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.

UNIT III

Analysis and Valuation of Bonds: Strategic role of Bonds from an Investors point of view – Bond Terminology – Types of Bonds – Valuation of Bonds – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds – Bond Duration.

UNIT IV

Equity Valuation Models: Valuation Methods – Dividend Discount Models Intrinsic Value and Market Price – Measures of Relative Value – Price Earnings Ratio – Price / Book Value Ratio – Price / Sales Ratio – Economic Value Added.

UNIT V

Portfolio Management: Concept of Portfolio Management-Optimal Portfolio-Theories of Portfolio-Markowitz Model, Capital Asset Pricing Model, Capital Market Line and Securities market line; Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return. Performance of Portfolio – Meaning – Models - Jenson's Model. Sharpe's Model and Trynor's Model – Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan.

Suggested Readings ;

1. William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments Prentice Hall, 2012.
2. Donald E, Fischer and Ronald J. Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 2000.
3. Prasanna Chandra, MANAGING INVESTMENTS, Tata Mc Graw Hill.
4. R.J.Fuller and J.L.Farrel, Modern Investments and Security Analysis, McGraw Hill Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.
5. Frank K.Reilly and Keith C.Brown, Investment Analysis Portfolio Management, 7/e Thomsom Publications, 2006

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**J18MB305F2 MERGERS AND ACQUISITIONS
AND CORPORATE RESTRUCTURING
(Finance Elective)**

Course objective: To facilitate understanding of corporate merger and acquisition activity and restructurings to examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value. to compare and contrast the various forms of corporate restructuring. And to provide the student a framework for analyzing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition. • To assess human and cultural aspects of M&A's.

Learning Outcomes

On completion of this course, students should: able to understand the process and economic rationale for M&As. able to understand typical valuation techniques in M&As. able to apply the valuation techniques to M&A assessment and decision making. Have acquired analytical skills in analyzing real-world cases in M&As. Have developed skills in group work, including communication, collaboration, and presentation.

Unit I

Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger.

Unit II

Strategic Evaluation of M & A Opportunities- selection approaches and criteria, modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, describes fair value: institutional criteria and special features of acquisition of sick companies.

Unit III

Strategizing and Structuring M & A Activity- Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision

Unit IV

Synergy and Value Creation in Mergers - synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity

Unit V

Corporate Restructuring- meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring. Demergers- Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers

Suggested Reading

1. Mergers, Acquisitions, and Corporate Restructurings (Wiley Corporate F&A), Wiley; 6 edition (May 18, 2015)
2. Mergers and Acquisitions from A to Z Hardcover – Special Edition, April 10, 2018, AMACOM; 4 edition (April 10, 2018)
3. The Art of M&A, Fourth Edition: A Merger Acquisition Buyout Guide 4th Edition, Stanley Foster Reed (Author), Alexandra Lajoux , H. Peter Nesvold, McGraw-Hill Education; 4 edition (May 17, 2007)

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J18MB306F3 INTERNATIONAL FINANCE (Finance Elective)

Course objective This Subject is designed to familiarize students with international financial

transactions and Operational aspects of foreign exchange markets. It focuses on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management and international capital market. It enables students to understand the crux of international financial market

Outcomes

Learning outcome

By the end of this course, you will have done, or be able to Understand why firms and nations seek out and benefit from international business activities, Analyze and identify factors that cause exchange rates to change, linkages between international financial prices, Understand the costs and benefits of different monetary systems, Identify and measure political risk, Measure the impact of exchange rate movements on the cash flows, Identify and implement a variety of different strategies to manage exchange rate risk.

Unit-I

International Financial : An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in global finance.

Unit-II

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Unit-III

Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

Unit-IV

(a) Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.

Unit-V

Asset-liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

Suggested Readings

1. Jeff Madura: International Corporate Management, Cengage, 2012.
2. Alan C. Shapiro: Multinational Financial Management, John Wiley, 2012
3. Sharan.V: International Financial Management 5Th Ed. PHI 2012
4. Madhu Vij: International Financial Management, Excel, 2012.
5. Ephraim Clark: International Finance, Second Edition, Thomson.

6. P.G.Apte: International Financial Management, TMH 2012.

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**J18MB404F4 TAXATION
(Finance Elective)**

Course objective:

Focus on giving finance professionals an overview of various taxation related to direct taxes. Indirect taxes and regulatory aspects. Explain various concepts using live case studies and practical examples. Present the information needed to navigate complex issues surrounding the taxation and regulations in a very clear manner

Learning outcome The end of the course students will be able to describe how the provisions in the corporate tax laws can be used for tax planning. Students of the course will be able to explain different types of incomes and their taxability and expenses and their deductibility. Students who complete this course will be able to learn various direct and indirect taxes and their implication in practical situations. Students of the course will be able to state the use of various deductions to reduce the taxable income.

UNIT - I :

Indian tax system - Direct and Indirect Taxes, - Principle of taxation - Taxable capacity - scope and functioning, indirect taxes Vs Direct Taxes – Indirect Taxes Reforms- Basic Concepts and definitions - Residential Status and Scope of Total Income of a Company - Classification of companies for tax purpose - Incomes exempt from tax applicable to company.

UNIT - II :

Computation of Income from House Property - Income from Business - Capital Gains - Other Sources (Problems) - Set-off and Carry forward of losses - Deductions from GTI u/s.80 applicable to companies - Computation of Total Income and Tax Liability (problems). - New Provisions of MAT.

UNIT-III:

Wealth Tax - Scheme of Wealth Tax - Valuation Date, Net Wealth, Assets for wealth tax purpose, Deemed Assets, Exempted Assets applicable to companies - Computation of wealth tax liability of Corporate Assessee (Problems).

UNIT IV:

Goods and Service Tax Act 2017, The Central Goods and Service Tax Act 2017: An introduction including Constitutional aspects Levy and collection of CGST and IGST, Application of CGST/IGST law, Concept of supply including composite and mixed supplies , Charge of tax, Exemption from tax , Composition levy, Basic concepts of time and value of supply, Input tax credit, Computation of GST liability, Registration, Tax invoice; Credit and Debit Notes; Electronic way bill ,Returns, Payment of tax including reverse charge (problems)

UNIT V:

CUSTOMS : Basic Concepts, Introduction Definitions Circumstances of Levy customs, Types of Duties , Valuation under, Import and Export Procedure, Administrative and Other Aspects of customs Duty.

Suggested Readings

1. Students' Guide to Income Tax Including GST -Problems & Solutions (A.Y 2018-19),2018, Dr. Vinod K. Singhania/Dr. Monica Singhania, Taxmann; 58th Edition A.Y 2018-19 edition (2018).
2. Income Tax Act-As Amended by Finance Act 2018(62nd Edition 2018)Paperback – 2018, Taxmann; 62nd Edition 2018 edition (2018).
3. Direct Taxes Law & Practice (Professional Edition)(As Amended by Finance Act 2018) Hardcover – 2018, Dr. Vinod K Singhania & Dr. Kapil Singhania , Taxmann; Asst.Years 2018-19 & 2019-20 edition (2018)
4. Practical Approach to Direct & Indirect Taxes: Income Tax and GST Paperback– Dec 2017, Girish Ahuja , Ravi Gupta , Wolters Kluwer India Private Limited; Thirtyfifth edition (1 December 2017)

5. Practical Approach to Direct & Indirect Taxes, 34E Paperback – 2016, Dr Girish Ahuja , Dr Ravi Gupta , CCH India (2016)
6. Taxation Law and Practice, Vol. I, V. Balachandran and S. Thothadri, PHI publication
7. Direct & Indirect Tax (English) (Paperback) Paperback – 2014, Dr. Nishikant Jha Prof. rajiv Mishra , Himalaya Publishing House.
8. Students' Guide to Income Tax Including GST (58th Edition A.Y 2018-19) Paperback – 2018, Dr. Vinod K Singhanian & Dr. Monica Singhanian , Taxmann; 58th Edition A.Y 2018-19 edition (2018).
9. Students' Guide to GST & Customs Law Paperback – 2018, Dr. Vinod K. Singhanian , Taxmann; January 2018 Edition edition (2018).
10. GST E-Way Bill (Enforced with Effect From 1-4-2018) (2nd Edition May 2018) Paperback – 2018, by V.S .Datey , Taxmann; 2nd Edition May 2018 edition (2018).

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**J18MB405F5 FINANCIAL DERIVATIVES
(Finance Elective)**

Course objective To Understand the students about the concept of Derivatives and its types. acquaint the knowledge of Options and Futures and to know about Hedging and the development position of Derivatives in India. the objective of this course is to make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc.

Learning outcome

Having successfully completed this module you will be able to: Have a good understanding of derivative securities Acquire knowledge of how forward contracts, futures contracts, swaps and options work, how they are used and how they are priced Be able to describe and explain the fundamental features of a range of key financial derivative instruments Be able to decide which securities to use for hedging and/or speculative purposes

Unit-I Introduction to Derivatives – Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

Unit-II Future and Forward Market structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

Unit-III Options – Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.

(a) Basic Option Strategies, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

Unit-IV Commodity Market Derivatives- Introduction, Types, Commodity Futures and Options, Swaps. Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer : M.Ranganatham & R.Madhumathi)

Unit-V Swaps – Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

Suggested Readings

1. John C Hull: Options, Futures and other derivatives, Pearson, 2012.
2. Robert A Strong: Derivatives – An Introduction, Thomson, 2012
3. Gupta: Financial Derivatives, PHI 2012
4. Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
5. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
6. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

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**J18MB406F6 FINANCIAL INSTITUTIONS AND MARKETS
(Finance Elective)**

Course objective

The Course The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies. The course also provides information about the prevailing financial system in India.

Outcomes

Learning outcome

After completion of this course, the student will be able to Understand the role and function of the financial system in reference to the macro economy. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector. Evaluate and create strategies to promote financial products and services.

UNIT I Introduction: The structure of financial system, Equilibrium in financial markets, Indicators of Financial Development, Financial system and Economic Development, Financial Sector Reforms after 1991 - Regulatory and Promotional Institutions: Functions and Role of RBI, Role and functions of SEBI, performance of Non-Statutory Financial Organizations: IFCI, IRBI, NABARD, SIDBI and SFCs.

UNIT II Banking Institutions: Commercial Banks, Public and Private Sectors, Structure and Comparative performance, Competition, Interest rates, Spread and NPAs; Bank Capital Adequacy norms and capital market support; Banking Innovations – BPLR to Base rate, Core Banking System, Financial Inclusion, Current rates: Policy rates, Reserve Ratios, Exchange rates, Lending/ Deposit rates; Co-operative Banks - Role, Govt. initiatives to strengthen Co-operative Banks.

UNIT III Non Banking Financial Institutions: Structure and functioning of Unit Trust of India and Mutual Funds, Growth of Indian Mutual funds and their Regulation, Role of AMFI. Insurance Companies – Structure and Investment pattern of LIC, GIC and other Insurance companies, Competition, Innovation- Bancassurance, Role of IRDA, Challenges faced by Insurance Sector.

UNIT IV Financial and Securities Markets: Structure and functions of Call Money Market, Government Securities Market – T-bills Market, Commercial Bills Market, Commercial paper and Certificate of Deposits; Securities Market – Organization and Structure, Listing, Trading and Settlement, SEBI and Regulation of Primary and Secondary Markets.

UNIT V Asset/Fund Based Financial Services: Lease Finance, Consumer Credit and Hire purchase Finance, Factoring - Definition, Functions, Advantages, Evaluation, Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based Advisory services: Stock Broking, Credit Rating.

Suggested Readings

1. L.M. Bhole: Financial Institutions and Markets, TMH, 2009.
2. E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Publishing House, 2013. Pathak:

3. Indian Financial Systems, Pearson, 2009
4. M.Y. Khan: Financial Services, TMH, 2009.
5. S. Gurusamy: Financial Services and System, Cengage,2009
6. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson

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J18MB304H1 HR PLANNING

Course objective

This course is intended to familiarize the students with the framework for the managers and leaders available for understanding and making decisions related to organization. Formation regarding recruitment and selection with new techniques and advancements

Learning outcome

Strong emphasis on the practical skills essential to successful management careers with respect to new techniques related to recruitment and selection process Apply man power planning methods to case studies in finding solutions. It guides in establishing themselves as effective professionals by solving real problems.

UNIT I:

Basics in HR Planning : Macro Level Scenario of HRP, Concepts & Process of HRP, Considerations – Technology, Finance, Product Demand - HR Planning - Methods & Techniques : Demand Forecasting: Managerial Estimates, Trend Analysis, Markov Analysis, Utilization Analysis: Work Study, Job Analysis, Supply Forecasting : Inventory Analysis, Wastage Analysis, Balancing Supply & Demand, Issues of Shortage & Surplus.

UNIT II:

Measurement of HR Planning: HR Audit, HR Accounting. HR Plan - Implementation Strategies: Recruitment , Redeployment, Redundancy, Retention, Productivity Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan.

UNIT III:

Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitment & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment of Diverse Work Force – Employee Testing & Selection – Basic Types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

UNIT IV:

Talent Management: Meaning, importance, Evolution, Talent Management System, Talent Reservoir – Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence - Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model, Potential Forecast

UNIT V:

Succession and Career Planning: Succession Planning – Traditional Approaches, Contemporary Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching – Action - Oriented Coaching, Remedial Coaching, Attitude Based Coaching; Performance Based Coaching, Executive Coaching, Talent Management Strategies

Suggested Readings

1. Bell D J: Planning Corporate Manpower
2. Bennis M. & J Casson : The Manpower Planning Handbook, McGraw Hill.
3. Pettman B.O. & G Tavemeir : Manpower Planning Workbook, Gower
4. Walker J W: Human Resource Planning, MGH

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**J18MB305H2 EMPLOYEE RELATIONS
(HR Elective)**

Course objective

The student learn the problems faced by the Contract Labour in that Organization. the role of Principal Employer in providing various statutory facilities to the Contract Labour in his organization.

Learning outcomes

The students will have a knowledge of the problems faced by the Contract Labour when they directly interact with the Contract Labour in that organization. The students learn the various facilities provided by the Principal Employer to the Contract Labour as per

Unit-I

Industrial Relations: Introduction, Dunlop's Industrial Relations Systems, Characteristics of Indian IR System; Trade Unions: Union Purpose. Trade Union , Functions, Methods, Politics, Types of Unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for Recognition. Rights of recognized Unions, Unfair Labour Practices:

Unit-II

Settlement of Disputes: Role of state Dispute Settlement Machinery and its instruments, Legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure.

Unit-III

Collective Bargaining, Conciliation, Arbitration, Adjudication, The Industrial Dispute Act 1947, Labour Welfare work, Labour Welfare officer, Worker's Participation.

Unit-IV

Wage Policy and Wage Regulation Machinery, Wage Legislation, Payment of Wages Act 1936, The Payment of Bonus Act, 1965

Unit-V

The Factories Act 1948, Mines Act 1952, Industrial Relations and Technological Change.
Suggested Readings

1. Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House. 2012.
2. C.B. Mamoria, VSP Rao "personnel management- text & cases", Himalaya Publishers 15th edition, 2012.
3. J.A. Kulkarni, Asha Pachpande, Sandeep Pachpande, " case studies in amangement", Pearson, 2011.
4. Padhi " Labour and Industrial Relations" PHI, 2012.
5. Arun Monappa, Ranjeet Nambudiri, Selvaraj " Industrial Relations and Labour Laws", TMH, 2012
6. Ratna Sen "Industrial Relations-Text and cases "Macmillan Publishers, 2011.

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J18MB306H3 COMPENSATION & BENEFITS MANAGEMENT

(HR Elective)

Course objective

The student learn the problems faced by the Contract Labour in that Organization. The role of Principal Employer in providing various statutory facilities to the Contract Labour in his organization.

Learning Outcomes

The students will have a knowledge of the problems faced by the Contract Labour when they directly interact with the Contract Labour in that organization. the students learn the various facilities provided by the Principal Employer to the Contract Labour as per the statute.

Unit-I

Compensation and Organizational Strategy – Lifestyle and Compensation – Pay and Social Class - Reward System – Compensation System – Compensation Dynamics – Rates of Pay Compensation Program – Jobs and Pay in India - The Pay Model Strategy: The Totality of Decisions, Defining Internal Alignment, Job Analysis, Evaluating Work, Job Evaluation, person-based Structures.

Unit-II

Defining Competitiveness, Designing pay levels, Mix and pay structures, pay for performance. The Evidence pay for performance plans. Strategic and Tactical Compensation Issues - vision of Labour

Unit-III

Job Analysis- Job Requirements and Pay - Job Ranking Performance Appraisals, Benefits Determination Process, statutory Benefits including Health care, Employee welfare and Retirement Benefits. Minimum Wages Act, Employee Compensation Act, Apprenticeship Act, Bonus Act

Unit-IV

Polit Factor Method of Job Evaluation - Compensation of Special Groups, Union role in wage and Salary administration. International pay systems - Government and legal issues in compensation Public sector pay Management: Making it work.

Unit-V

Pay Structure Architecture - Performance Appraisal Issues and Opportunities - Individual Based Bonus and Rewards - Merit Pay - Short Term Incentives - Long Term Incentive and Deferred Compensation Plan - Executive - Compensation - International Competition - Benefits Administration – Employee Benefits

Suggested Readings:

1. George T Milkovich, Jerry M Newman, C S Venkata Ratnam” TMH,2015.
2. B D Singh “Compensation and Reward Management” Excel books,2012
3. Joseph J. Martocchio “Strategic Compensation” Pearson, 2012.
4. Kanchan Bhatia “Compensation Management” Himalaya, 2012.
5. Henderson “Compensation Management in a Knowledge Based World” 3e, Pearson, 2012.
6. Michale Armstrong” Employee Reward” University Press, 2012.

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**J18MB404H4 INTERNATIONAL HUMAN RESOURCE MANAGEMENT
(HR Elective)**

Course objective

To understand the basic concepts of 'Global Human Resource Management' and to understand the effect of 'culture' in global excellence to identify the issues and challenges arising in global context to acquire knowledge regarding best HR practices in global context

Learning outcomes

On completing this course the student would be able to understand the concepts of Human Resource

Management in Global perspective ,could face the issues & challenges of HR in Global context

Unit – I

Introduction to IHRM: Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities- HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations, Approaches to the study of employment policy across countries.

Unit – II

International Recruitment and Selection: Approaches to international Recruitment- ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments **IHRM practices** – USA, UK, Japan and India A comparative study

Unit – III:

Managing HRM In Virtual Organization, Globalization & HRM: Meaning, Features and Types of Virtual Organizations, Advantages and disadvantages, Managing HR in Virtual Organizations; Impact of Globalization on Employment, HRD, Wage& Benefits, Collective Bargaining, Participative Management, Ethical Issues in HR

UNIT-IV:

IHRM Model of India: Culture and Indian Managers- Indian Managers-Responses to HR practices across the world-Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global managers and future organizations - India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.

UNIT-V:

Special Issues in IHRM: Challenges of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of IT on Human Resource Management- IT and HR- out sourcing HR-Globalization, Quality of Work life and productivity- Reorienting work force through HR Interventions – Women expatriates and their problems – Exit policy and practices – Impact on participative Management and Quality circles.

Suggested Readings

1. N. Sengupta & Mousumi, S. Bhattacharya, International HRM, Excel Books
2. P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi
3. Edwards - International HRM, Pearson Education.
4. K.Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd
5. P. Subba Rao, International Human Resource Management Himalaya Publishing House
Dr. Nilanjam Sengupta-International Human Resource Management Excel Books, New Delhi
6. Charles M. Vance, Managing a Global Workforce, challenges and opportunities in IHRM PHI-Private Ltd, New Delhi – 2007

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**J18MB405H5 CROSS CULTURAL MANAGEMENT
(HR Elective)**

Course objective

Develop a cognitive framework to appreciate the impact of culture on managerial behavior and business processes. Develop behavioral and cognitive skills to operate in the cultures of key countries. Apply his /her understanding of cultural nuances to managerial / leadership effectiveness, Interpersonal communication / negotiations, designing systems and structures, HR practices, etc.

Learning outcome Understand the importance of cross cultural management, and of the major theoretical and empirical studies which examine the impact of different national cultures on work and employment. Understand a range of international management practices and how organizational and national

Unit-I:

Introduction – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

Unit-II:

Cultural Dimensions and Dilemmas: Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

Unit-III:

Culture and Organizations: Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

Unit- IV:

Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

Unit-V:

Cross Cultural Team Management: Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

Suggested Readings

1. Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
2. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.

4. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
6. Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland,USA

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**J18MB406H6 STRATEGIC HUMAN RESOURCE MANAGEMENT
(HR Elective)**

Course objective:

To know, how does the management of organization's human resources contributes to the sustained effectiveness of the organization .To discuss the impact of various approached to managing human resources, and explore how it can act as source of sustained competitive advantage.

Learning outcomes:

On completion of this course Student will be able to understand the relationship of HR strategy with overall corporate strategy . At the end student can understand the strategic role of specific HR systems

Unit I:

Introduction: Definition of SHRM, Need and Importance of SHRM; Human resources as a source of competitive advantage; Traditional HR Vs. Strategic HR, Barriers to strategic HR, Types of Strategies - Corporate Strategy, Business strategy and HR Strategy.

Unit II:

Integration of HR Strategy : Integration of HR Strategy with corporate and business strategies; Different approaches to integration; the 5-P model for linking people with strategic needs of business; Role of HRM in strategy formulation and implementation; HR as a Strategic partner

Unit III:

HR Environment and Strategic HR Processes : Impact of Technology, Changing nature of work, demographic changes, workforce diversity etc., on HR; HR Planning , Strategic issues in staffing; Performance Management: Meaning and need for performance management, performance appraisal systems and their limitations.

Unit IV:

Training and Development Strategies : Cross - cultural training, Multi-skilling, Succession Planning; Creating a learning organization; Strategically oriented compensation and reward systems: Skill - based pay
broad banding , variable pay, profit sharing, employee stock option plans, executive compensation.

Unit V:

Systems of high - performance human resource practices; Human resource Evaluation; Measures of Evaluation; HR Audit.

Suggested Readings

1. Jeffrey A. Mellow., Strategic Human Resource Management. Thomson South Western, Singapore, 2014.
2. Charles R. Greer., Strategic Human Resource Management - A General Managerial Approach. Pearson Education (Singapore) Pvt. Ltd.2013
3. RajibLochanDhar., Strategic Human Resource Management.Excel Books. New Delhi.2013
4. TanujaAggarwala., Strategic Human Resource Management. Oxford UniversityPress. New Delhi.2013

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**J18MB304E1 STARTUP MANAGEMENT
(Entrepreneurship Elective)**

Course Objective: To understand New venture creation opportunities, its resources, and requirements for Enterprise Startup.

Course Outcomes: Students will be able to understand a) Startup opportunities b) Legal and other requirements for new ventures c) Financial Issues of startups d) Sustainability and growth of startups e) Exit strategies

UNIT - I:

Startup opportunities: The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of The startup Economy - The Six Forces of Change- The Startup Equation- The Entrepreneurial Ecosystem –Entrepreneurship in India. Government Initiatives.

UNIT - II:

Startup Capital Requirements and Legal Environment: Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions- Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

UNIT - III:

Startup Financial Issues: Feasibility Analysis - The cost and process of raising capital - Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

UNIT - IV:

Startup Survival and Growth: Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures - preparing for change - Leadership succession. Support for growth and sustainability of the venture.

UNIT - V:

Planning for Harvest and Exit: Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

Suggested Readings:

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
3. S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
4. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
5. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009.

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**J18MB305E2: MSME MANAGEMENT
(Entrepreneurship Elective)**

Course Objective: To understand the setting up and management of MSMEs and initiatives of Government and other institutions support for growth and development of MSMEs.

Course Outcomes: Students will be able to understand a) Issues and Challenges in MSMEs b) Setting up of MSMEs c) Management of MSMEs d) Institution and Government support.

UNIT - I:

Introduction for Small and Medium Entrepreneurship (SME): Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

UNIT - II:

Setting of SMEs': Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

UNIT - III:

Institutions supporting MSMEs: –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

UNIT - IV:

Management of MSME: Management of Product Line; Communication with clients - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance

UNIT - V:

Role of Government in promoting Entrepreneurship: MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

Suggested Readings:

1. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.

2. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 2006.
3. Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
4. Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.
5. Aneet Monika Agarwal, Small and medium enterprises in transitional economies”,
6. challenges and opportunities, DEEP and DEEP Publications.

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MBA III Sem

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**J18MB306E3 : FAMILY BUSINESS MANAGEMENT
(Entrepreneurship Elective)**

Course Objective: To understand the importance of family-owned businesses for achieving Competitive advantage in the market place.

Course Outcomes: Students will be able to understand a) Perspectives in Family Business b) Ownership Challenge and Family Governance c) Successor Development strategies d) Strategic Planning and Transgenerational Entrepreneurship e) New Leaders of the Evolution and Change.

UNIT - I: Introduction to Family Business: Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.

UNIT - II: Ownership Challenges and Family Governance: Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

UNIT - III: Successor Development: Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

UNIT - IV: Strategic Planning and Transgenerational Entrepreneurship: Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage - The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

UNIT - V: The Future of Family Business: New Leaders of the Evolution - Three states of evolution-Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

Suggested Readings:

1. Ernesto J. Poza, Mary S. Daughterty, *Family Business*, 4e, Cengage Learning, 2015.
2. Frank Hoy, Pramodita Sharma, *Entrepreneurial Family Firms*, Prentice Hall, 2010
3. Sudipt Dutta, *Family Business in India*, Sage Publications, 1997.
4. Laura Hougaz, *Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years*, Springer, 2015.
5. John L. Ward, *Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership*, Palgrave Macmillan, 2011.
6. M. Nordqvist, T. Zellweger, *Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations*, Edward and Elgar Publishing Limited, 2010.

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MBA IV Sem

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**J18MB404E4: ENTREPRENEURIAL FINANCE
(Entrepreneurship Elective)**

Course Objective: To understand the role of Entrepreneurial Finance, Planning and valuation of an Enterprise.

Course Outcomes: Students will be able to understand a) Financing through venture life cycle b) Organizing and operating the enterprise c) Financial Planning of an enterprise d) Valuation of an enterprise e) Financing for growing enterprises.

UNIT - I: Finance for Entrepreneurs: Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for teaching - Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.

UNIT- II: Organizing and Operating the Venture: Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.

UNIT - III: Financial Planning: Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.

UNIT - IV: Venture Valuation: Valuing Early stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

UNIT - V: Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Suggested Readings:

1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
3. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
4. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
5. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

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**J18MB405E5: ENTREPRENEURIAL MARKETING
(Entrepreneurship Elective)**

Course Objective: To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

Course Outcomes: Students will be able to understand a) Marketing mix of an enterprise b) Growth and marketing strategies c) Market Development strategies d) Contemporary issues in Entrepreneurial marketing.

UNIT – I:

Introduction to Entrepreneurial Marketing – Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

UNIT – II:

Enterprise Growth: Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

UNIT – III:

Growth Strategies and Models: Growth Strategies – concept and forms, Internal, External, and Co-operative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner's growth model (revolutionary), and Complexity management (process) model.

UNIT– IV:

Entrepreneurial Market Development Strategies: Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

UNIT – V:

Entrepreneurial Marketing Tools: Concept, Guerrilla Marketing, Ambush / Free ride Marketing.

Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

Suggested Readings:

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
3. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
4. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
5. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
6. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies With Growth Ambitions, Garant Publishers, 2011.

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**J18MB406E6: CREATIVITY, INNOVATION AND ENTREPRENEURSHIP
(Entrepreneurship Elective)**

Course Objective: To understand the creativity and innovations management aspects in an enterprise.

Course Outcome: Students will be able to understand a) basics of Creativity b) Creative Problem solving c) Creative Intelligence d) Perspectives of Innovation

UNIT - I:

The Creativity Phenomenon: Creative Cerebration- Creative Personality and Motivation – Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.

UNIT - II:

Mastering Creative Problem Solving: Structuring of ill- defined problems- Creative Problem solving-Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving-

UNIT - III:

Creative Intelligence: Creative Intelligence abilities - A model of Creative Intelligence - Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity- Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creativogenic Environment.

UNIT - IV:

Innovation Management: Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

UNIT - V:

Micro and Macro Perspectives of Innovation: Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level-Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.

Suggested Readings:

1. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata McGraw Hill, 2004.
2. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014. Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House,
3. 2010.
4. A.Dale Timpe, Creativity, Jaico Publishing House, 2003. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
5. P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan2010

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MBA III-SEM

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**J18MB304S1: BUSINESS INTELLIGENCE
(Systems Elective)**

Course Aim: It enables the student understand the concepts of Business Intelligence

Learning Outcome: The student understands Data Ware Housing, Data Mining for Business Intelligence, Business Rules and Business Intelligence Implementation.

Unit-I

Introduction to Business Intelligence-the Business pressure-Responses and support model-Definition of BI- Architecture of BI- Styles of BI-vent-Driven alerts-A cyclic process of Intelligence Creation. The value of Business intelligence-Value driven and Information use-Performance metrics and key performance indicators-horizontal use cases for BI. Case Study: 1 (Efraim Turban Pg no 26 & 107).

Unit-II

Data Ware Housing-Definitions and concepts-DW process an Innovation-Data Warehousing Implementation-Data warehousing Administration-Security Issues and future trends. Business Performance Management-Overview Strategic plan, monitor, performance measurement, BPM methodologies-BPM Techniques-Performance dashboard and scorecards. Case Studies: 2 (Efraim Turban.Pg no 125).

Unit-III

Data mining for Business Intelligence-Data mining concepts and definitions-Data mining applications-Artificial neural Networks for data mining. Text and web mining-Natural language processing-Text mining applications-Text mining process-tools-Web mining overview-Web content overview-Web structure mining-Web usage mining. Case Studies :3 (Efraim Turban.Pg no 228)

Unit-IV

Business Rules-the value proposition of business rules-Business rules approach-Business rule system-sources of business rules and management approach.

Unit-V

Business intelligence implementation-Business Intelligence and integration implementation-connecting in BI systems-Issues of legality- Privacy and ethics- Social networking and BI.

Suggested Readings:

1. Efraim Turbanetal. "Business Intelligence" 2e, Pearson Education, 2012.
2. David Loshin "Business Intelligence" 2e, Elsevier, 2012.
3. Rajiv Sabherwal "Business Intelligence" Wiley Publications, 2012.
4. Philo Janus, Stacia Misner, Building Integrated Business Intelligence Solutions with SQL Server, 2008 R2 & Office 2010, TMH, 2011.
5. Nina Godbole & Sunit Belapure "Cyber Security" Wiley india 2012.
6. Jawadekar, MIS Text and Cases, TMH, 2012.

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MBA III-SEM

**L P C
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**J18MB305S2: DATABASE MANGEMENT SYSTEMS
(Systems Elective)**

The objective of the course is to give an understanding Data Warehousing and Data Management concept

Unit-I

Managing Data: Individual Data Management, Organizational Data Management, Components of Organizational Memory, Evaluation of Database Technology File-Oriented Systems: Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.

Unit-II

Database Systems in the Organisations: Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning – The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLCC)

Unit-III

Risks and Costs of Database: Organizational Conflicts – Development Project Failures – System Failure

– Overhead costs – Need for Sophisticated Personnel – Separating Physical and Logical Data Representation – Client / Server Data Base Architecture, Three-Level Data Base Architecture

Unit-IV

Data warehousing Introduction: What is a Data warehouse, who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts. The Data warehouse Data Base: Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization, Meta Data – Human Meta Data, Computer Based Meta Data for people to use, Computer-based Meta Data for the computer to use.

Unit-V

Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural

Networks, Nearest Neighbour Approaches, Putting the Results to Use. Constructing A Data warehouse System: Stages of the Project - The Planning Stage – Justifying the Data warehouse – Obtaining User Buy-in – Overcoming Resistance to the Data warehouse – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage – The Data warehouse Data Base – The Analysis Architecture – Data warehouse Hard Ware.

Suggested Readings:

1. Richard T Watson: Data Management Data Bases and Organisations, 5/E , Wiley – India, 2006
2. Berson Smith, Data Warehousing, Data Mining 7 OLAP, TMH, 2007
3. Marakas : Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education
4. Sivanandam, Data Mining Techniques and Tasks, Thomson, 2006
5. Gary W Hansen, James V Hansen: Data Base Management and Design, 3E, PHI – 2006
6. Michael J.A. Berry, Gordon S.Linoff, Data Mining Techniques, 2/e, Wiley -India, 2005.

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MBA III -SEM

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**J18MB306S3: DECISION SUPPORT SYSTEM
(Systems Elective)**

Course Aim: It enables the student understand how to build and implement Decision Support system.

Learning Outcome: The student understands Decision Support System benefits, types, building and implementation, DSS Software tools, Group Decision Supportive System, and Data Warehousing.

Unit-I

Introduction to Decision Support System (DSS)- How DSS evolved- DSS Benefits-Systems, Information Quality and Models-Dataflow diagram Information quality- Types of DSS- DSS hierarchy- Generalizing DSS categories. Cases.

Unit-II

Building and implementing DSS- DSS on the center corporate systems- Internet and client/ Server computing in DSS-DSS on stand alone system-Choosing a DSS Gardware environment. Cases.

Unit-III

DSS software tools- Standard Package-specialized tools and Generators-Programming language for DSS- Building DSS-DSS development process-Project development participants-Overcoming Resistance of Change- Models in DSS. Cases.

Unit-IV

Group Decision Support System- Why group DSS? –Group Vs Individual activities-Media richness and Task Types-Types of Group DSS-Group DSS in use today-Group ware products. Cases.

Unit-V

Data Warehousing- What is DW-DW concepts- The DW database-Database structure-Getting the data into the data warehouse- Metadata. Cases.

Suggested Readings:

1. Efreem G.Mallach” Decision Support and Data Warehouse Systems” TMH,2012
2. Efraim Turban “Decision Support and Busines Intelligence Systems” Pearson , 2012. Dhiraj Sharma: Foundations of I T, Excel, 2015.
3. Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
4. Jawadekar, MIS Text and Cases, TMH, 2012.
5. Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.

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MBA

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**J18MB404S4: E-BUSINESS
(Systems Elective)**

Course Aim: It enables the student understand the concepts of Electronic Business.

Learning Outcome: The student understands E-Business, its Models, E-Business plans, E-Business Application and Securing E- Business.

Unit-I

Electronic Business- Understanding new Internet Economy and Business-E-business an e-commerce-Features of E-Business- Advantages of E-Business- Business Environment- Establishing E-Business. Case : Barnes & Noble and Amazon. Com (Ref 1- Kulkarni).

Unit-II

E-Business Models- E-Business Structure- E-Business models- E-Business model Design-IT infrastructure requirement of E-business models.
Case: B2C model at Aradhana Tours. (Ref 1 Kulkarni)

Unit-III

Creating E-Business plans- software programs to create a business- Phases /Aspects of E-Business- e-Marketing and sales Strategies-website and portal management.
Case” FLOP (ref 1 :Kulkarni)

Unit-IV

E-Business Applications- Charactersttics o E-Business applications-Project palming approach for E-Business applications-Application Integration- application in various domains.
Case Nokia (Ref 1 Kulkarni)

Unit-V

Securing your e-business- risk Management- business continuity planning-Network and web site security-web sire Defacement-Security audit and Penetration Testing.
Case: Asmi Agencies-e-market (Ref 1 Kulkarni)

Suggested Readings:

1. Kulkarni et al. “E-Business” Oxford, 2012.
2. Dave chaffey, e-business & e- commerce management- strategy, implementation and practice, 5th edition, pearson, 2015.
3. Napier et al “ Creating A Winning E-Business” Cengage, 2012.
4. Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel, 2015. Elias M Awad, Electronic Commerce, PHI,2012
5. Jawadekar, MIS Text and Cases, TMH, 2012.

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MB AIII-SEM

**L P C
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**J18MB405S5: KNOWLEDGE MANAGEMENT
(Systems Elective)**

The objective of the course is to provide the basics of the emerging area of Knowledge Management to students. This course through light on few important concepts as Knowledge management and Information Technology, Knowledge process, etc.

Unit1: The Knowledge Economy: Leveraging Knowledge, Data-Information-

knowledge-Wisdom relationship, organizational knowledge, characteristics and components of organizational knowledge –Building knowledge societies- Measures for meeting the challenges of implementing KM programmes.

Unit 2: Knowledge Management and Information Technology: Role Information

Technology in Knowledge Management Systems, Knowledge Management tools, Creative effective Knowledge Management Systems through Information

Technology, ERP and BPR, Data Warehousing and Data Mining.

Unit 3: Future of Knowledge Management and Industry perspective: Companies on the road to knowledge management, Knowledge Management in Manufacturing and service industry, challenges and future of Knowledge Management.

Unit 4:

The Knowledge Process: Universal appeal, Stages of KM Process, Knowledge Capital vs physical capital, Customer Relationship Management, Business Ethics And KM, The Promise of Internet and the Imperatives of the new age.

Unit 5: Implementation of Knowledge Management: Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Business Intelligence and Internet platforms, web Portals, Information Architecture: A three-way Balancing Act, KM, the Indian experience, Net Banking in India. –Role of knowledge Management in Organisational Restructuring. -The Mystique of a Learning Organisation.

Suggested Readings:

1. Mattison: Web Warehousing & Knowledge Management, Tata McGraw-Hill, 2009
2. Becerra Fernandez: Knowledge management: An Evolutionary view, PHI, 2009 Fernando: Knowledge Management, Pearson, 2009
3. B.Rathan Reddy: Knowledge management, Himalaya, 2009
4. Tapan K Panda: Knowledge Management, Excel, 2009.
5. Barnes: Knowledge Management systems, Cengage, 2009
6. Tiwana: The Knowledge Management tool kit, 2/e, Pearson Education, 2009.
7. Warier: Knowledge Management, Vikas Publishing House, 2009
8. Sislop: Knowledge Management, Oxford University Press, New Delhi, 2009

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MBA IV-SEM

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**J18MB406S6: INFORMATION SYSTEM CONTROL
(Systems Elective)**

Course Aim: It enables the student understand the concepts of Information System and Control.

Learning Outcome: The student understands the audit standards, Audit Process, Computer assistance Audit tools, Managing Audit tools and Strategy and Standards for Auditing.

Unit-I

Audit and review the role of Information Technology-Audit standards-Importance of audit standard independence- AICPA proannouncmenet- The need for IT audit function- role of the IT auditor-Legal implications.
Cases.

Unit-II

Audit process in a information Technology Environment-Risk Assessment-Audit budget- Objectives and context-preliminary review-Field-work and implementating audit Methodology- Documenting results. Cases.

Unit-III

Computer Assistance Audit tools- Auditor productivity tools-Flowcharting Techniques- Flowcharting an Analytical tool-Defining critical data-Flowcharting technique-Generalizing audit software-Computer forensic. Cases.

Unit-IV

Managing IT audits- Establish a career development and planning-Evaluating IT audit quality- criteria for IT audit quality-IT auditing in new millennium-code of ethics and professional standards-Private industry-Management consultancy. Cases.

Unit-V

Strategy and standards for Auditing- Strategic planning- communication- demand management- Architecture and standards- Business architecture- application and information architecture- Architecture functions. Cases.

Suggested Readings:

1. Sandra Senft & Fredrick "Information Technology Control and Audit " CRC Press, 2012.
2. D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies and chelists from the banking industry, TMH, 2008.
3. Nina Godbole & Sunit Belapure " Cyber Security" Wiley india 2012.
4. Jawadekar, MIS Text and Cases, TMH, 2012.
5. Dr Milind M Oka "Cases in Management Information system 'Everest, 2012.
6. Subash Chandra Das-Management Control Systems : Principles and Practices-PHI,2014