

MBA – Detailed Syllabus

MB 13301: Management Process and Organizational Behaviour (3 Credits)

Objective: To make the student understand the principles followed and functions performed by management in a business organization and also to understand why employees / people behave as they behave at workplace.

Management: Meaning and Definition, Scope, Importance, Process, Principles, Functions of Management, Evolution of Management Thought, Social Responsibility of Management.

Organizational Behaviour (O.B.): Definition, Nature and Scope of O.B., Contributing Disciplines to O.B., O.B. Process, Models of O.B.

Individual Perspective: Personality; Attitudes, Values and Job Satisfaction; Learning; Motivation.

Group Dynamics: Group Behaviour; Organizational Conflicts; Job Stress; Communication; Leadership; Power and Politics.

Organizational Perspective: Organizational Structure; Organizational Culture; Organizational Change and Development, Quality of Working Life (QWL); International Organizational Behaviour.

Readings

- Khanka S. S., 2016. Organizational Behaviour: Text and Cases. S. Chand & Company Limited.
- Stephen P. Robbins, 2013. Organizational Behaviour. Prentice Hall of India Private Limited.
- Stoner, Freeman & Gilbert, Jr. 2009. Management. Prentice Hall of India Private Limited.
- Tripathy & Reddy, 2011. Principles of Management. Tata McGraw-Hill Publications.
- Udai Pareek., 2014. Understanding Organizational Behaviour. Oxford University Press.

MB 13801: Managerial Economics (3 Credits)

Objective: To familiarize the students with the fundamental concept and theories of managerial economics and their relevance in day-to-day business decision making.

Theoretical Perspective: Fundamental Concepts; Significance; Micro versus Macro Economics; Consumer Behaviour: Utility Analysis; Equi-marginal Utility; Indifference Curve; Consumer Equilibrium; Demand Decision: Meaning and Types of Demand; Determinants of Demand; Demand Function; Demand Elasticity; Demand forecasting: Methods of Demand Forecasting; Types of Demand Forecasting.

Production Decisions: Firm's behaviour in Short and Long Run; Cost: Concepts; Theory; Short-Run and Long-Run Costs; Revenue Functions: Total, Average and Marginal Revenue; Break-Even Analysis.

Pricing Decisions: Determinants of Price; Pricing under Different Market Conditions; Objectives of Pricing under Different Market Structures: Perfect Competition; Monopoly; Monopolistic Competition; Oligopoly; Equilibrium Determination and Pricing Under Different Market Structures.

Pricing Practices and Strategies: Cost-Based Pricing: Cost-plus/Make-up Pricing, Break-even Pricing, Marginal Pricing; Value-Based Pricing; Competition-Based Pricing; Demand-Based Pricing; Pricing Strategies: Price Skimming, Penetration Pricing, Differential Pricing, Promotional Pricing.

National Indicators: National Income Aggregates and their Measurement; Inflation: Nature and Causes; Fiscal Policy: Taxes and Transfer of Payments, Role of Fiscal Policy; Monetary Policy: Role of Monetary Policy in India, Instruments of Monetary Control; Liberalization, Privatization and Globalization; Foreign Direct Investment (FDI), Balance of Payments.

Readings:

- Ahluwalia, Montek S., 2003. Macroeconomics and Monetary Policy: Issues for a Reforming Economy. Oxford University Press.
- H. L. Ahuja. 2014. Managerial Economics: Analysis of Managerial Decision Making. S. Chand and Company Ltd.
- I. Png and D. Lehman. 2007. Managerial Economics. Wiley-Blackwell.
- Joshi, Vijay., Little, I.M.D. 1996. India's Economic Reforms 1991-2001. Oxford University Press.
- M. Baye., 2015. Managerial Economics and Business Strategy. Tata McGraw-Hill Publishing
- S. Damodaran., 2016. Managerial Economics. Oxford University Press.

MB 13101: Accounting for Managers (3 Credits)

Objective: To make the students understand the basic concepts of Financial Accounting and preparation of Financial Statements with their analysis.

Introduction to Accounting: Introduction of financial accounting, Importance, Objectives and Principles of Accounting, Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), Introduction of Accounting Process- Journal and ledger, Trial Balance, Classification of capital and revenue expenses, preparation of subsidiary books and cash book. Reconciliation between bank pass book and cash book.

Final Accounts of Joint Stock Companies - Final Accounts of Joint Stock Companies – contents, and preparation of Trading and Manufacturing, Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustments as per Schedule III of the Companies Act, 2013, Provisions for Statutory Audit.

Interpretation of Financial Statements: Cash Flow Analysis – Meaning and Purpose of Cash Flow Statement, Format of Cash Flow Statement (AS3), Cash Flow from Operating Activities, Uses and Limitations of Cash Flow Analysis – Ratio Analysis – Meaning, Need, Advantages and Limitations of Ratio Analysis, Classification of Ratios: Profitability Ratios, Liquidity Ratios and Activity Ratios, Projections through Ratios.

Budgeting and Budgetary Control – Concept of Budgeting and Budgetary Control, Types of Budgets, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget and Master Budget, Essential features, Merits and Limitations of Budgetary Control.

Readings:

- Hanif & Mukherjee., 2016. Financial Accounting. Tata McGraw Hill.
- Maheshwari S.N., 2016. Financial Accounting. Vikas Publishing.
- S.P. Gupta., 20017. Management Accounting. Sahitya Bhavan
- Sinha Gokul., 2019. Financial Statement Analysis. PHI.
- Stice & Stice., 2013. Financial Accounting Reporting & Analysis. Cengage.

MB 13201: Marketing Management (3 Credits)

Objective: To develop an understanding of the underlying concepts, strategies and issues involved in managing the marketing efforts of a business organization.

Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing; Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Microenvironment on Marketing, Global Marketing; Emerging Fields of Marketing: Green Marketing, Digital Marketing, Viral Marketing, Neuro Marketing.

Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information; Strategic Marketing Planning Process: Competitor Analysis, Marketing Warfare Strategies, Marketing Planning Process.

Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product Development, Brands, Packaging and Labelling.

Pricing Strategies: Setting Price, Factors influencing Price Determination; Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics, Impact of Technology, and Internet on Distribution.

Promotion Decisions: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion, Public Relations, Personal Selling and Sales Management, Impact of Technology, and Internet on Promotion.

Readings:

- Etzel, M. J., Bruce, J., W., 2010. Marketing (14th ed.), Tata McGraw-Hill.

- Kotler, P., Keller, K., Koshy, L., & Jha, M. 2009. Marketing Management: A South Asian Perspective (13th ed.). Pearson.
- Perrault, W.D (Jr.), Cannon, J.P., 2010. Basic Marketing, Tata McGraw-Hill.
- Ramaswamy, V. S., & Nama Kumari, S. 2009. Marketing Management: Global Perspective Indian Context (4th ed.). Macmillan.
- Saxena, R., 2009. Marketing Management (4th ed.). Tata McGraw Hill

MB 13601: Quantitative Methods (3 Credits)

Objective: To make the students familiar with the basic statistical and linear programming techniques and enable them to apply relevant quantitative tools in business decision making.

Probability Theory: Discrete Probability Distributions, Binomial, Poisson and Hyper geometric distribution; Continuous Probability Distributions: Normal, Lognormal and Exponential distribution;

Sampling: Sampling and Sampling distribution; Statistical inference: Estimation for single population parameters, Hypothesis testing for single population, Hypothesis testing for two populations;

Variance: Analysis of variance and Design of experiments, Hypothesis testing for Categorical data; Correlation and Regression Analysis, Non-parametric Tests. Business Forecasting.

Linear Programming: Basic concepts, Model formulation, Solution methods, Duality, Sensitivity analysis; Integer linear Programming: Different types of integer programming problems (Pure integer, mixed integer and 0-1 integer problems), Formulating integer programming problems, Solution through Branch and Bound algorithm.

Software Packages: Students will be exposed to relevant software packages as part of the curriculum.

Readings:

- Gupta S. P., 2015. Business Statistics, Delhi: Sultan Chand & Sons,
- K. Black., 2008. Business Statistics for Contemporary Decision Making. Wiley India,
- R. L. Levin and D. S. Rubin., 1999. Statistics for Management (7th ed.). Prentice Hall of India.
- Taha. H. A., 2007. Operations Research: An Introduction. Pearson Education.

MB 13901: Legal Aspects of Business (3 Credits)

Objective: to provide the overall legal framework which business activities are carried out.

Indian Contract Act – 1872-General Principles of Contract Act- Sections 1 TO 75 of the act Introduction, Essentials of a valid contract, performance and discharge of a contract, remedies on breach of a contract, Quasi contracts, etc.

Companies Act, 1956 & 2013 and Negotiable Instruments Act, 1881 (i) Companies act, 1956 & 2013 Introduction, Formation of a company (M/A & A/A), Prospectus, Meetings, Appointment and removal of directors, etc. (ii) Negotiable Instruments Act, 1881 Negotiable Instruments Act – 1881 – Instruments, Types of Negotiable instruments and their essential features, Parties to negotiable instruments, Discharge of parties from liabilities, Dishonour of Cheques due to insufficiency of funds, etc.

Intellectual Property Rights(IPRs) & Environmental Laws (i) Intellectual Property Rights (IPRs) Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement, etc. (ii) Environmental Laws Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties, Role of Judiciary, Environment Impact Assessment(EIA), etc.

Consumer Protection Act, 1986 – Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies. Information Technology act,2000 Introduction, Digital Signature, Electronic Governance, cybercrimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.

Readings:

- K. R. Bulchandani., 2017. Business Laws for management. Himalaya
- L Bently& B Sherman., 2009. Intellectual Property Law. Oxford.
- Pollock & Mulla. 2017. Indian Contract Act-Vol I & II. Lexis Nexis Latest Edition
- S S Gulshan., 2013. Company law. Excel Books.

MB 12302: Business Communication (2 Credits)

Objective: The course aims at developing the understanding of participants regarding the role of communication in the organizational and Global Context. The course will enable the participants to the basics of effective written and verbal communication. It will also help the participants to develop understanding of the theoretical models of communication and development in communication research. The participants will also get an exposure and training of technical writing, responsibilities of a communicator and be more aware of ethical and legal issues in communication.

Introduction: Conceptual Issues in Communication, Communication Process, S-R Model of Communication; Facilitators and Barriers to Effective Communication, Principles of Effective Communication, 7 C's of Communication, Role of Communication in Business.

Media of Communication: Verbal and Non-verbal Communication, Formal Communication and Informal Communication, Making Effective Presentations, Meeting, Interview, Listening.

Legal Aspects of Business Communication, Global Business Etiquette and Cross Cultural Communication, Meaning and Significance, Structure of Reports, Negative, Persuasive and Special Reporting, Informal Reports, Proposals, Formal Reports, Organization of Press Report.

Readings:

- Bovée, C.L., Thill, J.V. and Schatzman, B.E., 2003. Business communication today. Upper Saddle, NJ: Prentice Hall.
- Mohan, A., Merle, D., Jackson, C., Lannin, J. and Nair, S.S., 2009. Professional skills in the engineering curriculum. IEEE Transactions on Education, 53(4), pp.562-571.

- Murphy, H.A., Hildebrandt, H.W. and Thomas, J.P., 1997. Effective business communications (Doctoral dissertation, Univerza v Mariboru, Ekonomsko-poslovna fakulteta).
- Raman, M. and Sharma, S., 2015. Technical communication: Principles and practice. Oxford University Press.
- Walrand, J. and Varaiya, P.P., 2000. High-performance communication networks. Morgan Kaufmann.

MB 13303: Human Resource Management (3 Credits)

Objective: To make the participants understand the issues involved in ensuring the availability of required type and quantity of employees at required time to extract the best and maximum from the employees to achieve the organizational goals effectively.

Introduction: Meaning of HRM, Difference between HRM and Personnel Management (PM); Evolution and Development of the Field of HRM; Role of Human Resource Management in a Competitive Business Environment; Strategic Human Resource Management.

Acquisition: Human Resource Planning; Job Analysis and Design; Recruitment, Selection, and Induction.

Development: Career Planning and Development; Employee Training, Executive Development; Internal Mobility and Separation.

Maintenance: Job Evaluation, Wage and Salary Administration; Incentives; Motivation; Workers' Participation in Management; Employee Discipline and Grievance; Industrial Disputes; Industrial Relations; Trade Unions; Collective Bargaining; Performance and Potential Appraisal.

Control: Personnel Research and Audit; Human Resource Accounting; Human Resource Information System; Managing Generation – Y Employees; International Human Resource Management.

Readings:

- Budhwar, P.S. and Debrah, Y.A. eds., 2013. Human resource management in developing countries. Routledge.
- Dessler, G. and Varrkey, B., 2005. Human Resource Management, 15e. Pearson Education India.
- Ivancevich, J.M., 2014. Human resource management: Foundations of personnel. McGraw-Hill.
- John M. Ivancevich: Human Resource Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2014.
- Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M., 2017. Human resource management: Gaining a competitive advantage. New York, NY: McGraw-Hill Education.

MB 13102: Financial Management (3 Credits)

Objective: To help the students in developing skills related to basic principles, tools and techniques of financial management.

Concept of Finance: Scope and Objectives of Finance, Functions of Financial Management, Role of Finance Manager, Financial Planning and Strategies, Shareholders Value and its Calculation, EVA/VAR, Financial Reengineering, Derivatives.

Concept and Principles of Capital Structure: Leverage Analysis – Operating, Financial and Combined Leverage and its Implications, Long-term Sources of Fund: Equity Share, Preference Shares, Debentures, Bonds, Warrants, Venture Capital and Ploughing Back of Profits. Short-term Sources of Funds: Commercial Paper, Certificate of Deposit, Treasury Bills.

Financial Markets: Nature and Significance of Primary and Secondary Markets, Objectives and Functions., Indices of BSE, NSE and OTCEI and its Calculation. Financial Institutions: Nature, Types and Functions, Investment Bank, Investment Companies, Commercial Banks.

Time Value of Money: Risk and Return Analysis, Concept and Significance of Cost of Capital and its Computation, Concept and Significance of Capital Budgeting, Appraisal Techniques for Risk Free Projects.

Working Capital Management: Meaning, Significance and Factors Influencing the Level of working Capital Management, Management of Cash, Receivables and Inventory, Credit Management, Working Capital Financing.

Readings:

- Bhalla.V. K., 2016. Financial Management, Anmol Publications, New Delhi.
- E. F. Brigham and J. F. Houston., 2014. Fundamentals of Financial Management, Thomson.
- E. F. Brigham., 2017. Financial Management: Theory and Practice, Cengage Publication.
- I. M. Pandey., 2016. Financial Management, Vikas Publishing House, New Delhi.
- P. Chandra., 2016. Financial Management, Mc-Graw Hill Publishing Company Pvt. Ltd.
- V. Horne., 2015. Fundamentals of Financial Management, Pearson Education, New Delhi.

MB 13602: Production and Operations Management (3 Credits)

Objective: The course is designed to enable students appreciate the strategic significance of operations management in highly competitive global economy and to introduce various principles, concepts, tools and techniques developed in the area of operations management over the years.

Introduction to Operations Management

Nature & Scope of Operations Management, Historical Evolution of Operations Management, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas, Operations Strategy, Recent Trends in the Field of Operations Management.

Product Development

Product Development Process, Concurrent Engineering, Tools and Approaches in Product Development viz: Quality Function Deployment, Design for Manufacturability, Design for Assembly, Design for Quality, Mass Customization, Process Selection and Facilities Layout- Determinant of Process Selection, Process-Product Matrix, Types of Layouts, Line Balancing, Facilities Location, Work Measurement and Job Design.

Resource Planning

Demand Forecasting, Capacity Planning, Aggregate Production Planning Materials Requirement Planning, Scheduling, theory of constraints and Synchronous Manufacturing, Lean Management and Just in Time Production, Supply Chain Management, Inventory Planning and Control.

Quality Management

Quality: Definition, Dimension, Cost of Quality, Continuous Improvement (Kaizen), ISO (9000&14000 Series), Quality Awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X , R , p , np and C chart), Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, a & b risk), Total Quality Management (TQM).

Readings:

- Chary, S.N., 2009. Production and operations management. Nueva Delhi: Tata McGraw-Hill Education.
- Crawford, C.M., 2008. New products management. Tata McGraw-Hill Education.
- Gaither, N. and Frazier, G., 2002. Operations management. Cincinnati, Ohio: South-Western/Thomson Learning.
- Jacobs, F.R., Chase, R.B. and Aquilano, N., 2004. Operations management for competitive advantage. Boston: Mc-Graw Hill.
- Mahadevan, B., 2015. Operations management: Theory and practice. Pearson Education India.

MB 13602: Information Technology for Business (3 Credits)

Objective: To help students understand the importance of information technology in creating sustainable competitive advantage in the competitive business environment.

Fundamentals: Data Organization Issues; Database Management System and SQL; Emerging Technology Issues and Data Processing in Organizations; Fundamentals of Data Warehouse and Data Mining for Decision Support; Decision Making and Management Information System (MIS).

IT for Competitive Advantage: Role of Internet and Emerging Technologies; IT Enabled Services; Seamless Organizations; Virtual Corporations; Web Enabled Computing as a Strategic Tool; Outsourcing as a Strategic Alternative; International Information Systems.

Computer Based Information Systems: Office Automation Systems; Transaction Processing Systems; Management Information Systems; Decision Support Systems; Group Decision Support Systems; Executive Information Systems. Artificial Intelligence Based Systems such as Expert Systems; End User Computing; Distributed Data Processing.

IT Architecture: Information Infrastructure; Legal Issues and National Information Infrastructure.; Structured Systems Analysis; System Development; System Development Life Cycle; Prototyping, Quality Assurance and Evaluation of Information Systems

Applications of MIS: Cases on Strategic Use of MIS in Different Industries; ERP; CRM and SCM; MIS for Leadership and Strategic Planning; Re-engineering Work Processes for MIS Application.

Readings:

- C. S. V. Murty., 2014. Management Information System: Text, Cases and Applications, Himalaya Publishing House.
- G. B. Davis and M. H. Olson., 2011. Management Information System, Tata McGraw Hill.
- K. C. Laudon and J. P. Laudon., 2014. Management Information Systems: Managing the Digital Firm, Pearson Education.
- O. Z. Effy., 2009. Management Information Systems, Cengage Learning.
- S. Mohapatra., 2009. Cases in Management Information System, PHI Learning Private Limited,

MB 13603: Business Research Methods (3 Credits)

Objective: To make students conversant with the procedure, techniques, and tools to conduct research to facilitate management in decision making activity.

Introduction to Research: Introduction to Research and Statistics: Role of Research in Business, Value of Information, Cost of Information, Decision to Conduct Research, Research Design, Types of Research, Research Process.

Sources of Data: Sources of Secondary Data, Scales of Measurement, Validity and Reliability.

Primary Data Collection: Observation and Its Different Types, Selection of Method of Data Collection, Qualitative Research Methods: Focus Group, Behaviour Mapping, Consumer Journey, Delphi Study, Extreme Users' Interview, Quantitative Research Methods: Various Types of Interviews: Mail Interview, Person to Person Interviews, Telephonic Interviews. Data collection using Electronic Interface like the Internet, Pilot Survey and Its Conduct, Components and Design of Questionnaire, Open ended question Vs. Multiple choice questions.

Sampling: Population Defined, Sampling Frame, Sampling Vs. Census, Steps in Selecting a Sample. Types of Sampling Methods: Probabilistic: Simple Random Sampling Stratified Random Sampling, Cluster Sampling. Non-Probabilistic: Convenience Sampling, Judgment Sampling and Quota Sampling, Determination of Sample Size, Concepts of Errors in Research - Sampling and Non-Sampling Errors and Measures to Reduce Errors.

Data Analysis and Reporting: Introduction to Data Analysis, Introduction to SPSS Package. Data Processing: Editing, Coding, Decoding, and Data Entry Hypothesis Formulation. Hypothesis Testing, Type I Error, Type II Error Univariate Data Analysis Techniques: t-Test (independent sample t- Test, One Sample t-Test) Bivariate Data Analysis Techniques: Chi

Square, Z- Test for Difference between Means, Paired Sample, Introduction to Multivariate Data Analysis Techniques, Research Report Writing, The Format, Bibliography.

Readings:

- Alan Bryman, Bell Emma., 2015. Business Research Methods, Oxford University Press.
- C. Donald, P. Schindler and J. K. Sharma. 2014. Business Research Methods, (12th Ed.), McGraw Hill Education.
- H. F. Joseph, B. C. William. 2015. Multivariate Data Analysis,, Pearson Education.
- K. N. Malhotra, and D. Satyabhushan., 2015. Marketing Research, Pearson Education.
- N. K. Malhotra., 2007. Marketing Research: An Applied Orientation, Prentice Hall.

MB 13604: Project Management (3 Credits)

Objective: The aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project. The role project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.

Introduction to Project Management

Meaning and importance of Project, Types of project, Project life cycle, Project planning & implementation, Management action, Investment returns, Corporate strategy, Objectives of Project Planning, monitoring and control of investment projects, identification of investment opportunities, Pre -feasibility Studies,

Project Preparation

Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements, Planning Overview Strategy and Resource Allocation Generation and Screening of Project Ideas, financial planning, Estimation of fund requirements, sources of funds, Loan syndication for the projects, Tax considerations in project preparation and the legal aspects, Project management tools, process, plans and project planning tips, balanced scorecard, design project management, Project Management Templates.

History of project management

Project management approaches: Traditional Approach, Critical Chain Project Management, Extreme Project Management, Event Chain Methodology, Process-based management, Project development stages, Project control systems, Project Management Framework, International Project Management Standards, Project Planning Strategies and Tools, Project Management Frameworks, Project Phases and Milestones, Project Goals, Project Processes.

Project Appraisal

Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index, Time Value of Money, Investment Criteria, Project Cash Flows, Cost of Capital, Project Risk Analysis, Project Rate of Return, Special Decisions Situations. Mathematically modelling for multiple projects:

Mathematical techniques for project evaluation, Network technique, project management, multiple projects and constraints Project Appraisal for financial institution,

Project Financing and Implementation

Judgmental, Behavioural, Strategic and Organizational Considerations, Financing of Project: Raising finance in domestic market and international market, Infrastructure financing, Tax planning while financing for projects, Implementation.

Network Techniques for Project Management

Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in non-profit sector, mergers and acquisitions, Project management principles by project management institute USA, Project management software.

Readings:

- Chandra, P., 2009. Projects 7/E. Tata McGraw-Hill Education.
- Grey, S., 1995. Practical risk assessment for project management (Vol. 1). Chichester, UK: Wiley.
- Larson, E. and Gray, C., 2013. Project management: The managerial process with MS project. McGraw-Hill Education.
- Machiraju, H.R., 2001. Introduction to Project Finance: An Analytical Perspective. Vikas Publishing House.
- Patel, B.M., 2000. Project Management: Strategic financial planning, evaluation and control. Vikas Publishing House Pvt Ltd.
- Scherr, F.C., 1989. Modern working capital management: text and cases. Prentice Hall.
- Van Horne James, C., 2002. Financial Management & Policy, 12/E. Pearson Education India.

MB 12802: Business Environment (3 Credits)

Objective: To provide an in-depth understanding of the various elements of business environment.

Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors affecting decision making of the business Firm-Environmental Scanning: importance, process of scanning.

Economic and Technological Environment: Concept-definition of Economic Environment-Economic Systems Relative merits and demerits of each Systems-Economic Policies-Monetary-Fiscal-Industrial Policy (1991)-Exim (Latest policy) - Economic Planning: Objectives, Merit, Limitations-Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

Political and Social Environment: Concept and Meaning of Political Environment-Political Institutions: Legislature, Executive, Judiciary, And Its Impact on Business-Social Environment: Meaning-Business and Ethics-Social Responsibility of Business-Its impact on Business Decisions.

Business Law: Meaning, scope and need for Business Law- Source of Business Law-Indian Contract Act-Essentials of Valid Contract-Void Contract and Voidable Contract-Breach of Contract and remedies.

Miscellaneous Acts: Sales of Goods Act-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

Readings:

- Dhar, P.K., 2015. Indian Economy Growing Dimensions. Kalyani Publishers
- Fernando., 2011. Business Environment. Pearson Education India
- Francis Cherunillam., 2017. Business Environment. Himalaya Publishers.
- Justin, Paul., 2016. Business Environment: Text and cases. Tata McGraw Hill.
- Kapoor, N.D., 2016. Mercantile Law. Sultan Chand Publishers.
- Mittal, Vivek., 2013. Business Environment, Excel Books.

Summer Training

At the completion of the first two semesters of the first year and before the commencement of the third semester in the second year the student is required to undergo summer training in an organisation. A report based on the summer training shall be submitted within six weeks from the commencement of the third semester. After this each student has to make a presentation and the final grade in this course (MBA 1303 in Semester-III which has 4 credits) will be based on both the written report and the presentation

MB13701: Strategic Management (3 Credits)

Objective: To provide various perspectives and concepts in the field of Strategic Management

Strategy: Introduction - Strategic planning and strategic management: Levels of strategic planning - Process of strategic planning - dimensions of strategic decisions - Strategic management process.

Environmental analysis: environmental scanning - Industry analysis - Competitive analysis - Internal analysis: Resource Based view, SWOT / PEST / ETOP analysis, Value Analysis. Strategy formulation / alternatives: Corporate strategies: grand strategies - stability, expansion, retrenchment and combination.

Business level strategies: - acquiring core competencies – Porter’s Generic Strategies Model – Functional level strategies: Production and Operations – Finance – HR – Marketing and R & D Strategies.

Strategic analysis and choice: Portfolio Analysis-BCG Growth Share Matrix, GE Business Screen, Shell’s Directional Policy Matrix, Hofer’s Product – Market Matrix Strategic implementation: Steps- structural issues- behavioural issues- strategic leadership.

Strategic evaluation and control: Balanced Score Card approach – EVA and MVA - ERP– Stake holder analysis – Systems thinking approach, Strategic control - operational control - process and techniques.

Readings:

- A. A. Thomson A. J. Strickland. 2002. Strategic Management – Concept and Cases, Tata McGraw Hill Publishing Company.
- F. David. 2011. Strategic Management: Concepts and Cases, Prentice Hall.
- Kazmi Azhar., 2017. Strategic Management and Business Policy. Tata McGraw-Hill.
- Krishnamurti, Chandrashekar and Vishwanath, S.R. 2018, Mergers, Acquisitions and Corporate Restructuring: Text and Cases. SAGE Publications.
- M. A. Hitt, R. D. Ireland and R. E. Hoskisson. 2015. Strategic Management: Concepts, Competitiveness and Globalization, Cengage Learning.
- McCarthy. 2011, Business Policy and Strategy: Concepts and Readings, Richard d Irwin Publishing.
- R. M. Srivastava. 2015. Business Policy and Strategic Management, Himalaya Publishing House.
- Sudarsanam, S. 2016, “Creating Value from Mergers and Acquisitions”, Pearson Education.

MB12702: Business Ethics and Corporate Governance (2 Credits)

Objective: The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate participants about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions. The course does not provide solutions to ethical dilemmas, but encourages critical ethical thinking and decision making.

Conceptual Framework of Ethics: ethical considerations in everyday business, Business ethics as corporate governance tool, the costs of being unethical, profit maximization versus corporate social responsibility, capitalism and free economy, Corporate Governance- Concept, Theories associated with CG.

Philosophical Frameworks for Ethical Decisions: Normative theories of ethics- Utilitarianism & Kant’s ethos, Distributive Justice and Economic wealth, Islam and Business ethics, Asian spiritual philosophies of Vedanta, Taoism & Buddhism.

Ethical Issues: Ethical issues in mergers & acquisitions, insider trading, Job discrimination: gender & caste issues, insider trading & proprietary data, bribes & kickbacks, gifts & entertainment, whistle blowing, Issues before consumers, product safety, price packaging labelling, deception and unfit advertising.

Readings:

- AIMA. (2007). Corporate governance & business ethics. New Delhi: Excel.

- Chakraborty, S. K. (2001). The Management and ethics omnibus. New Delhi: Oxford University Press.
- Flynn, G. (2008). Leadership and business ethics. U K: Springer.
- Robert, A. (2009). Business ethics and ethical business. USA: Oxford University Press.
- Valasquez, M. G. (2006). Business ethics: Concepts and cases (6th ed.). USA: Prentice Hall.

MB 13401: Entrepreneurship Theory and Practice (3 Credits)

Objective: To familiarize the students with the prerequisites to become an entrepreneur and start a business enterprise.

Fundamentals of Entrepreneurship: Meaning and Definitions of Entrepreneur, Entrepreneurship and Entrepreneurship Development, Theories of Entrepreneurship, Evolution of Entrepreneurship in India, Role of Entrepreneurship in Indian Economy, Factors Influencing Entrepreneurship Development, Problems in Entrepreneurship Development in India.

Entrepreneur: Entrepreneurial Characteristics, Entrepreneurial Competencies, Entrepreneurial Motivation, Entrepreneurial Mobility, Concept of Entrepreneur, Difference between Entrepreneur and Entrepreneur, Difference between Entrepreneur and Manager.

Entrepreneurship Development Programmes (EDPs): EDP: Its Meaning, Need, and Objectives; EDPs in India in Historical Perspective, Course Contents and Curriculum of EDPs; Phases of EDPs; Evaluation of EDPs; Problems of EDPs.

Start Up: Definition of Small Enterprise, Rationale behind Developing Small Enterprises, Ownership Forms, Project Identification and Selection, Preparation of Business Plan / Project, Project Appraisal.

Institutional Support: Institutional Finance to Entrepreneurs, Lease Financing and Hire-Purchase, Institutional Support to Entrepreneurs, Taxation Benefits to Small-Scale Enterprises, Government Policy for Small-Scale Enterprises.

Readings:

- D. F. Kuratko and T. V. Rao., 2016. Entrepreneurship: A South-Asian Perspective, Cengage Learning.
- Marc Dollinger. 2016., Entrepreneurship: Strategies and Resources, Pearson Education,
- Rajeev Roy. 2011. Entrepreneurship, Oxford University Press.
- Robert D. Hishrich and Michael P. Peters. 2009. Entrepreneurship, Tata McGraw-Hill Publishing.
- S. S. Khanka. 2016. Entrepreneurial Development, S. Chand & Company Pvt. Ltd.,
- Thomas W. Zimmerer and Norman M. Scarborough. 2015. Essentials of Entrepreneurship and Small Business Management, PHI Learning.

Accounting and Finance

Course Nos.	Title of Papers	Credits
MB 33101	Behavioural Finance	3
MB 33102	Banking Laws and Practices	3
MB 33103	Business Finance	3
MB 33104	Commodity Markets	3
MB 33105	Corporate Tax	3
MB 33106	Cost Accounting	3
MB 33107	Derivatives Management	3
MB 33108	Financial Accounting	3
MB 33109	Financial Market Operations	3
MB 33110	International Financial Management	3
MB 33111	Management Accounting	3
MB 33112	Management of Banking and Insurance Companies	3
MB 33113	Personal Finance	3
MB 33114	Security Analysis and Portfolio Management	3
MB 33115	Working Capital Management	3
MB 33116	Business Analysis and Valuation	

MB 33101: Behavioural Finance (3 Credits)

Objective: The primary objective of the course is to make the students understand how behavioural bias affects the classical financial theory. The course covers detail of rational and other behavioural aspects of market participants which influence the return from market to investors.

Meaning, features and scope of behavioural finance. Rational Expectations Paradigm and the Behavioural Challenge Theories of Behavioural Finance: Agency theory, Prospect theory, Reasoned emotions; Overreaction and optimism, Rationality to psychology, Neo-classical finance and Efficient Market Hypothesis.

Heuristics and Biases, Self-deception, Emotional Factors and Social Forces and Neuro-scientific and Biological Perspective, Small / Medium / Large firm effect, Momentum Vs Reversal, Noise trader risk in financial market.

Attitude to risk, expected utility, Mental accounting, over confidence, Emotion and reasoning, Excessive risk taking, Behavioural explanation for anomalies, Excessive volatility, Loss aversion, Gamblers' fallacy.

Types of Investors – on the basis of risk appetite and investment exposure, Conformity, Contrarian investing, Social forces selfishness or altruism, Group psychology on Board, Resistance to recognising failure, Conflict of interest. Value investing and growth investing. Stock market bubbles.

Model of Investor Sentiment Market Efficiency and Biases in Brokerage Recommendations Evidence on the Characteristics of Cross-sectional Variation in Stock Returns Behavioural Corporate Finance and Wisdom from Other Sources.

Readings:

- Ackert, L. F. and Deaves, R., 2012. 'Understanding Behavioural Finance', Cengage Learning.
- Chandra, P., 2017. 'Behavioural Finance', McGraw Hill.
- Davies, G. B. and Servigny, A. D., 2010. 'Behavioural Investment Management: An Efficient Alternative to Modern Portfolio Theory', McGraw Hill.
- Forbes, W., 2011. 'Behavioural Finance', John Wiley and Sons Ltd.
- Parikh, P., 2017. 'Value Investing and Behavioural Finance: Insights into Indian Stock Market Realities', Tata McGraw Hill.
- Sulphery, M. M., 2014. 'Behavioural Finance', PHI Learning.

MB 33102: Banking Laws and Practices (3 Credits)

Objective: The main objective of this paper is to make the student aware about the various laws applicable to banks and the various practices prevalent in the banking industry.

Structure of Indian Financial System-constituents-RBI; Commercial Banks; Rural Banks; Cooperative Banks; Land Development Banks; Development Banks Changes in the role and functions of commercial Banks; Role of RBI, functions of RBI.

RBI Act, 1934; Banking Regulation Act, 1949, Governments and RBI's Powers in respect of – opening of new banks and branch licensing – Constitution of the Board of Directors and their rights- Bank's Shareholders and their rights – Maintenance of Liquid Assets/Reserve funds/cash reserves/Statutory reserves; CRR/SLR concepts, guidelines and impact on Banks; Cash/Currency chest management.

Winding up and amalgamation of Banks; Powers to control advances; Monetary and Credit Policies; Selective credit controls; Interest rate policies and directives; Statutory Audit and Inspections; Supervision and control functions; Board of financial supervision and its scope and role; Disclosure of accounts and Balance sheets; Submission of returns etc. to RBI; Banking Companies (Acquisition and Transfer of Undertakings) Act, 1970 and 1980- Amendment to the Act- power of the central government to acquire shares and disinvest shares of Banking companies.

Law of limitation Provisions of Bankers Book Evidence Act Special features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 TDS Banking Cash Transaction

Tax Service, Tax Asset Reconstruction Companies the Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 The Consumer Protection Act, 1986 Banking Ombudsman Lok Adalats Lender's Liability Act.

Readings:

- Desai V. J., 2016. Indian Banking Law and Practice, PHI.
- S. N. Gupta., 2013. The Banking Law in Theory and Practice, Universal Publishing.
- Varshney P.M., 2017. Banking Law & Practice, Sultan Chand & Sons.

MB 33103: Business Finance (3 Credits)

Objective: This course is designed to help the students in understanding role of finance in a business.

Introduction: Business Finance Defined-Traditional and Modern Views; Scope and Functions of Finance; Finance Function vs. Accounting Function; Objectives of Financial Management-Profit Maximization vs. Wealth Maximization.

Financial Planning: Concept of Financial Planning; Process of Financial Planning; Characteristics of Sound Financial Plans; Factors Affecting Financial Plan.

Capitalization and Capital Structure: Concept, Nature and Scope of Capitalization; Earnings Theory and Cost Theory of Capitalization; Over-Capitalization; Under-Capitalization; Capital Structure Theories and Factors Determining Capital Structure.

Financial Forecasting and Time Value of Money: Concept of Financial Forecasting; Sales Forecast; Income Forecast; Financial Position Forecast; Forecasting for Growth and External Funds Requirements; Time Value of Money-Discounting and Compounding.

Pattern of Capital Requirements: Long-Term and Medium-Term Financing – Purpose, Sources and Instruments; Short-Term Financing-Purpose, Sources and Instruments.

Readings:

- Brealey Richard A., 2017. Corporate Finance, McGraw Hill, Int.Ed.
- Chandra, Prasanna., 2011. Financial management, Tata Mc Graw Hill.
- Hampton, John., 2016. Financial Decision Making, Prentice Hall.
- Khan MY, Jain PK., 2018. Financial Management, Tata McGraw Hill.
- Pandey, I.M., 2018. Financial Management, Vikas Publishing House.
- Pinches, George E., 2014. Essentials of Financial Management, Harper and Row.

MB 33104: Commodity Markets (3 Credits)

Objective: This course is designed to help the students in understanding of commodities market, products, financial derivatives, pricing mechanism etc.

Introduction to Commodity Derivatives Introduction to derivatives, products, participants and functions, derivatives markets, difference between commodity and financial derivatives. Evolution of commodity exchanges, global commodity derivatives exchanges, latest developments.

The NCDEX platform – Structure, exchange membership, risk management, clearing and settlement system and commodities traded on the NCDEX platform.

Application of Commodity Futures Instruments available for trading - Forward contracts, Introduction to futures and options, Payoff for F&O, using futures versus options; Pricing commodity futures - Investment assets versus consumption assets, cost of carry model, Futures basis; Using commodity futures for hedging, Speculation and arbitrage.

Trading, Clearing and Settlement Trading - Futures trading system, Entities in the trading system, Commodity futures trading cycle, Order types and trading, Parameters, Margins for trading in futures, Charges, Hedge limits; Clearing and settlement - Clearing, Settlement, Risk management, Margining at NCDEX and Standard Portfolio Analysis of Risk (SPAN).

Regulatory Framework of Commodity Derivatives Rules governing Commodity Derivatives Exchanges, Participants, Investor grievances and Arbitration; Implications of Value Added Tax (VAT) and obligations; Electronic Spot Exchange - NCDEX Spot Exchange Ltd. (NSPOT). Market Simulation Lab Market simulation lab sessions on internet based software to develop trading skills for commodity market.

Readings:

- Chatnani, 2010.Commodity Markets, 1st edition, Tata McGraw Hill.
- Hirschey, 2010.Investments: Analysis and Behaviour, 1st edition, Tata McGraw Hill.
- Indian Institute of Banking & Finance, 2007.Commodity Derivatives, Macmillan India Ltd.
- Kleinman, George., 2011.Commodity Futures & Options, 2nd (revised, illustrated edition), Prentice Hall.
- Stephens, John., 2012.Managing Commodity Risk, John Wiley & Sons.

MB 33105: Corporate Tax (3 Credits)

Objective: To provide the students understanding of rules and application of direct tax including GST and VAT.

Tax Assessment: Assessment of Various Entities: Assessment of Sole Proprietorship, Assessment of Firms and their Partners, Assessment of Companies, Assessment of Co-operative Societies, Assessment of Local Authority, Assessment of Mutual Concerns, Assessment of Charitable Trusts.

Tax Authorities: Miscellaneous-Income Tax Authorities, Return of Income, Procedure for Assessment –Types of Assessment, Appeals and Revision, Deduction of Tax at Source –

Advance payment of Tax – Deduction and Collection of Tax at Source, Interest and Penalties, Offences and Prosecutions – Refund of Tax.

Tax Planning: Meaning of Tax Planning and Management, Tax Evasion and Tax Avoidance-Nature and Scope of Tax Planning and Management in the Corporate Sector-Justification of Corporate Tax Planning and Management. Tax Planning Considerations in Relation to Business.

Wealth Tax: Scheme of Wealth Tax, Incidence of Wealth Tax, Assets to be included in Net Wealth-Exempted, Assets-Valuation and Wealth Tax Liability, Assessment and Penalties.

Service Tax: Service Tax: Applicability and Services covered, Valuation of Taxable Services for Service Tax, Payment of Service Tax, Registration, Furnishing of Return, Maintenance of Record, Other Obligations, VAT: Basic Concept of VAT, Application of VAT, Merits & Demerits of VAT.

Readings:

- Gupta S. S., 2019. Service Tax, Taxman Publications.
- Lal B. B., 2017. Direct Taxes, Pearson Education.
- Manoharan T. N., 2018. Hand Book of Income Tax Laws, Institute of Chartered Accountants of India.
- Singhania Vinod., 2019. Direct Taxes, Law and Practice, Taxman Publications.

MB 33106: Cost Accounting (3 Credits)

Objective: This course is designed to help the students in understanding of Cost Accounting. Introduction, Terminology (Cost, costing, cost unit, cost centre, profit centre, cost object), Objectives of Cost Accounting, Cost Accounting Vs Financial Accounting, Methods of costing & types of costing, Classification of costs (by nature, by activities, by behaviour, by time, in relation to managerial decision making).

Preparation of cost sheet, Job costing, Contract Costing, Process Costing, Joint products and by-products, Reconciliation of cost and financial accounts. Marginal Costing and Decision Making: Introduction, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, break-even-analysis: Application of BEP for various business problems.

Standard Costing and Variance Analysis: Introduction, Meaning and limitations of Standard Costing, Standard costing as a management Tool, Historical costing, Estimated Costing and Standard Costing, Standard Cost and Budgeted Cost, Determination of Standard Cost for Direct Material, Direct Labour and Overhead Cost. Variance Analysis: Cost Variance, Direct Material Variance, Direct labour Variance, Overhead Variance, Sales Variance, Variance with reference to Profit. Practical Problems on Variance.

Contract and Operating Costing: Salient clauses and accounting features of Contract costing, Retention money clause and Escalation clause, Profit of incomplete Contract, WIP in balance

sheet. Features of operating costing: Transport costing (Standing charge, Repair and Maintenance Charge and Running charges and log sheet), Canteen, Hospital and hotels costing.

Readings:

- Bhagwati & Pillai., 2019, Management Accounting, S. Chand & Company Ltd.
- Kishore Ravi M., 2017. Cost & Management Accounting. Taxmann Publications Pvt. Ltd.
- Saxena V. K., 2018. Cost and Management Accounting. Sultan Chand & Sons Publication.

MB 33107: Derivatives Management (3 Credits)

Objective: To acquaint with the nature of Derivatives Market and familiarize the determination of futures price and options price etc.

Derivatives Markets - Derivatives: Meaning, History & functions of derivatives market, participants in Derivative market, Derivatives, Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

Swaps: Swaps-Evolution, Types, Interest rate swap, Designing and valuation, Currency swaps: designing and valuation, Swap pricing, Credit risk and swap market, Swap variations. Interest rate futures: Hedging interest rate risk using interest rate futures.

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

Reading:

- David Dubofsky., 2013. Option and Financial Futures – Valuation and Uses, McGraw Hill International.
- Gupta. S.L., 2018. Financial Derivatives'- Theory. Concepts and Practice. Prentice Hall of India.
- John.C.Hull., 2017.Options, Futures and other Derivative Securities. PHI Learning.

- Keith Redhead., 2014 ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and Risk Management and Derivatives. Cengage Learning.

MB 33108: Financial Accounting (3 Credits)

Objective: This course aims to familiarize the students with various Financial Accounting concepts, tools and techniques and its application in managerial decision making.

Basic Principles of Accounting – Recording, Classifying and Summarizing Business Transactions; Bank Reconciliation Statement; Preparation of Financial Statements of Proprietary and Partnership Firms.

Accounting for Issue of Shares; Issue and Redemption of Debentures; Redemption of Preference Shares.

Special Features of Company’s Financial Statements; Preparation of Financial Statements of Companies as per the Provisions of Companies Act, 1956.

Concept and Methods of Valuation of Goodwill; Concept, Need and Methods of Valuation of Shares.

Impact of Inflation on Financial Statements; Methods of Inflation Accounting; Value Added Statement; Human Resource Accounting; Environmental Accounting; Amalgamations, Absorption and Reconstruction of Companies (Theoretical Details only).

Readings:

- Gupta R.L., M. Radhaswamy., 2019. Advanced Accountancy. Sultan Chand & Sons.
- Jain S.P., Narang K.L., 2017. Advanced Accountancy. Kalyani Publishers.
- Sehgal Ashok, Sehgal Deepak., 2018. Advanced Accounting. Taxman Allied Services (P) Ltd.
- Shukla M.C., Grewal T.S., 2018. Advanced Accounts. S. Chand & Company Ltd.

MB 33109: Financial Market Operations (3 Credits)

Objective: To acquaint students with the nature of Indian financial markets.

Concept of Financial System; Economic Development and Financial System; Growth of Indian Financial System – Pre-1951 Scenario, 1951 to Mid-Eighties, Post Mid-Eighties and Present Position.

Emerging Structure of Indian Money Market; Instruments of Money Market; Money Market Mutual Funds – An Overview and RBI’s Regulatory Guidelines; Money Market – Edged (Govt.) Securities Market-An Overview; Commercial Banks – Role in Industrial Finance and Working Capital Finance.

Concept; Structure and Functions of Capital Market; Primary Market – Concept, Instruments of Issue and Methods of Floatation; Secondary Market – Concept, Market Players, Trading System and Settlement.

Company Law Regulations – Share Capital and Issue of Shares, Prospectus and its Form; Securities Contract (Regulation) Act-Stipulations Relating to Constitution of Recognised Stock Exchanges and Listing of Securities; Securities and Exchange Board of India (SEBI) – Introduction and an Overview of its Powers and Functions.

Credit Rating: The concept and objective of credit rating, various credit rating agencies in India, Credit Rating Agencies –Importance, Issue, Difference in credit rating, Rating methodology and benchmarks, Merchant Banking: Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI, Merchant bankers. Venture Capital: Concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

Readings:

- Chandra, Prasanna., 2011. Financial management. Tata Mc Graw Hil.
- Rose, Hudgins., 2018. Bank Management & Financial Services. McGraw Hill.
- Sahoo S.C. & S.C.Das., 2017. Bank Management. HPH.

MB 33110: International Financial Management (3 Credits)

Objective: This course is designed to help the students in understanding of Financial Management. International Monetary System: Nature and Scope of International Financial Management; Evolution of International Monetary System; Bretton Wood Conference; International Monetary Fund; Role of IMF; Funding Facilities; European Monetary System (EMS); Mechanisms and European Monetary Union; International Bank for Reconstruction and Development.

Foreign Exchange Market: Structure and Participants; Types of Transactions; Arbitrage; Covered Interest Parity; Option Forwards; Forward Swaps; Computation of Foreign Exchange Rate - Exchange Rate Quotations; Methods of Forecasting Exchange Rate; Forward Quotations; Foreign Exchange Market in India; Inter Bank Forward Dealing.

Exposure and Risk: Nature of Exposure and Risk; Evaluation Exchange Rate Exposure; Foreign Exchange Exposure; Measuring Foreign Exchange Exposure; Transaction Exposure; Hedging of Transaction Exposure; Operating Exposure; Hedging of Real Operating Exposure.

International Capital Markets: Development of International Capital Market; Euro Credit Markets; Euro-Currency Loan; ADR and GDR Issues; Domestic vs. Foreign Equity Investment; Cross Border Diversification; International CAPM.

International Projects and Multinational Groups: Strategies and Objective of Multinational Groups; Organizations of Multinational Groups; Criteria used in Evaluation of Multinational Groups; Different Types of Project; Importance and Participants of International Project Financing; Risk in International Projects.

Readings:

- Apte, P.G., 2017. International Financial Management. Tata McGraw Hill.
- Buckley, Adrian., 2015. Multinational Finance. Prentice Hall.
- Eitman, D.K. and A.I. Stenehill., 2016. Multinational Business Cash Finance. Addison Wesley.
- Henning, C.N., W.H. Scott., 2013. International Financial Management. McGraw Hill, International Edition.
- Levi, Maurice D., 2017. International Finance. McGraw-Hill, International Edition.

MB 33111: Management Accounting (3 Credits)

Objective: This course is designed to help the students in understanding of Management Accounting.

Introduction: Nature, Scope and Functions of Managerial Accounting; Difference between Managerial Accounting and Financial Accounting; Functions of Management Accountant.

Analysis of Financial Statements: Nature, Objectives and Viewpoints of Financial Statements Analysis; Horizontal and Vertical Analysis; Ratio Analysis – Capital Structure Ratios, Profitability Ratios, Turnover Ratios and Liquidity Ratios.

Budgetary Control: Concepts of Budget and Budgetary Control; Essentials for an Effective Budgeting; Types of Budget; Preparation of Sales Budget, Production Budget, Cash Budget and Flexible Budget.

Standard Costing and Variance Analysis: Concept of Standard Costing; Setting of Standards; Analysis of Material Variances, Labour Variances and Overhead Variances.

Marginal Costing, Break-even Analysis and Reporting: Break-even Analysis and its uses; Marginal Costing and its Applications; Reporting to Management-Objectives, Essentials and Types of Managerial Reports.

Readings:

- Homgren, C.T., Walliam O. Stratton., 2014. Introduction to Management Accounting. Prentice Hall of India.
- Lal Jawahar., 2018. Managerial Accounting. Himalya Publishing House.
- Sharma R.K. and Gupta S.K., 2017. Management Accounting, Kalyani Publishers. Ludhiana.

MB 33112: Management of Banking and Insurance Companies (3 Credits)

Objective: This course aims at honing the skills of students with a special aptitude in Financial sector dealing with banking and Insurance.

Management of Banking Companies: Principles of Banking, Digitization of Bank, Creation of Money, Present Structure of Commercial Banking System in India, Transaction in Working

during 1947 to 1991 and thereafter. Structure of Indian Financial System, SWOT analysis of commercial Banks and challenges before commercial Banks, Principles of Insurance: Definition of Insurance, Meaning and Definition of Risks.

Management Principles in Banks: Nature of Insurance Business, Nature of Insurance contract, Insurance Contract vs. Wage sing contract, Importance of Insurance, Uses of Insurance Business.

Management of Deposit and Advances: Role of Development Officer, Meaning, Importance of Development Officer, Duties of Development Officer.

Investment Report: Nature of Bank Investment, Role of Insurance Agents, Meaning and Definition of Agents, Recruitment and Selection of Agents, Training of Agents, Duties of Agents, Code of Conduct for Agents, Rights of Agents, Essential Qualifications for Successful Agents, Termination of Agents.

Management of Finance: Bank Accounts, Records, Reports, Statement of Advances, Profit and Loss Accounts, Balance Sheet and Reports. Management Principles in Insurance: Management Function in Insurance, Hierarchy, Individual and Group Behaviour, Management of Personnel of Manager, Management Process of Selection, Training, Promotion etc.

Readings:

- Gordon Natrajan., 2017. Banking Theory, Law & Practice. HPH
- Mohapatra and Acharya., 2018. Banking and Insurance. Pearson
- Rose, Hudgins., 2015. Bank Management & Financial Services. McGraw Hill

MB 33113: Personal Finance (3 Credits)

Objective: The course contains establishing client, gathering client data and determining goals and expectations, developing appropriate strategies, implementing the financial Plan, and monitoring the financial plan.

Personal Financial Planning: Introduction, features, objectives and scope of personal financial planning. Environmental Analysis: Screening and analysis of environmental factors affecting personal financial planning.

Time Value of Money and Personal Financial Statements: Meaning and calculation of present value and future value of money. Factors affecting the time value of money and its impact on the personal financial statements.

Investment Planning: Meaning and process of investment planning. Investment Planning objectives – Retirement planning, tax saving, capital growth, liquidity and safety Investment

Module V Monitoring the financial Plan – Review the progress of the plan with the client – Discuss and evaluate changes in client’s personal circumstances – Module VI Review and evaluate changing tax law and economic circumstances – Make recommendations to accommodate new or changing circumstances.

Instruments for Personal Financial Management: Tax saving instruments (all investments covered u/s 80C like, Provident fund, PPF, ELSS, NPS etc.), Mutual fund schemes (open ended and closed ended; growth and dividend schemes), Fixed income securities (Government bonds, corporate debt securities, bank deposits, fixed income plans by mutual funds, post office saving schemes etc.).

Readings:

- Arthur J. Keown., 2016. Personal Finance: Turing Money into Wealth. Prentice Hall.
- Kapoor R, Robert J Hughes., 2017. Personal finance. McGraw Hill.

MB 33114: Security Analysis and Portfolio Management (3 Credits)

Objective: This course aims at honing the skills of students with a special aptitude in Security Analysis and Portfolio Management.

Security Investment Decisions: Nature and Scope of Investment Decisions; Investment vs. Speculation; Investment Process; Salient Features of Corporate Securities and Derivatives; Bank Deposits; Mutual Fund Schemes; Life Insurance Policies and other Investment Opportunities.

Fundamental Analysis and Chemistry of Earnings: Economic Analysis and Economic Forecasting; Industry Analysis-Industrial Classification, Analysis of Industry Life Cycle and Industrial Indicators; Company Analysis-Analysis of Financial Statements; Estimation of Intrinsic Value of Shares-Traditional and Modern Methods.

Technical Analysis: Meaning and its Components; Technical Analysis vs. Fundamental Analysis; Tools of Technical Analysis-Point and Figures, Bar and Line Charts, Moving Averages and other Modern Tools; Limitations of Technical Analysis; Meaning and Form of Efficient Market Hypothesis.

Risk Analysis: Risk-Return Characteristics of Individual Asset and of a Portfolio; Various Components of Risks-Interest Rate Risk, Market Risk, Inflation Risk, Management Risk, Liquidity Risk and Systematic and Unsystematic Risks; Diversification of Risks.

Portfolio Management: Traditional and Modern Theory; Selection of Optimum Portfolio-Markowitz Model, Sharpe Model and Capital Asset Pricing Model (CAPM).

Readings:

- Barua, Raghunathan and Verma., 2017. Portfolio Management. Tata McGraw Hill.
- Clark, James Francis., 2018. Investment – Analysis and Management, McGraw Hill, International Edition.
- Fabozzi, Frank J., 2014. Investment Management, Prentice hall, International Edition.

MB 33115: Working Capital Management (3 Credits)

Objective: This course is designed to help the students in understanding of Working Capital Management.

Introduction: Concepts of Working Capital - Gross and Net Working Capital; Nature, Scope and Objectives of Working Capital Management; Factors Influencing Working Capital Requirements; Estimating Working Capital Needs.

Financing Working Capital: Determining Financing Mix –Matching, Conservative and Aggressive Approaches; Costs and Risks of Financing Working Capital; Sources of Working Capital Finance - Accruals, Trade Credit, Provisions, Short-term Bank Finance, Public Deposits, Commercial Paper and Factoring; Working Capital Analysis – Funds Flow Statement.

Management of Cash: Motives for Holding Cash; Need and Objectives of Cash Management; Cash Forecasting and Budgets; Cash Models; Marketable Securities – Concept and Need; Investment in Marketable Securities - Strategies.

Management of Receivables: Concept of Receivables; Cost and Benefits of Receivables; Managing Accounts Receivable – Optimum-size Determination; Sound Credit Policy – Credit Standard, Credit Period, Cash Discounts and Collections.

Management of Inventory: Major Determinants of the Volume of Inventory; Objectives of Inventory Management; Costs and Benefits of Inventory; Inventory Control and Planning; Inventory Control Techniques.

Readings:

- Pandey I.M., 2017. Financial Management. Vikas Publication.
- Prasanna Chandra., 2018. Financial Management-Theory and Practice, Tata Mcgraw Hill. New Delhi.
- Bechler, Pant, J., 2018. Contemporary Cash Management, Principles, Practices and Perspectives. John Wiley& Sons.

MB 33116: Business Analysis and Valuation (3 Credits)

Objective: to provide hands-on experience in valuation especially using financial analysis.

Financial Statement of Analysis and Statement of Cash Flows.

Approaches to Valuation & Identifying Value Drivers. Approaches to Valuation & Identifying Value Drivers

Estimating the Discount Rates, Growth Rates, Cash Flows and Dividend Discount Models. FCFE Models, FCFE Models and Valuation Using Multiples.

Strategy-Finance-Valuation Trilogy, Real Options & Brand Valuation, which is the appropriate method to use?

Readings:

- Erik Peek., 2018. Business Analysis & Valuation: Text and Cases. Cengage Learning EMEA.

- Krishna G. Palepu., 2017. Business Analysis and Valuation: Using Financial Statements. Cengage Publications.

Marketing

Course Nos.	Title of Papers	Credits
MB 33201	Sales and Distribution Management	3
MB 33202	Consumer Behaviour	3
MB 33203	Rural Marketing	3
MB 33204	Marketing of Consumer Financial Products	3
MB 33205	Business Marketing	3
MB 33206	Brand Management	3
MB 33207	Customer Relationship Management	3
MB 33208	International Marketing	3
MB 33209	Retailing Management Strategy	3
MB 33210	Advertising Management	3
MB 33211	Marketing of Services	3
MB 33212	Market Analytics	3
MB 33213	Pricing Strategy	3
MB 33214	Strategic Marketing	3
MB 33215	Innovation Management and New Product Development	3
MB 33216	Digital and Social Media Marketing	3
MB 33217	Integrated Marketing Communication	3

MB 33201: Sales and Distribution Management (3 Credits)

Objective: This course seeks to provide the students with insights into basic functions of managing the sales force and distribution channels with the objective of maximizing the efficiency and effectiveness of the firm's revenue generating arm.

Introduction to Sales & Distribution Management

Evolution of sales management, Economic Development & selling Environment, Nature & importance of sales management, Role & skills of modern sales managers, Types of sales managers/sales management positions, Sales objectives, strategies & tactics, Emerging trends in sales management, Linking sale & distribution management, Role of intermediaries.

Personal Selling: Preparation & Process

The psychology of selling, buying decision process, buying situations or types of purchases, Types of personal selling, Selling skills- communication, listening, Conflict resolution, negotiation, persuasion and objection handling, Selling process (for B2B & B2C), Sales Planning, Sales Budgets, Estimating Market Potential and Forecasting Sales, Sales Quotas, Sales and Cost Analysis.

Preparing groundwork for managing sales force

Managing sales information – Types of sales, Information, Sales force automation techniques, Demand and Sales forecasting, Trend projection, Managing Sales territory – Size, allocation

and design, Marketing implications for territory design, Target setting, what is Assessment centre, designing assessment centre and how is the assessment centre organized? Training the Sales Force –Objective, Training process, designing sales Training programme, art of persuasion, Deployment, Coaching and counselling wheel, Vacant territory management, Key Account Management concept and framework.

Motivation and Compensation

Motivation – Nature, importance, process of motivation, Factors influencing motivation, Compensation –Types of compensation plan, Steps in designing the plan, Evaluation – Types of performance appraisal. Improving the efficacy of Sales Management, Negotiation & Margin Management- Pricing Waterfall, Bargaining, Negotiations Tactics, and Negotiation Skills.

Distribution – An Introduction

Indian Channel Environment. Distribution Strategy – setting objective, finalizing channel activity, Role of each channel member, organizing them, developing policy guidelines for day to day operations, Channel Integration, Channel Information System, Designing and Managing Distribution, Designing marketing channels, Branding of channels, Managing Channel member behaviour, Channel Conflict, Long term inter firm relationship, Channel Evaluation, Physical distribution system, Physical distribution concept and objectives, Components of physical distribution, transportation, inventory management and control, warehousing, emerging concepts in supply chain management.

Channel institutions

Retailing & wholesaling, Urban/Rural retail formats, Internet as a Channel & e-retailing, Cash-n-carry, Technology in retailing, Franchising- Concepts, opportunities, Multiplex Marketing and Distribution.

Readings:

- Havaladar, K K. and Cavale, VM. 2007, Sales and Distribution Management: Text and Cases, McGraw Hill, New Delhi.
- Jobber, D. and Lancaster, G., 2006. Selling and sales management. Pearson Education.
- Panda, T.K. and Sahadev, S 2005, Sales and Distribution Management, Oxford University Press, New Delhi
- Rosenbloom, Bert, 2004, Marketing Channels: A Management View, Cengage Learning, New Delhi.
- Still, R. R. & Cundiff, E. W., Govoni, N. A. P. 2007, Sales Management., Pearson Education, New Delhi.
- Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. 2009, Sales Management, Pearson Education, New Delhi.

MB 33202: Consumer Behaviour (3 Credits)

Objective: The objective of this course is to provide insights into the psychological processes that underlie consumer choices resulting from the decision-making process, both individually and in groups. It develops understanding of various influences on consumers from friends and family, reference groups and society in general.

Consumer Behaviour: Its Origin and strategic Applications

Consumer Behaviour Concept, Importance of Consumer behaviour, Contemporary Dimensions of Consumer Behaviour, Consumer Decision Making & Marketing Implications, Modelling Consumer Behaviour, Consumer Segmentation, Targeting and Marketing Strategy, Customer value, satisfaction and retention, Technology and Consumers

Consumer Decision Making Process:

CDP Model and Gifting Behaviour, Pre-Purchase Process: Need Recognition, Search and Evaluation, Purchase, Post Purchase Process: Consumption & Post Consumption Evaluation, Analytical Models of Consumer Behaviour:, Nicosia Model, Howard-Sheth Model, Engel-Blackwell-Miniard Model, Cognitive Models:, Theory of Reasoned Action, Theory of Planned Behaviour.

Consumer Research and Consumer Motivation

Consumer Research Process, Consumer Research: products and their development, Consumer Research: identifying target markets, Consumer Research: suitable sales & promotions, Consumer Research: Distribution of a product, Consumer Motivation- Motivation as a Psychological force, Dynamics of motivation, Types and Systems of needs, Measurement of motives.

Personality and Consumer Behaviour

Theories of personality, Brand personality – Indian brands, Self and Self-Image, Personality, Lifestyles (VALS) and Psychographics, Consumer Involvement and values.

Consumer Perception, Elements of perception, Dynamics of Perception, Perception and Technological products, Marketing Implications – Price, Retail, Advt. and Product / Package Design, Perceived Quality and Risk.

Consumer Learning & Memory

Elements of Consumer Learning, Memory, The Concept of Conditioning and Reality, Building Relationship programs, Cognitive Learning.

Consumer Attitude Formation & Change

Linkages in Attitude Formation, Tri-component Model, Standard Learning Hierarchy, Forming attitudes, Attitude Models, Elaboration Likelihood Model, Impact on Marketing Strategies, Causality and Attribution Theory.

Group Influence in Consumer Behaviour

Reference Groups and conformity, Opinion Leaders and their influence, Social Media Communities, Consumer Behaviour: Culture, Characteristics of Culture, Changing Society and Sub Culture, Outlet selection and Purchase, Social Class and Consumer Behaviour, Indian Core Values and Cultural aspects of Emerging Markets, Consumers Behaviour: Family Influence - Family influences, Family Decision making and consumption related roles, The Family Life Cycle, Children as decision makers, Consumer Influence & Innovation - Diffusing product globally, Diffusion of innovation, Marketers' Ethics and Social Responsibility, Disregard for consumer privacy, laws and regulations, False and misleading communication, Promotional social causes.

Readings:

- Blackwell, D. R., Miniard, P.W., and Engel, J.F., 2012, Consumer Behaviour, Cengage Learning, New Delhi.

- Henry A., 2005, Consumer Behaviour, Cengage Learning, New Delhi.
- Majumdar, R., 2010. Consumer behaviour: Insights from Indian market. PHI Learning Pvt. Ltd., New Delhi.
- Peter, J.P., Olson, J.C. and Grunert, K.G., 1999. Consumer behaviour and marketing strategy (pp. 329-48). London: McGraw-Hill.
- Schiffman, L.G; Wisenblit, J; & Kumar, R. S., 2019, Consumer Behaviour, Pearson Education.
- Solomon, Michael R. 2009, Consumer Behaviour: Buying, Having and Being, PHI Learning Pvt. Ltd., New Delhi.
- Solomon, M.R. and Lowrey, T.M. eds., 2017. The Routledge companion to consumer Behaviour. Routledge.

MB 33203: Rural Marketing (3 Credits)

Objective: This course has been designed to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required to planning for rural product. This course would develop among budding manager's sensitivity for rural marketing scenario and help them conceptualize appropriate marketing strategies and action plans and adapt learning of marketing concepts to rural Marketing context.

Introduction to Rural Marketing

Rural Marketing- Characteristics and Dimensions of Rural Markets, Rural Market Profile, Rural Market in India - Size and Scope, Constraints in Rural Marketing and strategy to overcome the constraints, Rural vs Urban Marketing.

Rural Business Environment and Consumer Behaviour

Rural Marketing Environment, Rural Infrastructure-Transportation & Communication, Marketing Infrastructure, Key Factors influencing Rural Buying behaviour, Adaptation and modification of consumer decision, Rise of consumerism, Age & stage of life style, Information & pre purchase evaluation.

Rural Market Research

Data Collection Method, Questionnaire design, Sampling, Attributes of a Rural Researcher, Segmenting, Targeting and Positioning Decisions.

Product Strategy, Packaging Issues

Product concepts & classification, Product line and mix decisions.

Pricing and Distribution Decisions

Pricing in Rural India, Setting the Price for Rural Product and Services, Distribution Decisions- Managing Rural Sales Force, Innovations in Rural Distribution, Distribution Pattern and Special Characteristics of Rural Channels.

Advertising, Sales Promotion and Strategic Innovation in Rural Marketing

Advertising: Choice of Media, Message, Sales Promotion: Different ways & means, Innovations in Advertisement & Promotions, Challenges in Rural Communication, Role of ICT in Rural Marketing, Organized Retailing, Future of Rural Marketing, PPP, Microfinance.

Readings:

- Andreassen, A.R., Kotler, P. and Parker, D., 2008. Strategic marketing for non-profit organizations, Pearson Education.
- Dogra, B. and Ghuman, K., 2008. Rural Marketing-Concept and Practices Tata McGraw.
- Habeeb-Ur-Rahman, K.S., 2003. Rural Marketing in India: Y KS Habeeb-Ur-Rahman. Himalaya Publishing House.
- Kashyap, P., 2016. Rural marketing. Pearson Education India.
- Krishnamacharyulu, C.S.G., 2011. Rural Marketing: Text and Cases, 2/E. Pearson Education India.

MB 33204: Marketing of Consumer Financial Products (3 Credits)

Objective: This course proposes a deeper discovery into the arena of marketing as it applies to Consumer Financial Products. Marketing financial services and products is unique from marketing physical goods and marketing other services.

Introduction to Financial Services and Products

Spectrum of financial products and services, their business logic, and how they converge and compete with one another, 3-core products – Transactions, Uncertainty and Provisioning, 3-formal products - Banks' savings/current accounts; Insurance plans, Wealth Lock-ins (e.g. - Pre-Need's pension, education, investments, savings). Multiple Augmented Products —all other value-added services as unique features or products, e.g.: Banks' brokerage, mutual funds, insurance over-the-counter; Pre-Need's insurance riders, loans, etc.

Evolution of and Regulation in Consumer Financial Markets

Main features and sectors of the Consumer Financial Markets, Marketing environment in today's Financial Markets: Environmental Analysis, Strategic factors in the Financial Markets and its sub-sectors, Evolving Financial Services Industry: Competition & Technology, Role of IT in convenience, transparency and market reach.

Consumer Behaviour in the Financial Services Industry

To examine how models of consumer behaviour apply to the Financial Services Industry, Customer Profitability and Relationship Management, Market Segmentation, Targeting and Positioning, Bases for financial market segmentation, Target market selection and positioning strategies with various financial products.

Financial Product Designing and Launching

Critical factors in product development and product launching, the concept of service product, Product Line, Product mix decision, Product development and launching, Portfolio of Consumer Financial Products – Banking (Private Banking, Leasing, Loans and Deposits), Insurance (Non-Life, Whole/Term Life, Annuities), Transaction Cards (Credit Cards, Debit Cards, Pre-Value Loaded Cards), Securities (Stocks, Mutual Funds, Fixed Income) Brokerage (Full-Service, Discount or Electronic Brokers),

Distribution, Promotion and Personal Selling of Financial Products and Services

Crucial components in the delivery of financial services, i.e., channels used, the cost of delivery, and role of information technology, Pricing for Value added Services, Regulatory control on pricing, Value added services as differentiators and additional streams of revenue, the promotion mix and messages for different product domains and various target audience.

Readings:

- Bharti, P., 2018. Indian Financial System, 5/e. Pearson Education India.
- Ennew, C., Waite, N. and Waite, R., 2013. Financial services marketing: An international guide to principles and practice. Routledge.
- Mishkin, F.S. and Eakins, S.G., 2006. Financial markets and institutions. Pearson Education India.
- Nejad, M.G. and Estelami, H., 2012. Pricing financial services innovations. Journal of Financial Services Marketing, 17(2), pp.120-134.

MB 33205: Business Marketing (3 Credits)

Objective: The objective of this course is to familiarize students with both theory and industry practice in Business Marketing involving key issues in B2B Marketing. This is to also prepare students to carry out their own entrepreneurial ventures.

Introduction to Business Marketing

Dimensions of Business Marketing, Nature of Business Marketing, Business Marketing Vs. Consumer Marketing - Derived Demand, Complexity, A Rationale for Relationship Marketing, Market Structure, International Considerations, Economics of Business Demand, The resellers market, Trends and Changes in Business Marketing, Understanding Business markets, Types of Organizational Customers, Classifying Business Products, Organizational Procurement Characteristics, Development of Marketing in 21st century; evolution of automated buying systems into network-driven supply/demand chains; globalisation of Business markets, Scope & Scale of Business Marketing. Growing role of Service Industry in terms of impact, size & reach.

Organization Buying & buyer's Behaviour

The Nature of Business Buying, Organizational Buying Activity, purchasing contribution to the firm, Buy Grid, Buying Models and Buying Centre Concept, Influencers and Decision Makers, Jagdish Sheth Model of Industrial Buyer behaviour, identifying buying centre, cross functional team selling, Customer Relationship Management, Supply Chain, Concept of Value Chain & Value Network, Role of Vendor Search, Concept of TCO, Customer loyalty vs. profitability, acquiring right customers.

Conflict Resolution in Decision Making

Value Selection, Vendor Analysis, Vendor Development, Recent Trends in Purchasing, Single Source buying, Vendor Management, tendering, bidding, Government buying process, e-bidding, reverse auctions.

Market Analysis & Planning

Use of Marketing Decision Support Systems, Competitive Analysis, forecasting markets, Strategic Marketing-Concentrated Market and Niche Market, Customer Relationship Management in Business to Business Marketing, Developing Product Strategy, Managing Innovation. Marketing Strategy, New Industrial Product Development, Key Account Management, Global Strategy, Global Accounts Management.

B2B Brand Building

Internal Marketing, Role of Sales Team in Branding, Managing Sales Team, Product & Service Quality, Channel Management & Branding. Role of distributors, sales agents, training and motivating the channel partners, Managing Services for Business Markets: Understanding customer Experience, Special Challenges, Dimensions of Service Quality, Zero Defections, Return on Quality- IT & ITES Industry Example.

Pricing and Promotional Strategies

Price Determinants, Factors that influence the pricing strategies, Concept of Learning Curves, Pricing strategies, The Promotional Strategies, Advertising in Industrial Markets, Message Formulation, Policies, Media, Budgetary Support, Sales Promotion - Use of Sales Promotion in Industrial Markets, Trade Shows and Exhibitions, Legal problems in B2B markets - counter-litigation policies; making and breaking agreements; protecting intellectual property; B2B e-Commerce, Evolution, Customers & Channels, e-procurements, Supply Chain coordination, Ethics in Business Marketing, Marketing Performance Management.

Readings:

- Anderson, J.C., Narus. J. A., Narayandas, D., & Seshadri, D.V. R, 2010. Business Market Management (B2B): Understanding, Creating & Delivering Value, Pearson, New Delhi.
- Hutt, M.D. and Speh, T.W., 2012. Business marketing management: B2B. Cengage learning.
- Phadtare, M.T., 2014. Industrial marketing. PHI Learning Pvt. Ltd.
- Vitale, R.P., 2011. Business to business marketing. Pearson Education India.
- Newspaper articles especially The Times of India, Economic Times, Mint, The Hindu, Businessline.

MB 33206: Brand Management (3 Credits)

Objective: The main objective of the course is to provide a comprehensive and up-to-date information about brands, brand equity and strategic brand management- the design and implementation of marketing programs and activities to build, measure and manage brand equity.

Brands & Brand Management

Brands vs. Products, Importance of Brands, Branding Challenges and Opportunities, Brand Equity Concept, Strategic Brand Management Process, Customer-Based Brand Equity Customer-Based Brand Equity, Brand Equity as a Bridge, Sources of Brand Equity, Strategies to Build a Strong Brand, Brand Building Implications.

Creation of a New Brand

Brand Identity Prism, Brand Building Models, Brand Positioning & Values, Identifying and Establishing Brand Positioning, Updating Positioning Over Time, Defining and Establishing Brand Values, Internal Branding, Choosing Brand Elements to Build Brand Equity, Brand Element Choice Criteria, Brand Element Options & Tactics, Designing Marketing Programs to Build Brand Equity, New Perspectives on Marketing, Product Strategy, Pricing Strategy, Channel Strategy.

Integrating Marketing Communication to Build Brand Equity

Information Processing Model of Communication, Overview of Marketing Communication Options, Developing Integrated Marketing Communication Programs , Leveraging Secondary Brand Knowledge to Build Brand Equity, Conceptualizing the Leveraging Process, Country-of-Origin and other Geographical Areas, Channels of Distribution, Co-Branding, Ingredient Branding, Licensing, Celebrity Endorser.

Developing a Brand Equity Measurement & Management System

The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System, Measuring Sources of Brand Equity: Capturing Customer Mind set, Qualitative Research Techniques, Quantitative Research Techniques, Measuring Outcomes of Brand Equity: Capturing Market Performance, Comparative Methods, Holistic Methods.

Designing and Implementing Branding Strategies

Brand-Product Matrix, Brand Hierarchy, Designing a Branding Strategy, Introducing and Naming New Products and Brand Extensions, New Products and Brand Extensions, Advantages & Disadvantages of Brand Extensions, Understanding How Consumers Evaluate Brand Extensions, Evaluating Brand Extension Opportunities, Extension Guidelines Based on Academic Research, Managing Brands over Time, Reinforcing Brands, Revitalizing Brands, Adjustments to the Brand Portfolio, Brand Portfolio Rationalization , Managing Brands over Geographical Boundaries and Market Segments, Rationale for Going International, Advantages of Global Marketing Programs, Disadvantages of Global Marketing Programs, Standardization vs. Customization, Global Brand Strategy, Building Global Customer-Based Brand Equity.

Contemporary Issues in Branding

The Power of Cult Branding, E-Brand Management, Services Branding, Sensory Branding, Brand manuals, Brand Volatility, Creative Destruction of Brands.

Readings:

- Aaker, D.A., 2006. Brand portfolio strategy. *Strategic direction*, 22(10).
- Aaker, D.A., 2012. *Building strong brands*. Simon and Schuster.
- Aaker, D.A. and Biel, A.L., 2013. *Brand equity & advertising: advertising's role in building strong brands*. Psychology Press.
- Choudhury, P.K., 2001. *Successful Branding*. Universities Press.
- Dutta, K., 2015, *Brand Management, Principles and Practices*, Oxford University Press.
- Keller, K.L., Parameswaran, M.G. and Jacob, I., 2011. *Strategic brand management: Building, measuring, and managing brand equity*. Pearson Education India.
- Kapferer, J.N., 1994. *Strategic brand management: New approaches to creating and evaluating brand equity*. Simon and Schuster.
- Parameswaran, M.G., 2006. *Building Brand Value: Five Steps to Building Powerful Brands*. Tata McGraw-Hill Education.
- Trout, J. and Ries, A., 1986. *Positioning: The battle for your mind*. McGraw-Hill.
- Verma, H.V., 2006. *Brand management: Text and cases*. Excel Books India.

MB 33207: Customer Relationship Management (3 Credits)

Objective: The objective of this course is to provide theoretical background of Relationship concept, various models of CRM, enabling technologies, implementation issues and train the students on application of those ideas in formulating and implementing marketing strategies.

Conceptual Foundations of CRM

Overview of the course, Company orientations towards marketplace, Introduction to CRM, Sources of CRM Value, Various perspectives of CRM - Strategic, Operational, Analytical and Collaborative. Myths and wrong notions about CRM, Importance of CRM, Interdisciplinary nature of CRM, Models of CRM – IDIC, Value Chain, Payne’s Five Process Model – A Framework for CRM and its Evolution.

Relationship Marketing

Evolution of marketing concept, relationship versus transactional marketing, Important theories of relationship – North American, IMP, Anglo-Australian and Nordic Schools, Meaning of relationship, Quality of relationship, why do sellers / buyers want relationships, why do they avoid relationships, Conventional Sales organization structures and customer relations, Key Account Management, Building relationship with multiple stakeholders, Six market network – Customers, Referrals, Suppliers and Alliances, Influence markets, Recruitment markets, Internal markets – Owners, Employees, Customer experience, engagement, role of technology, Five Process Model.

Strategy Development Process

Hierarchy of strategy, Customer and CRM strategy, Customer-based marketing and Individualized CRM, Customer portfolio models – Segmentation, CLV, Activity-based costing, Sales forecasting, Data mining, Use of Pareto’s principle, Bi-variate, Tri-variate models for portfolio management, Identification of significant customers and strategies for managing.

Value Creation Process

Value for customers, Range of customization, Crafting the Value proposition using 7 Ps of marketing mix, Value for marketers, Customer lifecycle management – ACURA, Customers to target - Hofmeyr’s conversion model, Prospecting, Making the right offer,

Use of CRM tools and Processes

Customer retention – different perspectives, Negative and Positive retention strategies – Customer delight, adding customer perceived value, Loyalty schemes, social and structural bonding, Customer engagement and customer development, Multi-channel Integration Process, Channel structure options and trends, Benefits of integration, Information Management Process, Information hierarchy, CRM ecosystems – Solution providers, Hardware and Software vendors and Service providers, CRM Architecture, Analytics, Integration, Performance Assessment Process, Key drivers of value, QCi – Customer Management Assessment Tool, Performance metrics – Customer, People and Processes, Strategic, Comparative. KPI Linkages - Service Profit Chain.

CRM Implementation and contemporary issues

Project Implementation – Develop strategy, Build foundation, Specify needs and select partner(s), Implement the project, Evaluate the performance for Project outcomes and Business outcomes, Functional Implementation – Operational CRM, Automation of Sales, Marketing and Service functions, benefits of automation. , Contemporary issues – Privacy, Ethics and Future of CRM.

Readings:

- Baran, R.J., Galka, R.J. and Strunk, D.P., 2008. Principles of customer relationship management. Cengage Learning.
- Buttle F (2013), 'Customer Relationship Management: Concept and Cases', Routledge (Special Indian Edition).
- Greenberg, P., 2001. CRM at the speed of light. Berkeley, CA: Osborne.
- Payne, A. and Frow, P., 2013. Strategic customer management: Integrating relationship marketing and CRM. Cambridge University Press.
- Sheth, J.N., 2001. Customer relationship management: emerging concepts, tools, and applications. Tata McGraw-Hill Education.

MB 33208: International Marketing (3 Credits)

Objective: This course offers an in-depth study of the international marketing issues. The basic purpose is to acquaint the students with concepts and major dimensions related to international marketing, its behaviour and environment, and practices along with emerging issues in the field of global marketing operations.

Introduction to International Marketing

Nature and Concept, Growing importance of international marketing and export management, Domestic v/s International Marketing, Self-Reference Criteria, Ethnocentrism, World Economy-Over View, Introduction to emerging economies, role of emerging economies in world trade, E-commerce, Trade Theories, Imperatives of going global, Porter's Diamond Model for competitive advantage.

International Marketing Environment

Govt, Political & Legal Forces Economic, Social, Cultural, Political & Legal , Balance of Payment, Trade Barriers, WTO , & GATT, Regional Trade Blocs, India in Free Trade Agreement, Common Markets, EU, ASEAN, Reasons/Impact of BREXIT, Dynamics of global population trends, Various Kinds of risks in International Marketing, political risk analysis and mitigation, the cultural environment, language, aesthetics, management style and business systems, politico-legal environment, legal systems prevailing in the world, international law and marketing, IPR, TRIPS , ECGC of India, Cultural Issues & Buying Behaviour, Culture and Marketing Mix, Political & Legal Environment, Regulations on E-commerce, Intellectual Property Protection, TRIPS, GATS.

Marketing in growth markets

Developing global vision through marketing research, the research process, problems of availability of primary and secondary data, reliability of data, and research on internet. Market Size assessment, Leveraging internet for global market research studies, Global Marketing Strategies, Choice of country while entering in IM, Market Entry and Expansion Strategies, Export and Non-Export entry methods, Cooperative Strategies & Global Strategic Partnerships, Alliances, JVs, Consortium, Decision Criteria for International Business, Political Risk, Market Access, Factor Costs, Logistics, Infrastructure, Foreign Exchange, Segmentation & Positioning; Country Screening.

International Product Management and Strategies Standardization versus Adaptation, Geographical indications, Country of origin effect, New product development, Global vs Local Brands, Product Piracy, Gray Markets, Distribution, global channel and logistics, FTZ, SEZ, Export & Import documentation, International Commercial Terms (INCOTERMS) , Global Promotion, Communication Management, How to leverage India's Image in IM, Ride on international events to promote products & services. Government regulations in communication and advertisements. Global e marketing, Branding & Brand Communication on Digital Space, Social Media.

Pricing in international marketing

price and competitive strategies, price bundling, export price quotations, coping with currency risk, transfer pricing, gray markets, countertrade, Negotiations in international marketing, negotiations with international partners , customers and regulators, Marketing of Services Globally, Portfolio of products India is selling.

Ethics in International Marketing, Sustainable Marketing, Future Trends.

Readings:

- Cateora, P.R., 2007. International Marketing 13E (Sie). Tata McGraw-Hill Education.
- Czinkota, M.R. and Ronkainen, I.A., 2013. International marketing. Cengage Learning.
- Dutta, G., 2016. Global Marketing. Pearson Education India.
- Joshi, R.M., 2005. International marketing. Oxford university press.
- Terpstra, V., Foley, J. and Sarathy, R., 2012. International marketing. Naper Press.
- Newspaper articles especially The Times of India, Economic Times, Mint, The Hindu, Business line.
- Readings on WTO, GATT, Regional Trade Blocs

MB 33209: Retailing Management Strategy (3 Credits)

Objective: This course is designed to keep the students abreast of these changes and give them exposure to the types of decisions facing traditional retail buyers, managers, and owners as well as electronic retailers.

Introduction to Retailing Management and Retailing in India

Defining Retailing and its significance, The Market – Retail Equation; The global retail market, Multi-Chanel Retailing, The wheel of retailing, Evolution of Retail in India, Key Sectors, Types of Retail in India, Challenges faced by Indian Retail, FDI in Retail. Web, Non-store Based and Other Forms of Unconventional Retailing.

Strategic Planning in Retailing

Situation Analysis, Objectives, Building and Sustaining Relationships in Retailing. Identification of Consumer Characteristics and Needs, Store Non-Store-based Specific Activities, Financial Strategy; Setting and Measuring Performance, Retail Formats and Theories - The Evolution of Retail Formats, Theories of Retail Development, Retail Life Cycle, Classification of Retail Stores, Web, Non-store- based and other forms of Non-Traditional Retailing, e retailing.

Role of Franchising in Retail

Franchising as a Retail Strategy, Pros and Cons of Franchising, Franchising in India, Competitive Advantages and Disadvantages of Franchising, Modes of Franchising, Evaluating a Franchise, Financial and Legal Aspects of Franchise, Store Location Decision, Importance of Store Locations, Location & Retail Strategy; Types of Locations, Steps involved in choosing a location, Other Location Opportunities; Trade Area Characteristics Evaluating areas for Retail Location, Negotiating a lease.

Private Labels and Merchandise & Category Management

The concept of the private label; The process for the emergence of private labels; The process of private label creation, Merchandise Management Process, Managing Inventory Turnover, Forecasting Sales, Category Management- Concept, Category, Management Process, Components of Category Management, allocating merchandise to store, Analysing Merchandise Management Performance.

Retail Marketing and Communication

Retail marketing mix, Retail Communication mix, STP of a retail store, Relevance of Integrated marketing communication in retail. In-store promotion, Old and new media, Investing in social media; Retail website Branding and E-commerce.

Retail Pricing and Retail Store Operations

Factors influencing pricing decisions, pricing strategies, store level pricing strategies, online pricing, legal and ethical issues of pricing in India, Retail Store Operations: Store Design and Visual Merchandising, Retail workflow and operational processes; Plan retail store operations, Relationship between store image and store design, Components of Exterior and Interior store design, Considerations for selecting a Lay Out, Visual Merchandising in Retail, Assortment Planning, Space Management, Customer Service and CRM in Retail - Customer service and its importance in retail, Retail selling process and role of the retail sales person; Service Recovery, Building Store Loyalty, Retail Analytics, Dealing with unprofitable customers; Implementing the CRM Program.

Readings:

- Berman, B., Evans, J. R., Srivastav R., 2018. Retail Management: A Strategic Approach, Pearson Education.
- Gibson G. Vedamani, 2017, Retail Management, Pearson Education
- Levy, M., Weitz, B. A. & Pandit, A., 2012. Retailing Management, McGraw-Hill Higher Education, New York.
- Pradhan, S., 2011. Retailing management: Text and cases. Tata McGraw-Hill Education.
- Sinha, P. K., & Uniyal, D. P. 2012. Managing Retail, Oxford University Press, India.
- Spinelli, S., Rosenberg, R. and Birley, S., 2004. Franchising: Pathway to wealth creation. FT Press.

MB 33210: Advertising Management (3 Credits)

Objective: The objective of this course is to provide an understanding of the basic principles of advertising management.

Concept and definition of advertisement

Social, Economic and Legal Implications of Advertisements – setting advertisement objectives – Ad. Agencies – selection and remuneration – advertisement campaign.

Media plan

Type and choice criteria – reach and frequency of advertisements – cost of advertisements related to sales – media strategy and scheduling.

Message development

Different types of advertisements – layout – design appeal – copy structure – advertisement production – print – Radio, T.V. and web advertisements – Media Research – testing validity and reliability of ads – measuring impact of advertisements.

Testing for advertising effectiveness

Preparation and choice of methods of advertising budget, Ethical and social issues in advertising, Management of advertising agencies, Role of advertising in national development.

The Broader Environment

Advertising Regulation, Advertising and Society, Global Marketing and Advertising.

Readings:

- Belch, G.E. and Belch, M.A., 2004. Advertising and promotion: An integrated marketing communications perspective 6th. New York: NY: McGraw-Hill.
- Kazmi, S.H.H. and Batra, S.K., 2009. Advertising and sales Promotion. Excel Books India.
- Kotler, P. and Keller, K.L., 2016. A Framework for Marketing Management, Pearson Education.

MB 33211: Marketing of Services (3 Credits)

Objective: This course endeavours at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value. This course focuses on knowledge needed to implement service strategies for competitive advantage across industries.

Foundations for Services Marketing

Introduction to Services: What are Services?, Why Services Marketing?, Service and Technology, Characteristics of Services and their Resulting Implications, Services Marketing Mix, Traditional Marketing Mix and Expanded Mix for Services; The Gaps Model of Service Quality: The Customer Gap, The Providers Gap.

Focus on the Customers

Customer Expectations of Service: Service Expectations, Zone of Tolerance, Factors that Influence Customer Expectations of Service, Customer Perceptions of Service: Customer Perceptions, Customer Satisfaction, Service Quality, SERVQUAL Model, E-Service Quality, Service Encounters.

Understanding Customer Requirements

Listening to Customers through Research: Using Customer Research to Understand Customer Expectations, Elements in an Effective Service Marketing Research Program, Analysing and Interpreting Customer Research Findings, Using Marketing Research Information, Building Customer Relationships: Relationship Marketing, Relationship Value of Customers, Customer Profitability Segments, Relationship Development Strategies, Relationship Challenges, Service Recovery: The Impact of Service Failure and Recovery, How Customer Respond to Service Failures, Service Recovery Strategies, Service Guarantees.

Aligning Service Design and Standards

Service Innovation and Design: Challenges of Service Innovation and Design, Important Considerations for Service Innovation, Types of Service Innovation, Stages in Service Innovation and Development, Service Blueprinting, Customer Defined Service Standards: Factors Necessary for Appropriate Service Standards, Types of Customer-Defined Service Standards, Development of Customer-Defined Service Standards, Physical Evidence and Servicescape: Physical Evidence, Types of Servicescape, Strategic Roles of the Servicescape, Framework for Understanding Servicescape Effects on Behaviour, Guidelines for Physical Evidence Strategy.

Delivering and Performing Service

Employees Roles in Service Delivery: Service Culture, The Critical Role of Service Employees, Boundary Spanning Roles, Strategies for Delivering Service Quality Through People, Customer Oriented Service Delivery, Customer's Role in Service Delivery: The Importance of Customers in Service Creation and Delivery, Customer's Roles, Self Service Technologies, Strategies for Enhancing Customer Participation; Managing Demand and Capacity: The Underlying Issues Lack of Inventory Capability, Capacity Constraints, Demand Patterns, Strategies for Matching Capacity and Demand.

Managing Service Promises

Integrated Service Marketing Communication: The Need for Coordination in Marketing Communication, Key Service Communication Challenges, 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 Strategies, Pricing Strategies that Link to the Four Value Definitions.

Service and the Bottom Line

The Financial and Economic Impact of Service: Service and Profitability, Offensive Marketing Effects of Service, Defensive Marketing Effects of Service.

Readings:

- Lovelock, C.H. and Wirtz, J., 2004. Services marketing: people, technology, strategy. Pearson Prentice Hall.
- Rao, K.R.M., 2011. Services marketing. Pearson Education India..
- Wirtz, J. and Lovelock, C., 2016. Services marketing. World Scientific Publishing Company.
- Wirtz, J., 2012. Essentials of services marketing. FT Press.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. , 2006, Services Marketing: Integrating Customer Focus across the Firm, Boston, MA: McGraw-Hill/Irwin

MB 33212: Market Analytics (3 Credits)

Objective: In the data-focused course content, participants will learn how to responsibly model and interpret customer data, measure multi-channel campaign effectiveness, and build predictive models.

Big Data, Opportunity and Challenges, Analytics and Forecasting

Overview of Analytics, Marketing Analytics, The Data – Information – Knowledge Continuum, Forecasting - Demand forecasting using expert modeller, building the basic model, an additive model with trends and seasonality, Forecasting new product sales – The Bass Diffusion Model.

What do Customers want?

Conjoint Analysis: Products, Attributes, and levels, Price Sensitivity Analysis, Value Based Pricing, Developing a Conjoint Simulator, Logistic Regression: Logistic Regression Model, Maximum Likelihood Estimate of Logistic Regression Model, Discrete Choice Analysis: Random Utility Theory, Discrete Choice and Price Elasticity, Incorporating Price and Brand Equity into Discrete Choice Analysis, Dynamic Discrete Choice Modelling, Dynamic Pricing Model for profit optimization.

Market Segmentation

Cluster Analysis, Using Conjoint Analysis to Segment a Market, Using Classification trees for segmentation, constructing a decision tree model, Correspondence Analysis: is a versatile and easily implemented analytical method that can do much to assist marketers in detecting and explaining relationships among complex marketing phenomena.

Customer Value

Basic Customer Lifetime Value Calculation Template, An explicit model for multiplier with fixed margins, Calculating Lifetime Customer value with varying margins, Allocation of Marketing Resources: Resource Optimization between Customer Acquisition and Customer Retention, Customer Churn Model, Modelling the Relationship between Spending and Customer Acquisition and Retention, Basic Model for Optimizing Retention and Acquisition Spending, An Improvement in the Basic Model using Salvage Value Retailing, Market Basket Analysis and Lift, RFM Analysis and Optimization of Mail Campaigns, Allocating Retail Space and Sales Resources.

Digital and Text Analytics and Viral Marketing

Advertising: Media Selection Models, Pay per Click (PPC) Online Advertising, Text Mining: Giving Structure to Unstructured Text, Applying Text Mining in Real Life, Sentiment Analysis, Viral Marketing, Networks, Importance of a node, Watt's model, Model building for viral marketing.

Readings:

- Aaker, D.A., Kumar, V. and Day, G.S., 2008. Marketing research. John Wiley & Sons.
- Burns, A.C., Bush, R.F. and Sinha, N., 2000. Marketing research (pp. 599-602). Upper Saddle River, NJ: Prentice Hall.
- Churchill, G.A. and Iacobucci, D., 2006. Marketing research: methodological foundations. New York: Dryden Press.

- Farris, P.W., Bendle, N., Pfeifer, P. and Reibstein, D., 2010. Marketing metrics: The definitive guide to measuring marketing performance. Pearson Education.
- Johnson, R.M. and Olberts, K.A., 1996. Using Conjoint analysis in pricing studies: is one price variable enough?. Sawtooth Software Research Paper.
- Malhotra, N., Hall, J., Shaw, M. and Oppenheim, P., 2006. Marketing research: An applied orientation. Pearson Education Australia.
- Malhotra, N. and Birks, D., 2007. Marketing Research: an applied approach: 3rd European Edition. Pearson education.

MB 33213: Pricing Strategy (3 Credits)

Objective: This course prepares students to address strategic and tactical pricing issues and to identify profit-boosting changes in pricing practices.

Basic Pricing Frameworks

Overview of the demand and cost functions applicable to pricing analysis, demand, elasticity and revenue functions. Customer value theories, economic price optimization, basic principles of pricing strategies.

Pricing strategies, policies and tactics

Various aspects of setting price levels, implementation of pricing policies and structures and optimizing pricing strategies. Price customization, segment pricing, bundling, portfolio pricing, product line and life-cycle pricing, Concepts of customer life-time DRAFT value, non-linear and dynamic pricing, role of promotions and incentives to achieve pricing objectives.

The psychology, measurement and communication of pricing

Pricing strategies and measures, deep understanding of consumer motivation and behaviour. Measure and anticipate consumer response to pricing actions, effectiveness of pricing communication.

Pricing challenges/opportunities in industries and market characteristics

Industry and market specific challenges and solutions, peak load pricing, pricing in two-sided markets and markets with externalities, pricing for services.

Pricing innovation Technology and the ability to manage large amounts of data

Pricing models - auction models, bid structures, dynamic yield and revenue management tools, price optimization software.

Managerial concerns and organizational requirements

Formalized process and an understanding and anticipation of competitive response mechanisms, instituted skilled pricing organizations and pricing processes, ethical and legal considerations that are important in making pricing decisions.

Readings:

- Dolan, R.J., Doan, R.J. and Simon, H., 1996. Power pricing. Simon and Schuster.
- Meehan, J., Simonetto, M., Montan, L. and Goodin, C., 2011. Pricing and profitability management: A practical guide for business leaders. John Wiley & Sons.

- Nagle, T.T. and Müller, G., 2017. The strategy and tactics of pricing: A guide to growing more profitably. Routledge.
- Smith, T., 2011. Pricing strategy: Setting price levels, managing price discounts and establishing price structures. Cengage Learning.

MB 33214: Strategic Marketing (3 Credits)

Objective: The objective of this course is to integrate much of the previous learning in marketing subjects and encouraging marketing students to think and act like a marketer.

Introduction, over view and growing importance of Strategic Marketing.

Challenges and opportunities in new era, marketing driven strategy, strategic planning process, ethics & CSR in marketing, finding profit opportunity strategy, value creation for customers, challenges for marketers in VUCA world.

Corporate, Business & Marketing Strategy

Marketing strategy process decision factors, preparing marketing plan, customer & competitor analysis, developing and leveraging competitive advantages, financial analysis for marketing plan & control, preparing the marketing plan.

Opportunity Analysis, Market Segmentation and Market Targeting, Product & Service Strategy

Markets and competitive space, customers, segmentation and target marketing, analysing market segments, targeting in different market environments, developing positioning strategy, developing strategic vision for future , The offering mix, market targeting strategy, PLC, positioning & repositioning, brand equity & brand management, brand strategy.

Designing Market Driven Strategies

Strategic relationships, CRM, planning new products, idea generation, screening, evaluation of business plan , Developing Market Driven Programmes, Pricing strategy & management, value chain strategy, partnerships & collaborations, channel strategy & management, promotion & advertisement-strategy & budgeting, sales force, direct & on-line marketing, brand and branding strategies.

Marketing strategy implementation, evaluation & control

Marketing plan-fool proofing, pilot testing, internal marketing, organization structure and control, evaluation activities, audit, performance evaluation criterion and team, feedback and correction.

Readings:

- Cravens, D.W. and Piercy, N., 2006. Strategic marketing (Vol. 6). New York: McGraw-Hill.
- Graham, H., 2008. Marketing strategy and competitive positioning. Pearson Education India.
- KERIN/PETERSON, 1995. Strategic marketing problems. Cases and comments. Pearson Education.
- Kottler, P. and Andraeson, A., 1987. Strategic Marketing Voor Non-profit Organisations. Pearson Education.

- Newspaper articles especially The Times of India, Economic Times, Mint, The Hindu-Business line

MB 33215: Innovation Management and New Product Development (3 Credits)

Objective: Product management is the process of making the right product, to solve the right problem for the right person at the right time. The right person is the customer, who along with business and technology, make up the heart of the product management process. It is the process by which a vision or idea becomes a valuable product. In this course student will learn what a product manager does, how the software product development process works, and how to work within the agile and scrum frameworks.

Innovation management

Innovation Management: An Introduction, Economics and Market Adoption, National systems of innovation and entrepreneurship, Managing Innovation within Firms, Operations and process innovation, Managing Intellectual property.

Managing technology and knowledge

Turning technology into business, Managing Organizational Knowledge, Strategic Alliances and Networks, Management of Research & Development, Managing R&D projects, Open Innovation and Technology Transfer.

New Product Development

Product & Brand Strategy, New Product Development, Packaging and Product Development, Product and Brand Strategy, New Service Innovation, Market Research and its Influence on New Product Development, Managing the New Product Development Process.

Readings:

- Trott, P., 2008. Innovation management and new product development. Pearson education.
- White, R.V., 1988. The ELT curriculum: Design, innovation and management (Vol. 8). Oxford: Blackwell.

MB 33216: Digital and Social Media Marketing (3 Credits)

Objective: The objective of this course is to develop and empower students with the digital skills and knowledge needed to take control of their careers and maximize their potential

Overview of Digital Marketing

Effective Use of Digital Marketing, Strategies & Practices for Effective Use of Digital Marketing; Digital Marketing Channels; Use of Digital Marketing to Develop Brands, Drive Sales, Encourage Product & Service Development & Innovation, Concept of Native Advertising , Understanding the Components of Digital Marketing, Online Presence, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Online Public Relations, Multimedia Marketing, Mobile Marketing.

Planning Online Activities

Balancing and Budgeting Online Activities: Creating an Effective Digital Marketing Mix, Coordinating Digital Marketing Activities, Setting Digital Marketing Budget, Integrating Online and Traditional Marketing: Splitting budgets, Online and Traditional Analogs, Online Research and Analysis: Quantitative Versus Qualitative Research, Researching Traffic Patterns with Web Analytics, Researching Customer Opinions with Polls and Surveys, Researching Customer Behaviour with Comment Analysis, Researching the Competition, Creating a Digital Marketing Plan.

Website Presence in Digital Marketing

Designing an Effective Website: Creating and Designing Website, Content, Website Look and Feel, Unique Landing Pages, Creating an Ecommerce Website: Components of Ecommerce Website, Utilizing Search Engine Marketing and Shopping Directories , Tracking Website Analytics: Understanding Web Analytics, Key Web Analytics, Web Analytics Tools, Google Analytics.

Search Engine Marketing

Understanding Search Engine Marketing: Working of Search Engines, Major Search Engines , Essential Search Engine Optimization: Optimizing Site's Content, Optimizing Site's Keywords, Design & Organization, Inbound Links, Images, Advanced SEO Techniques , Tracking Search Performance: Tracking Site Traffic with Web Analytics, Search Engine Rank, Tracking Individual Search Engine Performance, Third-Party Tracking Tools, Tracking Competitors, Google Ad Words Advertising, Analytics & Applications.

Online Advertising

Understanding Online Advertising: Trends in Online Advertising, Different Payment Models, Types of Online Ads, Online Ad Technologies, Affiliate Marketing , Pay-per-Click Advertising: Understanding Pay-per-Click and Contextual Advertising, Choosing the Right Keywords, Bidding the Right Price, Writing Effective Ad Copy, Creating PPC Image Ads, Maximizing Conversion with a Custom Landing Page, Choosing a PPC Ad Network, Other Sites for PPC Advertising , Display Advertising , Testing Effectiveness of Display Ads, When to Employ Display Advertising, Choosing a Display Ad Format, Best Practices: Creating Effective Display Ads, Tracking Ad Performance: Tracking Tools, Evaluating Key Metrics, Testing and Tracking Ad Strategies.

Email Marketing

Understanding Email Marketing: Effectiveness of Email Marketing in Current Digital Era, Developing an Email Marketing Campaign: Constructing the Promotional Message, Tracking Email Marketing Performance: Determining Key Metrics, Tracking Email Data.

Blog Marketing

Understanding Blog Marketing: Getting to Know the Blogosphere, Company and Individual Blogs , Creating a Company or Product Blog: Creation- Building/Designing of Blogs, Determining Contributors/Comments, Optimizing Blog for Search, Promoting Blogs , Marketing to the Blogosphere: How to Get Bloggers to Notice and Mention a Brand/Company, Buying Blog Placements, Tracking Blog Marketing Performance: Tracking the Performance of Company Blog, Tracking the Effectiveness of Blog PR Efforts.

Social Media Marketing

Understanding Social Media: Types of Social Media, Why Social Media Matters to Marketers, Developing a Social Media Marketing Strategy , Participating in Social Networking: Becoming

Part of the Community, Monitoring Social Media, Responding to Online Comments, Marketing on Social Networks: Constructing an Effective Social Media Campaign, Advertising on Social Media, Tracking Social Media Marketing Performance, Tracking Hard Performance Metrics: Evaluating Social Media Performance Subjectively, Different Metrics for Different Social Media , Online PR, Understanding Online PR: The Benefits of Online PR, Developing New Sources and Techniques, Developing New Online Sources, Skills and Techniques for Online PR, Learning the Art of Online Press Releases , Tracking Online PR Performance: Tracking Placements, Tracking Traffic and Conversions.

Multimedia Marketing

Understanding Multimedia Marketing: Understanding Podcasts, Web Videos, Incorporating Multimedia into Promotion Mix, Podcast Marketing: Creating a Podcast: the Marketing Strategy, Distribution and Promotion of Podcasts, Video Marketing: YouTube Marketing, Creating Compelling Content, Promoting YouTube Videos—Organically, Advertising of YouTube Videos, Tracking Multimedia Marketing Performance: Tracking Podcast Performance, Tracking Video Performance, Mobile Marketing, Understanding Mobile Marketing: Developing a Mobile Marketing Strategy, Designing a Mobile-Friendly Website, Creating a Mobile Website , Advertising on Mobile Devices: Creating a Mobile Ad, Targeting the Mobile Customer, Marketing via Mobile Apps: Building an Effective Mobile App, Tracking Mobile Marketing Performance: Tracking the Performance of a Mobile Website, Tracking the Performance of Mobile Advertising, Tracking the Performance of Your Mobile Apps.

Readings:

- Barker, M., Barker, D.I., Bormann, N.F. and Neher, K.E., 2012. Social media marketing: A strategic approach. Nelson Education.
- Chaffey, D., Hemphill, T. and Edmundson-Bird, D., 2015. Digital business and e-commerce management. Pearson UK.
- Chaffey, D. and Ellis-Chadwick, F., 2019. Digital marketing. Pearson UK.
- Dodson, I., 2016. The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns. John Wiley & Sons.
- Laudon, K.C. and Traver, C.G., 2016. E-commerce: business, technology, society.
- Miller, M., 2011. The ultimate web marketing guide. Pearson Education India.
- Ryan, D., 2016. Understanding digital marketing: marketing strategies for engaging the digital generation. Kogan Page Publishers.
- Tuten, T.L. and Solomon, M.R., 2017. Social media marketing. Sage.

MB 33217: Integrated Marketing Communication (3 Credits)

Objective: The objective of this course is to appreciate the IMC perspective in marketing, be proficient in using data and information related to market as input and design advertising campaigns, develop a better understanding of promotional tools, appreciate the role of promotions in brand building & develop capability to dissect and decipher various promotional activities in circulation in real life.

Introduction to Integrated Marketing Communications

Emerging Trends in Marketing Communications, The Role of IMC in the Marketing Process, Integrated Marketing Program Situation Analysis, Organizing for Advertising and Promotion: The Role of Ad Agencies and Other Marketing Communication Organizations, Consumer Behaviour and Advertising Research.

Analysing the Communication Process

The Communication Process, Source, Message, and Channel Factors, Advertising Models, Objectives and Budgeting for Integrated Marketing Communications Programs, Establishing Objectives and Budgeting for the Promotional Program, Difference between traditional and digital marketing budgeting.

Creative Strategy and Creative Development

Advertising Design: Theoretical Frameworks and Types of Appeals, Advertising Design: Message Strategies and Executional Frameworks, Media Strategy and Planning, Above the Line & Below the Line Channels, Media Planning and Strategy, Evaluation of Media: Television and Radio, Evaluation of Print Media, Support Media, The Internet and Interactive Media.

Sales Promotion

Sales promotion: Role of sales promotion in marketing strategy, Consumer and trade promotions, Public Relations, Publicity and Corporate Advertising, Measuring the Effectiveness of the Promotional Programs.

Important perspectives in Advertising

Advertisement in Digital Era, International Advertising and Promotion (Cultural and Regional Aspects), Regulation of Advertising and Promotion, Evaluating the Social, Ethical, and Economic Aspects of Advertising and Promotion.

Readings:

- Belch, G.E. and Belch, M.A., 2004. Advertising and promotion: An integrated marketing communications perspective 6th. New York: NY: McGraw-Hill.
- Clow, K.E., 2004. Integrated advertising, promotion, and marketing communications. Pearson Education India.
- Rossiter, J.R. and Percy, L., 1987. Advertising and promotion management. McGraw-Hill Book Company.
- Shah K., & D'Souza, A, 2010, Advertising and Promotions: An IMC perspective, Tata McGraw Hill.
- Shimp, T.A., 2010. Integrated Marketing Communications in Advertising and Promotion. Thomson South-Western.

Organization Behaviour and Human Resource Management:

Course Nos.	Title of Papers	Credits
MB 33301	Consulting to Management	3
MB 33302	Cross-Cultural Management	3
MB 33303	Cultural and Philosophical Foundations of Management	3
MB 33304	Employee Engagement	3

MB 33305	Employment Relations: Laws of Social Security	3
MB 33306	Employment Relations: Laws of Industrial Relations	3
MB 33307	Ethical Issues in HR	3
MB 33308	HR Tools and Techniques	3
MB 33309	Indian Philosophy and Leadership	3
MB 33310	Organization Change and Development	3
MB 33311	Performance and Compensation Management	3
MB 33312	Role of HR in Knowledge Management	3
MB 33313	Training and Development	3
MB 33314	HR Analytics	3
MB 33315	Psychometric Testing and HR skills	3

MB 33301: Consulting to Management (3 Credits)

Objective: The Course aims to provide a holistic perspective on Management Consulting. It also aims to develop techniques and skills of a consultant which are important for handling a consulting assignment. The course also helps to develop skills of handling a client and develop insight into some areas of consulting.

Introduction: Introduction to the course and the pedagogy, Introduction to Management Consulting, Stages in Consulting process.

Proposal: Gaining Access to a Client, Preparing a Consulting Proposal, Contracting Overview and Meeting the key professionals, Communicating the proposal effectively.

Role of Consultants: Roles consultants Play, Entering the Client Firm, Diagnosis: Several Approaches, Diagnosis: Defining the Information Need, Presenting Diagnosis.

Data Collection Techniques: Several Data Collection Techniques, Review of the techniques, Analyzing Resistance to change.

Communication: Developing Recommendations and Planning Intervention, Presenting your Analysis and Managing Group Meeting, Communicating through reports.

Readings:

- Carrell, M.R. and Heavrin, C., 2008. Negotiating essentials: theory, skills, and practices. Prentice Hall.
- Dessler, G., 2006. A framework for human resource management. Pearson Education India.
- Laguna, M. and Marklund, J., 2013. Business process modeling, simulation and design. Chapman and Hall/CRC.
- Lewicki, S.K.S. and Barcellos, A., 1977. Negotiation 5E. Tata McGraw-Hill Education.

MB 33302: Cross-Cultural Management (3 Credits)

Objective: This course aims to provide the learners develop a cognitive framework to appreciate the impact of culture on managerial behavior and business processes and also develop behavioral and cognitive skills to operate in the cultures of key countries. The course aims to provide a framework to apply the understanding of cultural differences to attain managerial effectiveness and provide help for designing systems and structures, HR practices, etc.

Introduction: Introduction to the course and the pedagogy, Introduction-Importance of culture, The Concept of Culture, Comparison of Cross-cultural Behavior , Culture as a system, roots of cultural identity; building blocks of culture, Major Obstacles in International Business Decisions

Understanding Culture: Key Concepts Coverage, Key concepts in understanding culture, Edward T Hall's framework; High and low context cultures; Monochronic and polychronic cultures , Dimension of Cultural Differentiation - Geert Hofstede's Model

Dimension of Cultural Differentiation: Cluckhohn Coverage, Mapping the culture, Clyde Cluckhohn's Cultural Orientation Framework, Structural Evolution of Global Organizations

Cultural Differences in Management/Business Practices Coverage: Implications for management practices, e.g., strategy, organizational forms, leadership, motivation, team-working, Ethics in International Business

Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, Adjusting to the New Culture Coverage: Understanding and managing the culture shock; stages of cultural adjustment

Readings:

- Adler, N.J. and Gundersen, A., 2007. International dimensions of organizational behavior. Cengage Learning.
- Bartlett, C.A. and Ghoshal, S., 2002. Managing across borders: The transnational solution. Harvard Business Press.
- Leaptrott, N., 1996. Rules of the game: Global business protocol. Thomson Executive Press.
- O'Hara-Devereaux, M. and Johansen, R., 1994. Globalwork: Bridging distance, culture, and time.

MB 33303: Cultural and Philosophical Foundations of Management (3 Credits)

Objective: The course is designed to introduce the cultural and philosophical foundations of management education. As part of this course the students will be exposed to the contributions made by major eastern and western philosophers and also to an analysis of values such as trust, justice, honesty, integrity, fairness, prudence, respect, competition, professionalism. The course aims at making the participants understand the role of cultural context of human understanding and its implications in organizations.

Introduction: Introduction to the course and the pedagogy, Introduction to Eastern and Western philosophies on education and understanding human nature, Philosophical foundations of management, Application of Trusteeship theory in management.

Foundations: The psychological foundations of values and its impact on behavior, Morality and business, Consciousness and capitalism, Theory of Justice and management. Doctrine of karma and Kant's postulate of morality.

Theories: Analysis of the theories of trust, justice, honesty, integrity, fairness, prudence, respect, competition, professionalism and examining its contemporary relevance for organizational development and growth.

Indian philosophy: Indian philosophy and its ontology and epistemology, Yoga and mental health, Understanding bio-sphere and bio-energy, Sri Aurobindo's Integral Yoga and levels of being, Causation theories in Indian philosophy, Four principles of Mahatma Gandhi.

Insights: Insights from Indian and Western literature on Management, Insights from folklores and folktales, Insights on enlightened management practices from fictions, understanding

enlightened management practices in cultural context, cultural intelligence and organizational performance.

Readings:

- Hume, D., 1957. An enquiry concerning the principles of morals.
- Klafehn, J., Banerjee, P.M. and Chiu, C.Y., 2008. Navigating cultures. Handbook of cultural intelligence, 318.
- Locke, J., 1841. An essay concerning human understanding.
- Memmi, D., 2017. Comparative foundations of Eastern and Western thought. AI & Society, 32(3), pp.359-368.
- Smith, A., 2010. The theory of moral sentiments. Penguin.

MB 33304: Employee Engagement (3 Credits)

Objective: The course aims to define what is meant by employee engagement and explain the relationship between employee engagement and motivation. The course will help participants to understand conditions that foster engagement. It will help them to understand the role of measuring employee engagement and examine the expanding scope of employee engagement.

Introduction to the course and the pedagogy, employee engagement, How much of today's workforce is engaged and why it matters ,The multiple factors of employee engagement.

Define the relationship between employee engagement and motivation, Advantages from Employee Engagement, Millennials Motivation for Employee Engagement, Understand conditions that foster engagement.

Organizational Dynamics of Employee Engagement, Communication and Engagement, Understand how leadership fosters engagement,How does leadership influence engagement, From HR to Corporate Social Responsibility.

Understand the role of measuring employee engagement,measuring employee engagement , Surveying employee engagement, Examine the expanding scope of employee engagement.

Describe successful employee engagement strategies, What strategies, tactics and tools are being used to foster higher levels of employee engagement , After assessment, strategizing employee engagement.

Readings:

- Carbonara, S., 2012. Manager's guide to employee engagement. McGraw Hill Professional.
- Macey, W.H., Schneider, B., Barbera, K.M. and Young, S.A., 2011. Employee engagement: Tools for analysis, practice, and competitive advantage (Vol. 31). John Wiley & Sons.

MB 33305: Employment Relations-Laws of Social Security (3 Credits)

Objective: The course will offer brief discussion of Provisions relating to Labour in General and Trade Unions in particular in the Constitution of India and of ILO. Decent working conditions and improved quality of life of workers, ensuring India without child labor in

hazardous sectors and enhancing employability through employment services and skill development on a sustainable basis.

The Trade Union Act, 1926

Basic Provisions of the Act, definitions, Registration of Trade Unions, Trade Unions' Fund & Members and Office-bearers and Outsiders in Trade Unions, Privileges and Liabilities of Registered Trade Unions, Penalties and Procedure, A brief discussion of Recognition of Trade Unions – Selected State Laws & Procedures & Unfair Labour Practices.

The Industrial Employment (Standing Orders) Act, 1946

Standing Orders – Introductory aspects, Certification of Standing Orders, Modification and Temporary Application of Standing Orders, Interpretation and Enforcement of Standing Orders, Payment of Subsistence Allowance.

The Industrial Employment (Standing Orders) Act, 1946

Disciplinary Procedure, Domestic Inquiry and Disciplinary Action at the Firm Level, Model Standing Orders – Central and briefly State Level (selected).

The Industrial Disputes Act, 1947

History of ID legislation prior to 1947 – Objects, Scope and Application of the ID Act, Definitions: Appropriate Government, Award, Controlled Industry, Industry, Industrial Dispute, Workman Definition and scope of Strike, Prohibition of Strikes & Lockouts, Public Utility vs. Nonpublic Utility Services - Illegal strikes. Strike – Lockout, Strike – Justification of Strike and Lockout --Dismissal of Striking Workmen -- Wages for strike and lockout period, notice of change in conditions of service, Lay-off and Retrenchment, Retrenchment, Closure, Termination.

Readings:

- Bray, M. and Waring, P., 2006. The rise of managerial prerogative under the Howard government. Australian Bulletin of Labour, 32(1), p.45.
- Mamoria, S., Mamoria, C.B. & Gankar. (2010). Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House
- Monappa, A. (2000). Industrial Relations. New Delhi: Tata McGraw Hill.
- Sen, R. (2009). Industrial Relations in India: Text and Cases. Laxmi Publications (P) Ltd, Mumbai
- Uzzaman & Sherwani (2000). Industrial Relations in India. Anmol Publication
- Venkata Ratnam, C.S. & Dhal, M. (2017). Industrial Relations. Oxford University Press, India

MB33306: Employment Relations- Laws of Industrial Relations (3 Credits)

Objective: The purpose of this course is to develop an understanding in participants about the socio-political background, issues and challenges related to employee relations in the Indian context. The course attempts to generate awareness in the participants for the ground realities of industrial strife, institutionalized mechanisms to resolve conflicts and instill harmony.

Constitution of India, Fundamental Rights including Writs, Directive Principles of State Policy, Binding effect of Supreme Court Decision (Precedent) • Ordinance power of the President.

The Factories Act, 1948: Definitions: Factory, Manufacturing Process, Occupier, worker etc., Working Hours, Employment of Young Persons and Adult, Annual Leave with wages.

Payment of Gratuity Act: Short title, extent and commencement, Definitions, Continuous service, controlling authority, Payment gratuity, Compulsory Insurance, Power to exempt, Nomination, Determination of the amount of gratuity, Recovery of Gratuity, Protection of Gratuity.

Workmen's Compensation Act, 1923 :Short title, extent and commencement , Definitions ,Employer's liability for compensation and amount of compensation, Payment of compensation , Method of calculating wages , Distribution of compensation , Protection of compensation , Notice and claim , Report / Statement of fatal accidents / serious bodily injuries ,Medical examination , Contracting ,Remedies of employer against stranger ,Insolvency of employer ,Compensation to be first charge on assets transferred by employer , Special provision relating to Seamen / Crew of Aircrafts / Workmen working abroad and motor vehicles ,Returns ,Contracting out.

Child Labour (Prohibition and Regulation Act, 1986):

Definitions, Prohibition of employment of children in certain occupations and processes, Regulation of conditions of work of children, The Child Labor (Prohibition and Regulation) rules, 1988.

Readings:

- Bray, M. and Waring, P., 2006. The rise of managerial prerogative under the Howard government. Australian Bulletin of Labour, 32(1), p.45.
- Mamoria, S., Mamoria, C.B. &Gankar. (2010). Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House
- Monappa, A. (2000). Industrial Relations. New Delhi: Tata McGraw Hill.
- Sen, R. (2009). Industrial Relations in India: Text and Cases. Laxmi Publications (P) Ltd, Mumbai
- Uzzaman& Sherwani (2000). Industrial Relations in India. Anmol Publication
- Venkata Ratnam, C.S.&Dhal, M. (2017). Industrial Relations. Oxford University Press, India

MB 33307: Ethical issues in HR (3 Credits)

Objective: This course explores the role of HRD professionals in ethical and legal decision making in the workplace. This course attempts to enable participants find out ways that HRD scholars and professionals can influence, through collaborative relationships, effective implementation of ethical policies and legal standards in the workplace.

Introduction to the course and the pedagogy, employee rights and employee privacy, enhancing ethical and legal decision making in the workplace.

Application of Business Ethics in HRM, Workplace ethical issues, whistle-blowing; insider trading; employee discrimination; sexual harassment; corporate espionage.

Ethical dilemmas in human resources management, ethics in multinational companies (MNCs), HRD- Strategies, Challenges and Emerging Ethical Issues HR Strategy

Human Resource Retention Strategies, Monitoring and Counselling, HRD Practices in Indian Corporate Sector, Quality of Work Life
Downsizing Plan; Exit – Policy, VRS, Job discrimination; Privacy, Issues and Restructuring Layoffs.

Readings:

- Brooks, L.J. and Dunn, P., 2011. Business & professional ethics. Cengage Learning.
- Chakraborty, S.K., 1995. Ethics in management: Vedantic perspectives.
- Chakraborty, S.K., 2001. Management and Ethics Omnibus: Management by Values, Ethics in Management, Values and Ethics for Organizations. OUP Catalogue.
- Flynn, G. ed., 2008. Leadership and business ethics (Vol. 25). Springer Science & Business Media.
- Velasquez, M.G. and Velazquez, M., 2002. Business ethics: Concepts and cases (Vol. 111). Upper Saddle River, NJ: Prentice Hall.

MB 33308: HR Tools and Techniques (3 Credits)

Objective: Introduction to the course and the pedagogy, Concept of HR Tools, Role of HR Tools and Techniques in implementing HR systems and practices, HR Tools and techniques and achieving high performance

HR tools and techniques, Designing and Implementing HR Tools and Techniques, The focus of the course is how to design HR tools and effectively implement given a set of HR systems, practices and processes.

Developing implementation parameters and monitoring mechanisms, Limitations of tools and techniques in HR.

Developing HR Systems and Tools Metrics, HR tool as an aid to implementing HR system, Assessment Centre as a tool for internal recruitment, HR systems/practices tools metrics, Implementing the metrics and HR effectiveness.

Contribution of HR tools and techniques, Challenges in tailor-making tools and techniques, Benchmarking tools and techniques.

Readings:

- Gregory, R.J. (2005). Psychological testing: History, principles and applications. New Delhi: Pearson Education.
- Kaplan, R.M. & Saccuzzo, D.P. (2007). Psychological testing: Principles, applications, and issues. Australia: Thomson Wadsworth.
- Singh, A.K. (2006). Tests, measurements and research methods in behavioural sciences. Patna: Bharati Bhavan.

MB 33309: Indian Philosophy and Leadership (3 Credits)

Objective: The objective of the course is to enable the participants develop a holistic perspective towards self and managerial actions and foster organizational excellence. The course also aims to nurture value-based leadership that supports diversity and manages change effectively. The course aims to create understanding about value-based leadership. This course aims to enhance learning of students for creating sustainable and prosperous organizations

through Asian concepts. The course contents are based on principles and values enshrined in the epic literature and folklore and draws from Indian Vedanta, Buddhism and Jainism.

Introduction to the course and the pedagogy, philosophies of Vedanta, Buddhism and Jainism.

Exploring the self through Svabhava – Guna theory from Bhagavad Gita. Understanding the self from Buddhist and Western viewpoint.

Value based leadership – dharma – danda model illustrated through heroes of Mahabharata.

Aligning People Product and Processes for strategic change and development in organizations – Vedanta approach.

Readings:

- Aurobindo, S. (1993). Essays on Gita. Pondicherry, Shri Aurobindo Ashram.
- Capra, F. (2003). The Hidden Connections. Harper Collins.
- Griffiths, B. (1995). Universal Wisdom. Indus.
- Nikam, R. K. (1973). Some Concepts of Indian Culture. Shimla: Indian Institute of Advanced Studies.
- Vinoba, B. (2003). Talks on Gita: Gram Sewa Mandal.

MB 33310: Organization Change and Development (3 Credits)

Objective: The purpose of this course is to familiarize the participants with the various aspects of change management in organizations. It helps them get acquainted with the various models, theories and tools of change management that would help organizations cope in the VUCA world of today. The course primarily deals with the people side of strategic change management and attempts to develop understanding about the various issues and challenges related to different change management approaches and strategies.

Introduction to the course and the pedagogy Introduction to Organizational change and development, The evolution of HR, Developing HR as an internal consulting organization, Understanding threats to performance in a VUCA world.

Process of Organizational Change, leading in a challenging situation • Leading change: Why transformation efforts fail, The change leader's roadmap.

Organisational Diagnosis, Using fishbone analysis to investigate problems, A Roadmap for Understanding Organizational Performance, Understanding Power and Politics.

Communicating for Change, Appreciative Enquiry • Positive Problem Solving: How Appreciative Inquiry Works, The role of organizational leaders in employee emotion management, The role of emotions in a change process, The role of internal communication in change management.

Strategies for managing change in Government Sector / Mergers and Acquisitions, Change Management in mergers & acquisitions, Measuring and Changing Organizational Culture, Talent Management for Change, Measuring the effectiveness of change.

Readings:

- Corey, M. S., & Corey, G. (2014). Groups: process and practice (9th ed.). Brooks/Cole Cengage Learning.
- Cummings, T.G. & Worley, C.G (2009). Organization Development and Change. California. Cengage
- Forsyth, D. R. (2014). Group Dynamics (6th ed). Cengage Learning.
- Goleman, D. (2007). Social Intelligence: The New Science of Human Relationships. Bantam Books New York.
- Levi, D. (2017). Group Dynamics and Teams (5th ed). India: Sage Publication.
- Maheshwari, B. L., & Sinha, D. P. (1991). Management of Change Through HRD. Tata McGraw Hill.
- Sharma, R. R. (2013). Change Management and organizational transformation. New Delhi. McGraw-Hill Education

MB 33311: Performance and Compensation Management (3 Credits)

Objective: Introduction to the course and the pedagogy, Understanding the importance of performance management,

Performance Appraisal – an introduction. Importance of performance management and appraisal systems, Understanding linkages between Strategy, organizational structure.

Performance management and organizational transformation, Understanding linkages between Strategy, organizational structure and performance management systems.

Issues in delegating responsibility and evaluation of performance, Significance of Performance Information systems, Interlinks between Organizational development and employee performance systems.

Performance Challenges in outsourcing, auditing a performance appraisal system, Workshop on Performance Management Frameworks.

Readings:

- Armstrong, M. (2015). Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward (5th Ed.). London: Kogan Page.
- Armstrong, M. (2018). Armstrong's Job Evaluation Handbook: A Guide to Achieving Fairness and Transparency in Pay and Reward. London: Kogan Page.
- Armstrong, M. & Cummins, A. (2011). The Reward Management Toolkit: A Step-By-Step Guide to Designing and Delivering Pay and Benefits. London: Kogan Page.
- Berger, L.A. & Berger, D. (2015). The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design (6th Ed.). New York: McGraw Hill.
- Ellig, B.R. (2011). The Complete Guide to Executive Compensation. New Delhi: Tata McGraw Hill.

MB 33312: Role of HR in Knowledge Management (3 Credits)

Objective: This course attempts to build a strong relationship of organizational goals and strategy. This course will facilitate the understanding of participants on how to make the right knowledge available to the right people at the right time; how to best generate or acquire new relevant knowledge; how to manage all of these factors so as to enhance performance in light of the organization's strategic goals and short term opportunities and threats.

Introduction to the course and the pedagogy, Introduction to knowledge management, Understanding the significance of KM through a discussion on theories of the firm, Understanding the history, and the close relationship of KM with other concepts.

Understanding major inputs viz. strategy, people and IT for a successful KM system, understanding knowledge, understanding the difference between data, information and knowledge, Understanding the various types of knowledge viz. tacit and explicit, Consequences of knowledge types on managing knowledge.

Knowledge management and organization design, Emphasis on people vs. emphasis on technology in managing knowledge and its impact on organization design, and understanding how organization structure can affect knowledge management.

Knowledge management and culture, Why and how culture affects knowledge? Why should an individual “share” knowledge and how organizational culture can help mitigate individual’s fears.

Knowledge management, strategy and HRM, Understanding the need to align individual needs with organization, How HRM can design reward systems to facilitate KM, Using “organizational routines” for managing knowledge.

Readings:

- Clarke, T. & Clegg, S. (1998). Changing Paradigms: the transformation of management knowledge for the 21st century. Harper Collins Business
- Pierce, J.L. and Gardner, D.G., 2001. Management organizational behavior: an integrated perspective. South-Western.
- Tiwana, A., 2002. The knowledge management toolkit: orchestrating IT, strategy, and knowledge platforms. Pearson Education India.

MB 33313 Training and Development (3 Credits)

Objective: The objective of this course is to provide participants with an in-depth understanding of various stages of learning, training and development process, and planning the training sub-system more effectively in an organization. The course provides a skill-based approach towards designing and developing tools for managing training function including training needs assessment, designing of training and learning modules, resource planning, management of support facilities, coordination with institutions and experts, evaluating training and learning outcomes.

Introduction to the course and the pedagogy, Overview of the Training Process, training function in traditional and modern organizations, Stakeholders in training.

Understanding changing nature of work place, skills and competencies needed in the context of changing technology, values and aspirations of people.

Key components of managing training function, Designing tools for and undertaking training needs analysis, Understanding development of training modules using principles and theories of learning.

Instructional Objectives and Lesson Plans; Planning for and managing training, training calendar and training budget; Managing vendors and Institutions; Facility management.

Delivery of training and learning modules including facilitation of training and learning climate, instructional methods.

Measuring and evaluating training effectiveness and outcomes, including linkage with performance management and ROI.

Readings:

- Agochiya, D. (2018). Every Trainer's Handbook(2nded). New Delhi: Sage.
- Bray, T. (2012). The Training Design Manual: The Complete Practical Guide to Creating Effective and Successful Training Programmes(2nded.). New Delhi: Kogan Page.
- Gane, C. (2017). Managing the Training Function: Using Instructional Technology and Systems Concepts (Vol.29). Oxon, UK: Routledge Library Editions.
- Lawson, K. (2016). The Trainer's Handbook (4thed.). New Jersey: Pfeiffer-Wiley.
- Lynton, R., & U. Pareek. (2011). Training for Development (3rded.). New Delhi: Sage.

MB 33314: HR Analytics (3 Credits)

Objective: Organizations are increasingly leveraging human resource data for not only managing current human resources more efficiently but also use analytics for future decisions, from talent acquisition to competency development and from performance management to employee engagement. The objective of this course is to provide a detailed understanding of various qualitative and quantitative measures (metrics) of human resource activities and processes in organizations, research, track and compile these measures into data sets, and use statistical tools for analysing the data. The course will also familiarize participants in the use of tools to analyse, interpret, and generate reports/ dash boards, for better human resource management decisions.

HR Metrics: Measuring HR functions and Processes: Concepts, Approaches and Objectives; Tools for compiling HR Data and HR metrics (e.g. Balance Score Card, Employee Surveys, Employment Test Scores, etc.).

HR Functional / process related metrics: Workforce planning metrics, HR Deployment metrics, Recruitment metrics; Selection metrics, Performance metrics, Training / Learning metrics.

Compensation and Benefits metrics, Employee Relations metrics; Qualitative and Quantitative HR outcome metrics (Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude.

HRD climate, Safety, wellness, and employee health); Social, Demographic and Occupational metrics (Diversity); Methods of data capture and benchmarking; Aligning HR Metrics and Organizational Performance.

Predictive analytics: basic methods and techniques, scenario planning, integration with strategic decisions, Effectiveness and Efficiency – Outcome and Impact analysis; HR Dash Boards; HR Analytics and HR Decisions. Data Integrity and Security Issues.

Readings:

- Bassi, L., Carpenter, R., & McMurrer, D. (2012). HR Analytics Handbook. New York: McBassi & Co.
- Bucknall, H. & Wei, Z. (2006). Magic Numbers for Human Resource Management. New Delhi: Wiley.
- Edwards, M.R. & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.
- Fitz-Enz, J. & Mattox-II, J. R. (2014). Predictive Analytics for Human Resources. New Jersey: Wiley.

- Isson, J. P. & Harriott, J. S. (2016). People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop and retain talent. New Jersey: Wiley.

MB 33315 Psychometric Testing and HR skills (3 Credits)

Objective: This course provides an examination of psychological assessment and testing, including principles of assessment interviewing, test selection, evaluation and report writing, as well as test construction and standardization. Ability, interest, personality & vocational tests will be examined. At the conclusion of the course, participants will be able to understand the technical, ethical and legal foundations of psychological tests. They will be able to critique psychometric instruments with respect to normative data provided in a technical manual, be aware of multicultural concerns related to testing, and integrate test scores into a meaningful communication in the form of a psychological report.

Psychological Assessment & Testing: Definition and Purpose of psychological assessment in organizational setting. Advancements in assessment: Use of computers. Classification of psychological tests: Behavioral observation, self-report, Standardized/ non-standardized, Objective/ Projective, Dimensions measured.

Assessment Principles: Objectivity, Standardization, Reliability, Validity, Norms, Instrument selection, Administration, Scoring and Communicating Results.

Ethical & Social Considerations in Testing: Ethical principles by APA, User qualifications, Testing instruments and Procedures, Protection of Privacy, Confidentiality, Communicating test results.

Questionnaires: Characteristics, Functions and Types.

Interview: Types and functions of Interview, Factors affecting Interview, Advantages and Disadvantages, Important sources of error in Interview, Group Discussions, Competency Mapping.

Observation: Purposes and Types of Observation.

Rating Scales: Meaning and Types of Rating scales.

Steps in test construction: Item Writing: types of items, General guidelines for item writing.

Item Analysis: Meaning and Purpose, Item difficulty, Item validity, Internal consistency, Item analysis of Power and Speed Tests.

Measurement of Intelligence, Ability, Aptitude and Achievement: Types of Intelligence tests, Distinction between Aptitude and Achievement Tests, Types of Aptitude and Achievement Tests.

Measurement of Personality: Meaning and Purpose, Tools of Personality Assessment, Measurement of Interests, Values and Attitudes, Application of various psychological assessments in organizational setting.

Readings:

- Aiken, R.L. & Groth-Marnat, G. (2006). Psychological testing and assessment. USA: Pearson Education.
- Anastasi, A. & Urbina, S. (1997). Psychological testing. N.D.: Pearson Education.
- Kaplan, R.M. & Saccuzzo, D.P. (2007). Psychological testing: Principles, applications, and issues. Australia: Thomson Wadsworth.
- McIntire, SA and Miller, LA. (2007). Foundations of psychological testing: A practical approach. Sage publications
- Whiston, S.C. (1999). Principles and applications of assessment in counselling.

Entrepreneurship

Course Nos.	Title of Papers	Credits
MB 33401	Management of Micro Finance	3
MB 33402	Corporate Innovation & Entrepreneurship	3
MB 33403	Management of Retail Business	3
MB 33404	Management of Small Business	3
MB 33405	New Venture Creation	3
MB 33406	Innovation and Entrepreneurship Management	3

MB 33401: Management of Micro Finance (3 Credits)

Objective: The main objective of this course is to help students to learn about microcredit and finance and the management of Micro-finance institutions.

Introduction: Meaning, Nature and Scope of Micro-credit and Microfinance; characteristics; Distinctive features; Advantages; Microfinance and socio-economic development; Micro finance environment in India and Abroad., Micro-credit and Micro-finance models.

Micro-Credit and Micro Finance Vs micro trades and enterprises Government and non-government organizations in the promotion of micro-finance and micro –enterprises-micro insurance.

Management of Micro Finance Institutions: Personnel and financial management aspects of micro-finance institutions. Regulation and supervision of micro finance institutions.

Field study report on micro-credit group/micro enterprise/financial statement analysis of a MFI.

Readings:

- Malcolm Harper, Practical Micro Finance- A Training Guide for South Asia, PHI.
- Thomas Fisher and M.S. Sriram. 2016 “BEYOND Micro - Credit-putting Development Back into Micro – finance” Vistar Publications.

MB 33402: Corporate Innovation & Entrepreneurship (3 Credits)

Objective: The objective of this paper is to make students aware about corporate environment and its effect on entrepreneurship.

Intrapreneurship Concept, Intrapreneurship & Entrepreneurship Distinction, Corporate Experiences in Intrapreneurship, Entrepreneurial initiatives in Matured Organizations, Sensing Emerging Corporate Opportunities, Corporate Learning from Entrepreneurial Initiatives Failures.

Entrepreneurial Strategies, Cross-Functional Teams for Intrapreneurship, Corporate Innovation, Innovation and Intrapreneurship, Growth stagnation in Successful Firms, Sources of Organisational Rigidity, Organisational Fatigue in Market Response,

Rekindling 'innovation, New Business Creation, Measuring/ Tracking Intrapreneurship, Channelling organisational resources for intrapreneurship, Entrepreneurial Environment to Sustain Initiatives, Processes for Overcoming Organizational Inertia.

Implementing Entrepreneurial Changes, Challenges Implementing Initiatives, Resolving Implementation Challenges, Entrepreneurial Leadership, Entrepreneurial Talent Recruitment, Lateral Entrepreneurial Potential, Entrepreneurial Team Building Strategies, Cross Functional Team Effectiveness,

Methodologies for Group Dynamics, Decision Making, Power, and Conflict in Entrepreneurial Teams. Innovative Networks Idea Sourcing, Key Individuals and Organisations in External Environment, Internal Venturing, In-house Incubation, Corporate Incubation in Entrepreneurial Ecosystem, Framework for Culture of Intrapreneurship.

Readings:

- Michael H. Morris., 2011. Corporate Innovation & Entrepreneurship, CENGAGE Learning Custom Publishing; International Edition.
- Peter F. Drucker. 2007. Innovation and Entrepreneurship, HarperCollins Publishers

MB 33403: Management of Retail Business (3 Credits)

Objective: To understand the concept, and techniques of retail management.

Retailing System: Meaning, Definition, Features – Significance - Structure – marketing concepts in retailing.

Retail Store location – Traffic flow and analysis – place of purchase – exteriors and layout – customer traffic flow and pattern – Creative display.

Retailing Mix: Planning of merchandise – retail pricing – retail promotions – Supply chain management.

Direct marketing: Inclusive and Exclusive shops for retail outlets – Chain Stores – Discount Stores – Retailing through the internet – role of IT.

Salesmanship: Meaning, Definition – features of Good Salesmanship – Sales force management – Sales quota and target – Salesman productivity and Compensation.

Readings:

- Levy, Michael & Barton A. weitz. 2005, Retailing Management. Irwin Publishing
- Morgenstein, Melvin and Harriat. 2002, Modern Retailing, Prentivce-Hall, HJ.

- Robin Murry. 2017, Social Innovation: Ways to Design, Develop and Grow Social Innovation, NESTA Publisher.
- Stephen Spinelli. 2012. New Venture Creation: Entrepreneurship for the 21st Century, McGraw-Hill Education.

MB 33404: Management of Small Business (3 Credits)

Objective: On successful completion of this course, the students would be able to Understand the importance, opportunities and challenges for starting small business in the context of globalization.

Small Business. Definition – Characteristics – Categories – Dynamic Role of small business in Indian Economy – Interrelationship between small and large scale industries – Generating business ideas for starting small enterprise.

Profile of Small Business. AGRO Business – Allied activities of Agri business – Animal Husbandry – Marine Based Business – Mineral Based Business – Generic Resource Based Business – Artisan Resource Based Business.

Micro Enterprises – Village and Cottage Industry – Handicrafts – Manufacturing, Retail Trade and Services. Small Business Start – up Strategies. Identification of Business opportunity for Small Enterprise – SWOT Analysis.

Forming the business – Sources of Finance – Start up strategies – Market research – Managing the small business – The business plan.

Small Business and LPG. Problems and Prospects of Small Business in India and Tamilnadu – Sickness of Small Business – Government Assistance – Small Business in International Trade - Role of Small Business in the context of Liberalization, Privatization, and Globalization.

Readings:

- Francis Cherunilam., 2018.Industrial Economics – Indian Perspectives. Himalaya Publishers.
- Gopal Swaroop. 1986, Advances to Small Industries and Small Borrowers. Sultan Chand.
- Khanka. S.S. 2013, Entrepreneurship in Small Scale Industries, Himalaya Publishing.
- Robin Murry. 2017. Social Innovation: Ways to Design, Develop and Grow Social Innovation, NESTA Publisher.
- Stephen Spinelli. 2012. New Venture Creation: Entrepreneurship for the 21st Century, McGraw-Hill Education.

MB 33405: New Venture Creation (3 Credits)

Objectives: The objective of this course is to make students aware about basics of entrepreneurship, their structure etc.

New Venture Definition, Venture challenges and preparedness, History of Enterprise, Modern Firm as an Enterprise, New Enterprise and Technology Development, Technology Enabled Venture.

Innovation and Problem-ambiguity, Innovation and Risk-taking, Self-discovery, Aspiration Mapping, Founder Leadership, Values for Implementing Vision, Entrepreneurial competency awareness.

Entrepreneurial Mind-set, Entrepreneurial Strategic Orientation, Commitment to Opportunity, Commitment to Resources, Early Stage Resource Control, Management Structure for Entrepreneurial Culture.

Entrepreneurial Mind-set on Compensation/Reward Policy, Articulating Entrepreneurial Strategies, Ideation & venture development, Intrapreneurship vs Entrepreneurship, Internal Venturing. Opportunity Sensing.

Sustainable & Empathetic Entrepreneurial Design, Entrepreneurial Resourcefulness, Early Stage Organisation Building, Venture Evangelising, Marketing and Business Development.

Readings:

- Francis Cherunilam, 2018. Industrial Economics – Indian Perspectives. Himalaya Publishers.
- Khanka. S.S. 2013, Entrepreneurship in Small Scale Industries, Himalaya Publishing.
- Stephen Spinelli. 2012, New Venture Creation: Entrepreneurship for the 21st Century, McGraw-Hill Education.

MB 33406: Innovation and Entrepreneurship Management (3 Credits)

Objective: The main objective of this course is to help students to learn about Innovation and Entrepreneurship.

History of Innovation, Creativity, Invention Vs, Innovation. Traditional and Conventional Tools. Innovation in the age of Information.

Framework for Innovation, Need for skill development. Innovation development & deployment. Innovation in Products and services and Technological development. Role of Knowledge management in Innovation.

Evolution of Entrepreneurship, Understanding the entrepreneurial perspective of Individuals, Developing Creativity through knowledge management.

Assessment and evaluation of entrepreneurial opportunities, Environmental conditions. Legal and ethical issues. Sources of Capital Formation for entrepreneurs.

Case studies of entrepreneurship development in world and India.

Readings:

- Francis Cherunilam., 2018. Industrial Economics – Indian Perspectives. Himalaya Publishers.
- Khanka. S.S. 2013, Entrepreneurship in Small Scale Industries, Himalaya Publishing.
- Michael H. Morris. 2011. Corporate Innovation & Entrepreneurship, CENGAGE Learning Custom Publishing; International Edition.
- Peter F. Drucker. 2007. Innovation and Entrepreneurship, HarperCollins Publishers

MB 33408: Management for Growing Business (3Credits)

Objective: To present students an insight into what involves in running and managing a growing small and medium size business in terms of its expansion and diversification.

Introduction: Meaning of Growth, Need for Growth, Objectives of Growth, Stages of Growth: Introduction, Growth, Maturity, Decline

Growth Strategies: Meaning of Strategy, Strategy Relating to: Product, Price, Distribution. Advertising, Sales Promotion, Types of Growth Strategies: Internal and External Strategies

Internal Growth Strategies: Expansion: Meaning, Forms, Advantages and Disadvantages of Enterprise Expansion; Diversification: Meaning, Types, Advantages and Disadvantages of Diversification

External Growth Strategies I: Joint Ventures: Meaning, Conditions for Effective Joint Ventures, Types of Joint Ventures, Advantages and Disadvantages of Joint Ventures, Reasons for Failure of Joint ventures

External Growth Strategies II: Mergers and Acquisitions: Reasons for Mergers and Acquisitions, Types, Advantages and Disadvantages of Mergers and Acquisitions, Issues Involved in Mergers and Acquisitions

Readings:

- H. Stevenson., 2007. Perspective on Entrepreneurship, Harvard Business Press, Boston.
- J. Kaplan., 2009. Patterns of Entrepreneurship, Wiley.
- J. Mullins., 2012. New Business Road Test, PHI Learning.
- P. Burns, 2013. Entrepreneurship and Small Business, Palgrave.
- R. Hisrich and M. Peters., 2010. Entrepreneurship. Tata McGraw Hill Publishing Company Ltd.
- S. S. Khanka., 2015. Entrepreneurial Development. S. Chand & Company Limited.

Information Technology Management

Course Nos.	Title of Papers	Credits
MB 33501	Artificial Intelligence Applications in Management	3
MB 33502	Data Visualization	3
MB 33503	Information Security Management	3

MB 33504	Business Process Management	3
MB 33505	Enterprise Systems	3
MB 33506	Business Intelligence and Data Mining	3
MB 33507	Business Analytics – Data Science Perspective	3
MB 33508	Big Data Applications in Management	3
MB 33509	Electronic Commerce	3
MB 33510	Advance Data Analytics	3
MB 33511	Machine Learning: Tools and Techniques	
MB 33512	Digital Marketing-Analytics & Optimization	3

MB 33501: Artificial Intelligence Applications in Management (3 Credits)

Objective: To give Management students a broad understanding of Artificial Intelligence technologies from Business perspective.

Introduction to Artificial Intelligence (AI)

Application of Artificial Intelligence, AI Technologies, National Strategy for AI, Artificial Intelligence in the Governance Sector in India.

Machine learning algorithms

Classical decision tree based learning methods, machine learning- symbol based, neural network based, genetic programming based, customer analytics at big basket – product recommendations, recommender systems, machine learning for email marketers.

Natural Langue Processing / Cognitive Computing

Sentiment Analysis, Market Intelligence, Managing Advertisement funnel, Customer Services, Evaluating Sentiment Analysis Evaluation.

Predictive Analytics/ Prescriptive Analytics

Examples of industry applications, Predictive Analytics in Marketing: A Practical Example from Retail Banking, Future of AI in different segments of the business, leveraging the upcoming disruptions from AI and Internet of Things.

Current Trends in Artificial Intelligence and Machine Learning in Business

Readings:

- Bishop, C.M., 2006. Pattern recognition and machine learning. Springer.
- KAMATH, U.L. and WHITAKER, J., 2019. DEEP LEARNING FOR NLP AND SPEECH RECOGNITION. SPRINGER NATURE.
- Ng, A., 2017. Machine learning yearning. URL: [http://www. mlyearning. org/\(96\)](http://www.mlyearning.org/(96)).
- Pedregosa, F., Varoquaux, G., Gramfort, A., Michel, V., Thirion, B., Grisel, O., Blondel, M., Prettenhofer, P., Weiss, R., Dubourg, V. and Vanderplas, J., 2011. Scikit-learn: Machine learning in Python. Journal of machine learning research, 12(Oct), pp.2825-2830.
- Scholkopf, B. and Smola, A.J., 2001. Learning with kernels: support vector machines, regularization, optimization, and beyond. MIT press.

MB 33502: Data Visualization (3 Credits)

Objective: The course aims to impart skills and enable students to apply design principles for creating effective visualizations that coincide with industry requirements. It encourages better understanding of business activities to uncover relevant business insights.

Data Modelling Concepts and Data Visualisation

Introduction to data modelling, Components of a data model - data entities, attributes and associations, and their representation, Conceptual Data Modelling using Entity Relationship Diagrams, Introduction to data visualization, Telling stories with data, Basic design principles for charts and graphs, Common tools for creating data visualizations.

Visualization with Tableau Desktop

Tableau Software Ecosystem , Tableau Desktop and Tableau , Introducing the Tableau Desktop Workspace, Connecting to Your Data, Joining Database Tables with Tableau, Chart types in Tableau, Trend Lines and Reference , Sorting Data in Tableau , Enhancing Views with Filters, Sets, Groups, and Hierarchies , Creating Calculations to gain Insights into the Data, Aggregation, Calculated Values and Table Calculations, Building Formulas Using Table , Adding Flexibility to Calculations with Parameters.

Visualizing Geospatial Data and Creating and Designing animations

Using Maps to Improve Insight, Creating a Standard Map, Adding Custom Geocoding to Your Data source, Using Custom Background Images to Plot Spatial Data, Shaping Data to Enable Point-to-Point Mapping, Animating Maps Using the Pages Shelf or Slider Filters.

Visualizing Social Media Data

Visualizing Twitter data by Engagement rate, top tweets, tweet timelines, Analysing Facebook data.

Bringing It All Together with Dashboards and Introduction to Power BI

How Dashboard Facilitates Analysis and Understanding, Best Practices for Dashboard Building, Tableau's Dashboard-Building Process, Sharing Your Dashboard with Tableau Reader, Designing for Mobile Consumption, Storyboarding using Tableau.

Readings:

- Elmasri, R., 2008. Fundamentals of database systems. Pearson Education India.
- Murray, D.G., 2013. Tableau your data!: fast and easy visual analysis with tableau software. John Wiley & Sons.
- Satzinger, J.W., Jackson, R.B. and Burd, S.D., 2011. Systems analysis and design in a changing world. Cengage learning.
- Tufte, E.R., 2001. The visual display of quantitative information (Vol. 2). Cheshire, CT: Graphics press.
- Yau, N., 2013. Data points: visualization that means something. John Wiley & Sons.
- Yau, N., 2011. Visualize this: the FlowingData guide to design, visualization, and statistics. John Wiley & Sons.

Objective: This course is intended to provide broad overview of information security concepts and basic foundation-level knowledge of information security management practices. This is also intended to give a broad understanding and introduction to the field of Information Security Management, including current commercial and financial security issues and areas of concern.

Understanding Information Security and Security Threats

Meaning of Information Security, Confidentiality, Integrity, Authentication, Authorization, Privacy, Security Vulnerabilities, threats and Attacks – Malwares, Rootkits, Botnets, Computer Criminals, Hacking, Cryptography as Defence Mechanisms, Cryptography and Encryption, Cryptographic Algorithms, Uses of encryption, Cryptographic hash Functions, Key exchange, Digital Signatures, Digital Certificates, Public Key Infrastructure (PKI).

Network Security

Network Concepts, Threats in networks, Network Security Controls, Honeypots, Firewalls, Intrusion Detection Systems, VPN, Secure E-Mail, Security for Cloud, Security for IoT (Internet of Things).

Security for E-Commerce

Security Threats to E-commerce, Electronic Payments Systems and Security, Credit-Card Transactions, Online Credit-Card Frauds, Digital Currency, E-Wallets, Smart Cards, Securing E-commerce Networks - Security Protocols like HTTPS, SSL, Firewalls, Personal Firewalls, IDS, VPNs.

Administering Security and Economics of Cyber- Security

Security Planning, Risk Analysis, Organizational Security Policies, Physical Security, Economics of Cyber-security, Quantifying Security, Modelling Security, Economics and Privacy, Economics and Integrity, Economics and Regulation.

Privacy in Computing

Privacy Concepts, Privacy Principles and Policies, Authentication and Privacy, Privacy on the web, Email security, Impacts on Technologies, RFID, VoIP and Skype.

Legal and Ethical Issues in Computer Security

Information and the Law, Rights of Employees and Employers, Redress for software Failures, Computer Crime, Ethical Issues in Computer Security.

Readings:

- Elisan, C.C., 2012. Malware, Rootkits & Botnets A Beginner's Guide. McGraw Hill Professional.
- King, D., Chung, H.M., Lee, J.K. and Turban, E., 1999. Electronic commerce: A managerial perspective. Prentice Hall PTR.
- Pfleeger, C.P. and Pfleeger, S.L., 2002. Security in computing. Prentice Hall Professional Technical Reference.
- Tipton, H.F. and Nozaki, M.K., 2007. Information security management handbook. CRC press.
- Whitman, M.E. and Mattord, H.J., 2011. Principles of information security. Cengage Learning.

MB 33504: Business Process Management (3 Credits)

Objective: The course addresses the methods and techniques required to analyse, design, implement, automate, and evaluate business processes. Structured along the phases of the Business Process Management (BPM) life cycle, students learn to analyse organizational performance from a process perspective, redesign processes using value-focused techniques, design workflows and implement them in BPM systems, simulate new process designs, and create process analytics applications using dashboards.

Business Process Analysis and Design

Introduction to Business Process Design, Process Management and Process Oriented Improvement Programs, Quantitative perspective on process modelling and design.

Technology Support for Business Processes

A Simulation Based Methodology for Designing Business Processes, Basic Tools for Process Design, Workflows & BPMS.

Managing Processes

Managing Process Flows, Introduction to Queuing and Simulation, Modeling and Simulating Business Processes, Input and Output Data Analysis, Optimizing Business Process Performance, Process Benchmarking with Data Envelopment Analysis, Process Innovation, Data Envelopment Analysis (DEA), Governing BPM Efforts, Process Management Maturity.

Process Analysis

Qualitative process analysis, value added analysis, root cause analysis, pareto analysis, issue register. Quantitative Analysis, queuing theory, process simulation.

Process Redesign

Business process reengineering, incremental process improvement, Devil's triangle, redesign heuristics- task elimination, task composition, triage, sequencing, parallelism, process standardization, resource optimization, communication optimization

Process Automation and Monitoring

Process Automation, Process Monitoring, Limitation of Process Modelling, Process Mining, event logs, extracting process models from events logs, control flow mining, alpha algorithm, process monitoring, conformance checking, organizational mining, process enhancement

Readings:

- Davis, R. and Brabander, E., 2007. ARIS design platform: getting started with BPM. Springer Science & Business Media.
- Dumas, M., La Rosa, M., Mendling, J. and Reijers, H.A., 2013. Fundamentals of business process management (Vol. 1, p. 2). Heidelberg: Springer.
- Laguna, M. and Marklund, J., 2013. Business process modeling, simulation and design. Chapman and Hall/CRC.
- Van Der Aalst, W., 2011. Process mining: discovery, conformance and enhancement of business processes (Vol. 2). Heidelberg: Springer.

MB 33505: Enterprise Systems (3 Credits)

Objective: This course provides an overview of Enterprise Systems for business process integration, and introduces students how enterprise systems are used to make & manage effective business decisions

Introduction and Basic Concepts of Enterprise Systems

What is an Enterprise System? Need for an Enterprise System, in particular ERP system, Definitions and Components of Enterprise System, Benefits from an Enterprise System, How does an ERP System work?

Introduction to Dynamics AX ERP System

Application overview, Introduction to Dynamics ERP, Supply Chain Management Basics - Application walkthrough, Basics of Supply chain Management.

CRM Track (Sales and Marketing Management)

Application walkthrough, Sales and marketing, ERP Sales Kit, Implementation methodology – introduction to Life Cycle Services, Life Cycle Services, Collaborative workspace management (CWM), ERP Implementation Strategies.

Manufacturing track

Application walkthrough, Production and Planning Management, Finance, Project Account and User Security, Finance and Accounting, Business Intelligence.

Enterprise Architecture and ERP, trends

Definition and Solutions – SOA and Cloud Computing, ERP Implementation/ Development Issues, Gartner 8 key Successful ERP Implementations, Misleading Cost Estimates, Reporting & Business Intelligence, Governance and Management of IS.

Readings:

- Bansal, V., 2012. Enterprise Resource Planning. Pearson Education India.
- Leon, A., 2008. ERP demystified. Tata McGraw-Hill Education.
- Magal, S.R. and Word, J., 2011. Integrated business processes with ERP systems. Wiley Publishing.
- Monk, E. and Wagner, B., 2012. Concepts in enterprise resource planning. Cengage Learning.
- Motiwalla, L. and Thompson, J., 2008. Enterprise systems for management. Prentice Hall Press.
- O'Leary, D.E., 2000. Enterprise resource planning systems: systems, life cycle, electronic commerce, and risk. Cambridge university press.
- Wallace, T.F. and Kremzar, M.H., 2002. ERP: making it happen: the implementers' guide to success with enterprise resource planning (Vol. 14). John Wiley & Sons.

MB 33506: Business Intelligence and Data Mining (3 Credits)

Objective: In the present times, every business must rely on data analytics to increase productivity and survive competition. The course aims to impart skills and enable students to approach business problems analytically by identifying opportunities to derive business value from data.

Introduction to Business Intelligence and Data Warehousing

Evolution and Need of BI, Data Warehousing and BI Architecture, Business Value of BI Applications, Extraction Transformation & Load (ETL) Process.

OLAP using Tableau

Online Analytical Processing (OLAP) Architecture, Multidimensional Database (MDD), Data Cubes & Hyper-cubes, Drill-down and roll-up, slice-and-dice or rotation, ROLAP, MOLAP & HOLAP Data Model.

Data Mining (DM) and Text Mining

Fundamental Concepts, Architectural Aspects of Data Mining, Overview of Data Mining Techniques, Data Mining Applications, Data Mining Process, Text Mining Process and Tools & Applications, Text Pre-Processing, Tabular Representation of Text: Term-Document Matrix and “Bag-of-Words”.

Classification

Naïve Bayes classification, K-Nearest Neighbour, Decision Trees, Neural Networks, Support Vector Machines (SVMs), Random Forest Classifier, Classification Model Selection and Evaluation.

Market Basket Analysis using Association Rules

Discovering Association Rules in Transactional DB, Generating candidate rules using Apriori Algorithm, Eclat Algorithm, Selecting Strong Rules, Support, Confidence and Lift statistics.

Cluster Analysis

Customer Segmentation and Clustering, K-Means Clustering Algorithm, Hierarchical Clustering Algorithm, Interpreting and Evaluating Clusters

Readings:

- Berry, M.J. and Linoff, G.S., 2004. Data mining techniques: for marketing, sales, and customer relationship management. John Wiley & Sons.
- Dass, R., 2009, January. Using Association Rule Mining for Behavioral Analysis of School Students: A Case from India. In 2009 42nd Hawaii International Conference on System Sciences (pp. 1-6). IEEE.
- Gupta, G.K., 2014. Introduction to data mining with case studies. PHI Learning Pvt. Ltd..
- Linoff, G.S. and Berry, M.J., 2011. Data mining techniques: for marketing, sales, and customer relationship management. John Wiley & Sons.
- Shmueli, G., Bruce, P.C., Yahav, I., Patel, N.R. and Lichtendahl Jr, K.C., 2017. Data mining for business analytics: concepts, techniques, and applications in R. John Wiley & Sons.
- Tan, P.N., 2018. Introduction to data mining. Pearson Education India.
- Turban, E., Sharda, R., Aronson, J.E. and King, D., 2008. Business intelligence: A managerial approach (pp. 58-59). Upper Saddle River, NJ: Pearson Prentice Hall.

MB 33507: Business Analytics – Data Science Perspective (3 Credits)

Objective: The objective of this course is to gain new insights and understand business performance based on statistical & machine learning techniques and to provide in-depth knowledge of data analytics techniques and their applications in improving business processes and decision-making.

Foundation of Analytics

Introduction to data science – data science process, Introduction to R: Basics of R - Basic Math, Variables, Basic data types, Vectors, Advanced Data Structure – Matrices, Factors, List, Data Frames; Loading data into R - Data input, Importing data from Excel, Importing data from Web, Graphics in R - Bar graph, Scatter plots, Corrograms

Data Understanding & Preparation

Data Pre-processing: Data cleaning, handling missing values and outliers, measures of centre & spread, Data Transformation: Need for transformations, min-max transformations, Z-scores, transforming categorical variables into numeric variables, binning numerical variables, Data Exploration: Data Exploration exploring numeric variables, exploring categorical variables, deriving new variables

Predictive Analytics

Understanding supervised learning algorithms: Linear Regression: Introduction to simple and multiple linear regression, Regression diagnostic–R-squared, identifying multi-collinearity and handling, model selection strategy, Common task framework for model evaluation – training cross-validation and test set.

Understanding supervised learning algorithms

Logistic Regression: Introduction to logistic regression, Logistic regression diagnostic: Wald statistics, Hosmer Lemeshow test, Classification Matrix, Sensitivity, Specificity, ROC Curve, Strategy to find the optimal cut-off, Case study using logistic regression techniques and hands-on using R code for regression.

Supply chain Analytics

Analytical Hierarchical Process – A multi-criteria decision-making approach
Software tools, like Advanced MS-Excel & R-studio for analyzing complex data

Readings:

- Evans, J.R., 2016. Business analytics. Pearson Higher Ed.
- Larose, D.T., 2015. Data mining and predictive analytics. John Wiley & Sons.
- Lander, J.P., 2014. R for everyone: advanced analytics and graphics. Pearson Education.
- Mathirajan, M., 2019. Business Analytics: The Science of Data-Driven Decision Making, U. Dinesh Kumar, Wiley (2017), 736 pp, INR 729.
- Shmueli, G., Patel, N.R. and Bruce, P.C., 2011. Data mining for business intelligence: Concepts, techniques, and applications in Microsoft Office Excel with XLMiner. John Wiley and Sons.
- Taylor, B.W., Bector, C.R., Bhatt, S.K. and Rosenbloom, E.S., 1996. Introduction to management science. New Jersey: Prentice Hall.
- Whigham, D., 2007. Business data analysis using Excel. Oxford University Press.

MB 33508: Big Data Applications in Management (3 Credits)

Objective: The course aims to help industry professionals to understand domain knowledge and applications of analytics of business data in global environment.

Overview of Big Data

What is Big Data? Evolution of Big Data, Structuring Big Data, Types of Data, Elements of Big Data, Business Transformation Imperative, Business and Organizational Impact of Big Data

Big Data Strategy Document

Establishing Common Business Terminology, Identifying the Organizational Key Business Initiatives, Identifying Key Business Entities, Key Decisions and Data Sources.

Applications of Analytics

Analytics for Business Support Functions, Analytics in Industries, Anatomy of Social Media Analytics, Anatomy and Components of Recommendation Systems, Reporting and Analysis, Types of Analytics, Points to Consider during Analysis, Text Analytics

Introducing Technologies for Handling Big Data

Distributed and Parallel Computing for Big Data, Cloud Computing and Big Data – Features of Cloud Computing, Cloud Development Model, Delivery Model, Services for Big Data, Providers in Big Data Market.

Big Data Visualization

Ways of Representing Visual Data, Types of Data Visualization, Visualizing Big Data, Deriving Business Solution, Analytical Techniques used in Big Data Visualization.

Understanding Hadoop Ecosystem

Hadoop Distributed File System (HDFS) Architecture, Name Node, Data Node, Command Line Interface, Understanding MapReduce Fundamentals & HBase, MapReduce, MapReduce Framework Features and Working of MapReduce, Exploring Map and Reduce Functions, Techniques to Optimize MapReduce Jobs, HBase Architecture., Hive, Hive Services, Data Types, Built in Functions, Hive DDL, Data Manipulation in Hive, Data Retrieval queries, JOINS in Hive, Analysing Data with Pig, Pig Architecture, Benefits, Properties, Working with Operations.

Analytical Approaches and Tools to Analyse Data

Analytical approaches, History of Analytical tools, Popular Analytical Tools & their Comparisons; Exploring R, Reading Datasets and Exporting Data from R, Use of various commands, Manipulating and Processing Data in R, Selecting appropriate Data Structure, Creating Data Subsets, Merging Datasets in R, Sorting Data, Putting Data into Shape, RHadoop, Text Mining in RHadoop, Data Mining in Hive

Social Media Analytics, Text Mining and Data Privacy

Social Media, Key elements of Social Media, Text Mining, Sentiment Analysis, Online Social Media Analysis, Personalisation and Relationships, Rights and Responsibilities, Conscientious and Conscious Responsibility.

Readings:

- Baesens, B., 2014. Analytics in a big data world: The essential guide to data science and its applications. John Wiley & Sons.
- Hurwitz, J.S., Nugent, A., Halper, F. and Kaufman, M., 2013. Big data for dummies. John Wiley & Sons.
- Jorgensen, A., Rowland-Jones, J., Welch, J., Clark, D., Price, C. and Mitchell, B., 2014. Microsoft big data solutions. John Wiley & Sons.
- Ohlhorst, F.J., 2012. Big data analytics: turning big data into big money (Vol. 65). John Wiley & Sons.
- Mukerji, S.K., Khan, A.S. and Singh, Y.P., 2018. Electromagnetics for electrical machines. CRC Press.
- Minelli, M., Chambers, M. and Dhiraj, A., 2013. Big data, big analytics: emerging business intelligence and analytic trends for today's businesses (Vol. 578). John Wiley & Sons.
- Schmarzo, B., 2013. Big Data: Understanding how data powers big business. John Wiley & Sons.

MB 33509: Electronic Commerce (3 Credits)

Objective: This course is intended to explore e-commerce concepts, models, enabling technologies, strategies, applications, implementation issues and impacts on business.

Introduction to e-business and e-Commerce

What is e-commerce? What is e-Business, digital marketing, internet marketing e-Marketing? Why study e-commerce? Meaning of Marketing, Value proposition, Value chain, Changing realities of marketing – Technology, Globalization, Concern for sustainability, Role of technology in marketing, Types of e-commerce transactions, unique features of e-commerce technologies, Evolution of e-Commerce, 3 themes for studying e-commerce, Assessment of e-commerce deployment till date and predictions, Understanding e-commerce market-space, Impact of e-commerce on Business, Business Models – Concepts, Key elements, Generic Models for B2C, B2B, Case studies of e-commerce companies, Traditional commerce and EDI, Technology and Network Infrastructure for E-Commerce

Architectural framework for e-Commerce, Network infrastructure Internet evolution, Packet switching, TCP-IP, Client-server computing, Internet growth, limitations and the future, Information distribution and messaging - FTP, e-mail, APIs, WWW, HTTP; Multi-media publishing – Evolution of information dissemination, HTML, CGI / ASP, Images – BMP/GIF, Colours, audio – WAV/MP3, Video – MPEG

Security environment

Vulnerability, Dimensions of e-security, Types of threats, Technology for protection-Firewalls, Proxy, Encryption, PK Infrastructure.

Payment Systems

Evolution, stakeholders, categorization, Key requirements of e-payment systems, e.g. Bitcons, PPIs, Business Service Infrastructure – Directory services, Search Engines.

E-business Strategy and Applications

e-Business Strategy – Where it fits in overall strategy? Basic concepts of strategy, how e-Channels create value? Strategy Process Model - Strategic Analysis, Strategic Objectives,

Strategy Formulation (Key decisions) and Strategy Implementation and investments, Building-up e-commerce presence – System analysis and planning, system design, Building the system (Hardware, Software, Applications and Mobile Apps), System testing, Maintenance.

Applications and E-commerce Implementation

e-Supply Chain (Developments and Trends, e-Procurement, Types of market-spaces and B2B business models, Benefits of e-procurement); e-Retailing (multi-channel integration, B2C business models), Services e-retailing (Online travel, online financial services ...), Online marketing, Online Publishing, Online Entertainment, Behaviour of online consumers, Technology features and analysis of economic, social, political issues relating to e-commerce – Privacy and Information rights, IPRs, Governance, Public Safety and Welfare.

Readings:

- Bhasker, B., 2013. Electronic commerce: framework, technologies and applications. Tata McGraw-Hill Education.
- Chan, H., Lee, R., Dillon, T. and Chang, E., 2007. E-commerce, fundamentals and applications. John Wiley & Sons.
- Deitel, H.M., 2001. e-Business & e-Commerce for Managers. Pearson Education India.
- Grefen, P., 2015. Beyond E-business: towards networked structures. Routledge.
- Hanson, W.A. and Kalyanam, K., 2007. Internet marketing and e-commerce. Recording for the Blind & Dyslexic.
- Pt Joseph, S.J., 2015. E-commerce: An Indian perspective. PHI Learning Pvt. Ltd..
- Traver, C.G. and Laudon, K.C., 2008. E-commerce: business, technology, society. Pearson Prentice Hall/Pearson Education.

MB 33510: Advance Data Analytics (3 Credits)

Objective: The objective of this course is to gain new insights and understand business performance based on machine learning techniques and to provide in-depth knowledge of data science techniques and their applications in improving business processes and decision-making. The course also provides the blueprint to train future managers who will be working in different domains with the relevant tools & techniques and to equip students with software tools, like Advanced MS-Excel & Python for analyzing complex data

Foundation of Analytics & Machine Learning

Learning theoretical concepts in AI and ML. Basics of Python programming for Data Science, Learning Python: Basics of Python, List, Functions & Packages, Numpy, Matplotlib, Control Flow and Pandas, Summarizing data using Python.

Understanding supervised learning algorithms: Classification Problems

Classification Tree: Splitting the data set, building decision-tree classifier, measuring test accuracy, understanding Ginni impurity, finding optimal criteria and max depth.

Advanced Machine Learning

Gradient Descent Algorithm, dealing with imbalanced data, ensemble methods, random forest, boosting.

Text Analytics: Introduction, Sentiment classification

Loading dataset, exploring dataset, models for sentiment classification, and challenges of text classification.

Time Series Forecasting

Forecasting overview, components of time series Exponential Smoothing Methods: Moving averages, single exponential smoothing, Holt's linear method, Holt's-Winters' trend and seasonality method, Decomposing Time Series, Auto-Regressive Integrated Moving Average Models: AR models, MA models, ARMA and ARIMA models.

Readings:

- Albon, C., 2018. Machine Learning with Python Cookbook: Practical Solutions from Preprocessing to Deep Learning. " O'Reilly Media, Inc."
- Baesens, B., 2014. Analytics in a big data world: The essential guide to data science and its applications. John Wiley & Sons.
- Marsland, S., 2014. Machine learning: an algorithmic perspective. Chapman and Hall/CRC.

MB 33511: Machine Learning: Tools and Techniques (3 Credits)

Objectives: The objective is to introduce the fundamental problems of machine learning and to provide understanding of techniques, mathematical concepts, and algorithms used in machine learning.

Introduction

Overview of machine learning, related areas, applications, software tools, Dimensionality reduction- Feature selection, principal component analysis, linear discriminant analysis, factor analysis, independent component analysis, multidimensional scaling, manifold learning.

Parametric regression

Linear regression, polynomial regression, locally weighted regression, numerical optimization, gradient descent, kernel methods.

Generative learning

Gaussian parameter estimation, maximum likelihood estimation, MAP estimation, Bayesian estimation, bias and variance of estimators, missing and noisy features, nonparametric density estimation, Gaussian discriminant analysis, naive Bayes.

Discriminative learning

Linear discrimination, logistic regression, logit and logistic functions, generalized linear models, SoftMax regression.

Neural networks

The perceptron algorithm, multilayer perceptrons, backpropagation, nonlinear regression, multiclass discrimination, training procedures, localized network structure, dimensionality reduction interpretation.

Support vector machines

Functional and geometric margins, optimum margin classifier, constrained optimization, Lagrange multipliers, primal/dual problems, KKT conditions, dual of the optimum margin classifier, soft margins, kernels, quadratic programming, SMO algorithm.

Graphical and sequential models

Bayesian networks, conditional independence, Markov random fields, inference in graphical models, belief propagation, Markov models, hidden Markov models, decoding states from observations, learning HMM parameters.

Unsupervised learning

K-means clustering, expectation maximization, Gaussian mixture density estimation, mixture of naive Bayes, model selection.

Readings:

- Alpaydin, E., 2010. Introduction to Machine Learning. [SI].
- Bishop, C.M., 2006. Pattern recognition and machine learning. springer.
- Friedman, J., Hastie, T. and Tibshirani, R., 2001. The elements of statistical learning (Vol. 1, No. 10). New York: Springer series in statistics.
- Mitchell, T.M., 1997. Machine learning. 1997. McGraw Hill
- Robert, C., 2014. Machine learning, a probabilistic perspective.

MB 33512: Digital Marketing-Analytics & Optimization (3 Credits)

Objective: With the rapid shift of advertising dollars away from traditional media to online platforms, it is becoming increasingly important for the students to be well-versed in digital marketing & analytics fundamentals.

Design Thinking for a Digital World

How to interview users across various age groups and identify their online habits and preferences in-depth to design the right digital experiences, Low-fi way using wireframes and user journey mapping.

Search Engine Optimization (SEO)

Long-tail keyword research methods, on-page SEO for a focus keyword, inbound link building, and identifying influential sites based on Domain Authority to support online PR efforts. WordPress site using the SEO plugin for on-page SEO.

Social Media

Social media strategy and campaign against a target market's preferred outlets and measure engagement for Conversation, Amplification, and Applause.

Online advertising

Basic fluency in online paid platforms like Google AdWords and Facebook Ads to map out target markets, acquisition costs, and retargeting campaigns. Opening a spreadsheet, evaluate margins, and compare cost-per-click to basic metrics like customer lifetime value (CLV) and Average Order Price (AOV).

Web Analytics and Data Visualization

Analytics to work with real data to validate hypotheses in real-time for an e-commerce store, Ways of Representing Visual Data, Types of Data Visualization, Visualizing Data, Deriving Business Solution, Analytical Techniques used in Data Visualization.

Real-World Applications

Email marketing, user experience design, search engine optimization (SEO), building online communities, geo and mobile marketing.

Readings:

- Chaffey, D. and Ellis-Chadwick, F., 2019. Digital marketing. Pearson UK.
- Chaffey, D. and Smith, P.R., 2013. eMarketing eXcellence: Planning and optimizing your digital marketing. Routledge.
- Ryan, D., 2016. Understanding digital marketing: marketing strategies for engaging the digital generation. Kogan Page Publishers.

Operation Management

Course Nos.	Title of Papers	Credits
MB 33601	Operations Management	3
MB 33602	Game Theory	3
MB 33603	Urban Transport Management	3
MB 33604	Production Management	3
MB 33605	Export and Import Management	3

MB 33601: Operations Management (3 Credits)

Objective: To acquaint the concept of operation methodologies relating to production plants and service organization; understand the concepts related to industrial engineering.

Operations as a source of competitive advantage; Trade-offs and combinations, Process Analysis, Difference between Manufacturing and Service Operations.

Product, Process Matrix, capacity planning- Process Selection and Facility layout: Designing product and process layouts and line balancing.

Forecasting and its types, Inventory Management: Deterministic demand model–EOQ Continuous and Periodic Review Inventory models.

Supply chain management; Lean vs Agile supply chains; Aggregate Production Planning; Master Production Schedule and MRP.

Project Management, Quality management and Sustainable Operations Management.

Readings:

- R. Paneer Selvam. 2012, Production and Operations Management, Prentice Hall of India.

- Mayor, R.R. 1995, 'Production & Operations Management', McGraw Hill.
- Adam, E. E. and Ebert, R.J. 1986, 'Production & Operations Management', Prentice Hall,
- Chary.S.N. 2016 'Production Operations Management' Tata McGraw Hill Publishing Company Ltd.
- Varma.M.M. 2002, 'Materials Management'; S.Chand & Co.
- Sharhmey. 2000, Productivity Management: Concepts and Techniques; Tata McGraw Hill Co.

MB 33602: Game Theory (3 Credits)

Objective: The papers would prepare students about the cooperative and non-cooperative games which firm play as a pricing and output strategy.

Strategic games: Concepts of dominance, pure and mixed strategy Nash equilibrium.

Extensive games: Backward induction outcomes in games with perfect information, subgame perfect equilibrium in games with imperfect information; Rubinstein bargaining solution.

Repeated games: Nash folk theorems; finitely and infinitely repeated games. Static and dynamic games of incomplete information: Bayesian-Nash equilibrium, perfect Bayesian equilibrium and sequential equilibrium.

Cooperative games: Nash bargaining solution, concepts of core, shapely value etc.

Readings:

- Fudenberg D. and J. Tirole. 1994.Game theory. Cambridge. MIT Press.
- Gibbons, R. 1992,Game theory for applied economists. Princeton University Press.
- Kreps D. 2011,A course in microeconomic theory. Princeton University Press.
- Mas-Colell A., M.Whinston. 2005,Microeconomic theory,U.K.Oxford University Press.
- Myerson R. 1997,Game theory: analysis of conflict,USA, Harvard University Press.
- Osborne M. and A. Rubinstein 1994,A course in game theory, MIT Press.

MB 33603: Urban Transport Management (3 Credits)

Objective: The objective of this course is to make students aware about structure and growth of cities in an economy. It also highlights the need and importance of urban transport.

Introduction: Development of cities, Alfred Weber's theory of industrial location, theory of agglomerations, functions and economic interest of transport, characteristics, transport and economic development, transport and urban development.

The Internal Structure of Cities: The monocentric model of the city, Urban hierarchies and central place theory, the contemporary city and suburbanization sprawl, economics of housing markets, land use patterns and controls

Urban Poverty: The role of space, policy responses, Overview of local government. Growth of cities in India, looking to the future

Economic analysis transport: Economic theory, transport as an economic activity, cost of transport, pricing of transport services, law of diminishing returns and economics of scale, transport policy and development in a changing environment, assessment of present and proposed transport policy and legislation, environment cost of transport, transport regulation. Road freight transport introduction to passenger transport, macro and micro passenger transport

Readings:

- Andrew C. K. 1993, Why regions grow: a review of research on the economic base model, Federal Reserve Bank of Atlanta economic review, 16-29.
- Berube A. and Forman B. 2012, Living on the Edge, decentralization within cities in the 1990s, the living cities census series, The Brookings Institution (October 2002)
- Button K.J. 1993, Transport Economics, UK, Edward Elgar
- Button, K.J. and Pearman A. 2005, Applied transport economics: a practical case study approach, London, Gordon and Breach

MB 33604: Production Management (3 Credits)

Objective: The objective of this paper is to make students aware about structure of manufacturing unit including plant, raw material, machinery and quality.

Production Management - Definition - Production System - Difference between services and goods production - Historical development of production management - Product design - Steps - Designing for the customer.

Facility location - Factors affecting plant location - Plant location selection methods Process analysis - Types of processes - Process selection - Methods - Production layout techniques - Process layout.

Capacity planning - Concepts - Economies of scale - The Experience curve - Determining capacity requirements - Enterprise resource planning - Production scheduling - Nature and Importance of work centers.

Materials management - Materials requirement planning - Master production schedule - Purchase management - Vendor selection - Methods - JIT system - Inventory control - Purposes - Inventory models - EOQ models (without shortages) - Break models.

Quality control - Acceptance sampling - Statistical quality control - Maintenance management - Purposes - Types - Break down and Preventive Maintenance Work measurement - Work study - Time study - Standard time - Measurement techniques.

Readings:

- B.S. Goel. 2015. Production and Operations management, Pragati Prakashan.
- R. Panneerselvan. 2015. Production and Operations Management, Prentice Hall.

- S.A.Shunwalla & Patel. 2016. Production and Operations management, Himalaya Publishing.

MB 33605: Export and Import Management (3 Credits)

Objective: The program gives a foundation to participants who seek a career in International markets and understand the importance of export and import documentation and procedures.

Export & Import – Introduction, Definitions. Evolution of Export & Import. Foreign Trade—Institutional Framework and Basics. Multinational Organizations & Structure, International Business Scenario.

Export-Import—Documentation and Steps, Export–Import Strategies and Practice, Export Marketing, Business Risk Management and Coverage, Export Incentive Schemes. Logistics and Characteristics of Modes of Transportation, Characteristics of Shipping Industry, World Shipping, Containerization and Leasing Practices.

Export Procedures and Documents, Customs Clearance of Import and Export Cargo, Methods and Instruments of Payment and Pricing Inco terms, Methods of Financing Exporters.

Information Technology and International Business, Export & Import with European continent, Africa, Middle East Countries, Asean Countries, Australia, New Zealand and China.

Readings:

- Paul Justin & Rajiv Aserkar., 2013. Export Import Management. Oxford University Press
- Rama Gopal. C., 2009. Export Import Procedures - Documentation and Logistics. New Age International.
- Usha Kiran Rai., 2011, Export-Import and Logistics Management. PHI Learning Pvt. Ltd.

Strategic Management:

Course Nos.	Title of Papers	Credits
MB 33701	Corporate Restructuring	3
MB 33702	Corporate Strategic Management	3
MB 33703	Strategic Management and Business Policy	3
MB 33704	Corporate Governance and Corporate Social Responsibility	3
MB 33705	Strategic Alliance	3

MB 33701: Corporate Restructuring (3 Credits)

Objective: To improve business performance. case discussion help illustrate how various corporate restructuring approaches may be used to increase firm value and highlight characteristics of potential candidates for different restructuring techniques.

Corporate Restructuring: meaning, need, scope, and model of restructuring, global and national scenario. Mergers and Acquisition: Motives behind M&A – rationale behind expansion and diversification through M&A.

Merger – types and characteristic, major types of mergers – managerial & financial synergy of mergers, role of industry life cycle, Theories of Mergers: Efficiency theories and non-efficiency theories – Valuation of shares and firm

Strategic Alliances: Types, Structure and Problems in Strategic Alliances. LBO (Leveraged Buy Out): Characteristics, Categories, Financing. Types of LBO Sponsor. Restructuring of Sick Companies. Deal Valuation in Mergers and Acquisitions: Factors affecting valuation, Valuation Basics. Valuation of Intangibles.

Methods of Payment and Financing Options in Mergers and Acquisitions. Impact on EPS (Earning Per Share). Determinants of Mergers and Acquisitions Financing Decisions. Accounting Aspects of Mergers and Acquisitions. Impact of Mergers and Acquisitions on Shareholder Wealth.

Tax Implications of Mergers and Acquisitions. The Process of Integration in Mergers and Acquisitions. International Mergers and Acquisitions: Motivations, Strategies and its Execution. Due Diligence in Mergers and Acquisitions. Regulatory Aspects of Mergers and Acquisitions

Readings:

- Aurora, Rajinder S, and Kale, Sharad., 2011, “Mergers and Acquisitions” Oxford Higher Education.
- Kar,Rabi Narayan., 2017, “Mergers, Acquisitions and Corporate Restructuring Strategies and Practices”,3rd Edition, International Book House Pvt. Ltd.
- Krishnamurti,Chandrashekar and Vishwanath,S.R. 2018, “Mergers, Acquisitions and Corporate Restructuring: Text and Cases”, SAGE Publications.
- Sudarsanam, S. 2016, “Creating Value from Mergers and Acquisitions”, Pearson Education.

MB 33702: Corporate Strategic Management (3 Credits)

Objective: To expose participants to various perspectives and concepts in the field of Strategic Management., To help participants develop skills for applying these concepts to the solution of business problems.

Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy, Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management, Four Phases in Strategic Management Process:

Meaning of Vision, Process of envisioning, meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell’s three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA), Analysing

Company's External Environment: Environmental appraisal Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) Analysing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis.

Analysing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analysing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis, Value Chain Analysis Using Porter's Model: primary & secondary activities, Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging –concentrating, accumulating, complementing, conserving, recovering, Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model

Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Six Sigma – Process consisting of defining, measuring, analysing, improving & establishing steps, Lean Six Sigma (Concepts only) .

Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework, Business Models: Meaning & components of business models.

Readings:

- KazmiAzhar., 2017. Strategic Management and Business Policy.Tata McGraw-Hill.
- Ramasamy and S. Namakumari., 2013. Strategic Planning-Formulation of corporate strategy. Macmillan India pvt ltd.
- Thomas L. Wheelen & J. David Hunger., 2018 Concepts in Strategic Management & Business Policy. Pearson.
- Thompson, Strickland, Gamble & Jain, Executing Strategy- The Quest for Competitive Advantage. Tata McGraw-Hill.

MB 33703: Strategic Management and Business Policy (3 Credits)

Objective: This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

Business Policy as a study; Its Nature & Importance, Development & Classification of Business Policy; Mechanism or Policy making.

Top Management its Responsibilities & tasks. Objectives of Business Characteristics, Classification, Stakeholders in business and their roles in strategic management, Hierarchy of

Strategic Intent: Meaning & attributes of strategic intent. Types of Objective and their overall Hierarchy, Setting of Objective, key areas involved.

Corporate Planning; Concept of long term planning, Strategic Planning (Planning Strategically), Nature, Process & Importance.

Corporate Strategy: Concept, Components, Importance. Strategy Formulation: Concept, Process & Affecting Factors. Strategy Evaluation: Process, Criteria, Environmental Analysis, Resource Analysis.

Synergy: Concept, Types, evaluation of Synergy. Capability Profiles, Synergy as a Component of Strategy & its Relevance.

Readings:

- KazmiAzhar., 2017. Strategic Management and Business Policy.Tata McGraw-Hill.
- Krishnamurti,Chandrashekar and Vishwanath,S.R. 2018, “Mergers, Acquisitions and Corporate Restructuring: Text and Cases”, SAGE Publications.
- McCarthy. 2011, Business Policy and Strategy: Concepts and Readings, Richard d Irwin Publishing.
- Sudarsanam, S. 2016, “Creating Value from Mergers and Acquisitions”, Pearson Education.

MB 33704: Corporate Governance and Corporate Social Responsibility (3 Credits)

Objective: To provide understanding for CSR and how to govern corporates& MNCs etc.

Introduction Corporate Governance: Meaning, Definition, Concept and Characteristics, Importance of Corporate governance, Issues in Corporate Governance, Code of Corporate Governance, Social responsibility of Corporates, Corporate Social Reporting, Corporate Governance and Role of Board of Directors.

Models of Corporate Governance Corporate Governance Models: German, Japanese, Anglo-American and Indian Models, Ethics and Values in Corporate Governance, Concept and Meaning of Investor Protection, Investor Protection and Corporate Governance in India.

Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.

Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).

Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business. Unit IV Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives.

Readings:

- Chackraborty S.K. 2018. Ethics in Management - Vedantic Perspectives. Oxford University Press.
- Fernando, A. C. 2017, Business Ethics and corporate governance. Pearson Education.
- Gosh, B. N. 2009, Business Ethics and Corporate Governance. Tata McGraw Hill.
- Peter Pratley., 2013. The essence of Business Ethics - prentice Hall of India (P) Ltd.
- Velasquez, M. G. 2011. Business Ethics: Concepts and Cases, PHI Learning.

MB 33705: Strategic Alliance (3 Credits)

Objective: helping the students to learn about the process of strategic management and helping the students to learn about strategy formulation and implementation

Introduction to Strategic Management and Alliance, Evolution, nature, and objectives of strategic management; Concept of strategy, levels at which strategy operates, strategic decision making, schools of thought on strategy formation; Process of strategic management; Corporate governance and social corporate responsibility.

Strategic Intent and SWOC Analysis Hierarchy of strategic intent: strategic intent, vision, mission, business definition, and goals and objectives; SWOC analysis: environmental appraisal and organizational appraisal.

Strategic Alternatives and Choice Corporate - level strategies; Business - level strategies; Process of strategic analysis and choice; Corporate - level strategic analyses; Business - level strategic analyses; subjective factors in strategic choice; Contingency strategies; Strategic plan.

Strategic Implementation Interrelationship among formulation and implementation of strategy; Issues in strategy implementation; Project and procedural implementation, and resource allocation; Structural implementation; Behavioural implementation.

Functional Implementation and Strategic Evaluation and Control Functional implementation; Operational implementation; Strategic evaluation and control.

Readings:

- C.W.L. Hill & G.R. Jones., 2017. Strategic Management Theory, Houghton Mifflin Pub.
- Kazmi, 2016. Business Policy & Strategic Management, Tata McGraw Hill.
- P. Lynch., 2018. Corporate Strategy. Pearson-Education.

Economics and Public Policy

Course Nos	Title of the Papers	Credits
MB 33801	Macro Economics	3
MB 33802:	International Economics	3
MB 33803:	Industrial Economics	3
MB 33804:	Global Business Environment	3

MB 33805:	Environmental Analysis and Management	3
MB 33806:	Emerging Issues in Public Sector Management	3
MB 33807:	Labour Economics	3
MB 33808:	Energy Economics	3
MB 33809:	Transportation Economics	3
MB 33810:	Health Economics	3
MB 33811:	Demographic Economics	3
MB 33812:	Public Finance	3
MB 33813:	Development Economics	3

MB 33801: Macro Economics (3 Credits)

Objective: The main objective of the course is to provide a comprehensive knowledge of the functioning of the economy of a nation, and specially with reference to the Indian economy.

National Income Concepts

Concepts of national income, Circular flow of income in two, three and four sectors, real flow and money flow, measurement of gross domestic product; income, expenditure & output method, Difficulties in measurement of national income, nominal and real GDP, GDP and welfare, GDP deflator, the inter-relation of income and product aggregates. Inter temporal and international comparisons of National income; National income estimation in India.

Determination of Income and Employment

Essential features and implications of Classical theory, self-adjustment mechanism in classical theory, Say's law in barter economy and money economy, Keynes' objections to classical theory, Theory of Effective Demand; Simple Keynesian model of Income Determination for a closed economy, Fiscal Policy and Government Budget, paradox of thrift.

Consumption function

Keynesian consumption function, Features of consumption function, Shifts/Drifts in the consumption function, Discrepancy between short-run and long-run consumption-income Relationship, Overview of Life Cycle Hypothesis, Permanent Income Hypothesis and Relative Income hypothesis and the economic Implications.

Investment Function

Meaning and types of Investment, Marginal Efficiency of Capital, Marginal Efficiency of Investment, Relation between MEC and MEI Determination of volume of investment Accelerator Theory; Theory of Multiplier; Concept of super Multiplier. Classical and Keynesian theory of investment.

Money Demand and Supply

Theories of Demand for Money: Classical, Cambridge and Keynes; Theories of Rate of Interest: Classical, Loanable and liquidity preference.

Inflation

Meaning, types and impact of inflation; Demand pull and cost push inflation; Inflationary and deflationary gap analysis; Social cost of inflation; Inflation and developing countries; Inflation, deflation and stagflation; Inflation and unemployment trade-off; Control of inflation,

Central Bank and Monetary Policy

Functions of central bank; Reserve Bank of India; Monetary Policy Instruments: Bank rate, Open Market Operation, Statutory Liquidity Ratio, Moral suasion, Selective credit control; Indian monetary system; India's monetary policy since Independence; Problem of black money and parallel economy; Demonetization of higher denomination currency notes by RBI;

Recent developments on financial inclusion; Jan-Dhan Yojana. Emerging issues related to Monetary Policy in India and other countries.

Readings:

- Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 2017.
- Andrew B. et al., Macroeconomics, Pearson Education, 2016.
- Gregory, N. and Mankiw, Macroeconomics, Worth Publishers, 1999.
- Shapiro, Edward, Macroeconomic Analysis, Harcourt Brace Jovanovich, 2012.
- Olivier Blanchard, Macroeconomics, Pearson Education, 2017.
- Errol D'Souza, Macroeconomics, Pearson Education, 2012.

MB 33802: International Economics (3 Credits)

Objective: The main objective of the course is to familiarise the students with the concepts and theories of international trade, terms of trade, trade policies, balance of payments and working of international financial and monetary institutions.

Theories of International Trade

Internal and External Trade: Similarities and dissimilarities; Trade Theories: Ricardian Theory of Comparative Cost Advantage; Factor Endowments and Heckscher-Ohlin Theory; Empirical Test of H-O Model- Leontief Paradox; Rybczynski Theorem under Theories of International Trade; Stolper-Samuelson Theorem; Factor Intensity Reversal. Concepts of Terms of Trade; Factors affecting Terms of Trade; Gains from Trade; Offer Curves, Distribution of gains from trade in terms of Offer Curves, Trade as an Engine of Growth.

International Trade Policy

Free Trade and Protection- Arguments for and against Free Trade and Protection; Tariffs- Classifications of Tariffs, Effects of Tariffs- Partial Equilibrium analysis, Concept of Optimum, Tariff and Retaliation; Quotas- Types, Effects; Tariffs versus Quotas.

Balance of Payment

Current account and capital account; Structure of BOP; Accounting principle; Disequilibrium in BOP; Types and causes of disequilibrium; Adjustment mechanism; Correction under Fixed and Flexible Exchange Rate regimes; Functions of Foreign exchange market; Determination of equilibrium exchange rate; Spot and forward rates.

Economic Integration and International Institutions

Forms of economic integration; Customs union; Partial equilibrium analysis of customs union trade creation and trade diversion; Objectives and functions of IMF, IBRD, WTO with special reference to trade.

Readings:

- Bo Sodersten and Geoffrey Reed, International Economics, Palgrave/Macmillan, 2015.
- Salvatore, Dominic, International Economics, Wiley India, 2016
- Ellsworth, P.T. and J. Clark Leith, International Economy, Macmillan, 1984.
- Caves-Jones-Frenkel World Trade and Payments, Pearson Education, 2006.
- Chacoliades, International Economics, McGraw-Hill, 2015.

MB 33803: Industrial Economics (3 Credits)

Objective: The main objective of the course is to familiarise the students with the basic knowledge of different economic aspects of the industry such as industrial policy, location and globalization strategy, and problems and prospects of major industries of India.

Industrial Policy and Growth

Industrial development in India and other countries; Industrial planning in India since Independence, Industrial policy resolutions of 1948 and 1956; Industrial policy prior to 1991; Economic policy statement of 1991; Effect of economic policy and industrial policy reforms; Liberalization, Privatization and Globalization (LPG); Location of industries; Regional development: Role of industrial policy for regional development; Trends and patterns of regional development.

Industrial Finance

Nature and types of industrial finance, sources of institutional finance, Commercial Banks, Trends in institutional finance for industrial sector. Capital Structure in India.

Impact of Globalization

Trends and pattern of FDI in India-Trends and pattern of Indian industry abroad, M&A, Export and import component of Indian industrial sector.

Problems and Prospects of Selected Major Industries

Iron and Steel, Cotton textiles, Jute, Sugar, Coal, Cement and other heavy engineering industries; Cottage industries, SSI and MSMEs; Public Sector Enterprises in India, their performance and problems; Industrial sickness and exit policy; Role of BIFR; Industrial productivity in India and other countries; Industrial capacity utilization in India.

Readings:

- Shepherd W. C., Economics of Industrial Organization, Pearson Education, 2015.
- Hay and Morris D. J., Industrial Economics: Theory and Evidence, Oxford University Press, 2013.
- Martin Stephen, Industrial Economics: Analysis and Public Policy, Macmillan, 2013.
- Mookherjee, Dilip, Indian Industry: Policies and Performance, Oxford University Press, 2005.
- Ahluwalia I. J., Industrial Growth in India, Oxford University Press, 2009.

MB 33804: Global Business Environment (3 Credits)

Objective: The main objective of the course is to provide a comprehensive knowledge of the global business environment, including current scenario on protectionism, regional economic cooperation, world trade in goods and services, patterns of FDI and international economic institutions.

Introduction:

Business environment: domestic and global; Modes of entry into global business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.

International Business Environment

Social, Economic, Political, Cultural and Legal environments for global business.

Global Trading and Investment Environment

World trade in goods and services; Major trends and developments; World trade and protectionism; Tariff and non-tariff barriers; Foreign direct investment (FDI) patterns; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

International Economic Institutions

Bretton Woods Conference; BWC Institutions; IMF, World Bank, UNCTAD etc.; General Agreement on Tariffs and Trade (GATT); Uruguay Round of GATT negotiations; TRIPS Agreement; General Agreement on Trade in Services (GATS); Formation of WTO; WTO and development agenda; Current issues in GATS.

Regional Economic Cooperation

Important regional economic groupings in the world and regional trading blocs; Regionalism vs. Multilateralism; Contemporary Issues in International Business: Labour and Environmental Issues.

Readings:

- Bennet, Roger, International Business, Pitman Publishing, 2013.
- Czinkota, Michael R. et al., International Business, The Dryden Press, 2016.
- Danoes, John D. and Lee H. Radebaugh, International Business, Addison Wesley, 2015.
- Hill, Charles W. L., International Business, McGraw Hill, 2016.
- Joshi, Rakesh Mohan, International Business, Oxford University Press, 2016.

MB 33805: Environmental Analysis and Management (3 Credits)

Objective: The main objective of the course is to provide a comprehensive knowledge about the ecological and environmental issues, including the Sustainable Development Goals, green manufacturing, green marketing, green tourism etc.

Environmental and Ecological Economics:

Definition and concept; Ecology and environment inter-linkages; Property rights and externalities; Market failures and environmental problems; Ecological footprint, global and regional trends; Ethics and ecology, intergenerational issues; Economic evaluation and assessment of environment variables.

Environmental Protection:

Economic incentives for environmental protection; Price rationing and quantity rationing; Liability rules; Pollution taxes for efficient control of pollution; Coase Theorem; Theory of Commons; Basic theory and issues in tradable pollution permits.

International Environmental issues:

Trans-boundary pollution problems; International environmental treaties and Institutions; Climate change and policies; Environmental regulation and assessment in the Indian Context.

Sustainable Development:

Sustainable Development Goals (SDGs); Current issues and Indicators; Green Economy; Green Manufacturing, Green Finance and Green Tourism; Investing in natural capital, Agriculture, Fisheries, Water, Forests, Renewable Energy etc.

Economics of natural resources and environmental management.

Readings:

- Baumol, William J. and Wallace E. Oates: The Theory of Environmental Policy, Cambridge University Press, 1988.
- Fisher, A.C.: Resource and Environmental Economics, Cambridge University Press, 1981
- Hanley, Nick, Shogren, Jason F. and Ben White, Environmental Economics, Oxford University Press.
- Kolstad, Charles D., Environmental Economics, Oxford University Press, 2012.
- Tietenberg, Tom and Lynne Lewis, Environmental and Natural Resource Economics, Pearson Education, 2014.

MB 33806: Emerging Issues in Public Sector Management (3 Credits)

Objective: The main objective of this course is to provide a comprehensive knowledge to the students about all aspects of public sector enterprises (PSEs), including the purpose of their creation, HR issues, financing, budgetary support, if needed, and so on. Although the usefulness of PSEs is declining in the WTO era of global competition, there are other strategic reasons that have continued revival and survival of the PSEs.

Public Sector: Growth and Decline

Need for public sector in India; Private, Public and Joint sectors; Types of public sector enterprises (PSEs); Functioning of PSEs in the competitive business environment; Indian economic reforms and public sector reforms of 1991; Declining role of PSEs.

PSEs Management:

Global, regional and local political landscape of the 21st century; changing management of PSEs in India and other countries in Southeast Asia. Successful PSEs vs loss-making PSEs; Need for organizational change in PSEs;

Human Capital in PSEs:

Human resource management in PSEs; Process and activities in HRM (Job design & analysis, recruitment, selection, training and evaluation; Performance management and HRD; Learning and Development in Indian PSEs.

Re-orienting PSEs and Emerging Issues:

Re-engineering PSEs; Process of re-orientation of PSEs; System thinking; Problem solving and Decision-making tools for PSE managers; Collaborative public management: International relations and intersectional networks.

Public Sector Financial Management:

Budgeting and Financial Management practices in PSEs; Relationship between PSEs and the government; Government expenditures and budgeting procedure; budgeting system, budgeting procedure, accounting and auditing; Emerging issues and future of PSEs in India.

Readings:

Flynn, Norman and Alberto Asquer, Public Sector Management, 2017.

Jan-Erik Lane (ed.), Public Sector Reform: Rationale, Trends and Problems, Sage Knowledge, 2016.

Common, Richard et al., Managing Public Services: Competition and Decentralization, Butterworth-Heinemann, 1992.

MB 33807: Labour Economics (3 Credits)

Objective: The main objective of the course is to provide to the students a comprehensive knowledge about different issues related to the demand and supply of labour, wage determination, minimum wages legislation and other regulatory benefits to the workers in the organised as well as unorganised sectors.

Labour Scene in India

Nature and characteristics of labour problems; Characteristics of Industrial Labour and casual labour in India; Labour market in India.

Wage Determination

Classical and Modern Theory of Wage Determination. Labour Welfare in India. – Theories of Labour Welfare The policy, Theory. The Religious Theory, Philanthropic theory, The trusteeships theory. The placating theory, The Public Relation theory and The function theory, Rigidity and Flexibility in the labour market.

Sectoral and Seasonal Labour Demand

Demand for Labour and Supply of Labour Demand for labour in relations to size and pattern of investment, Supply of Labour in relation to growth of Labour Force. Labour Market policies, Mobility of labour, employment service organization in India. Employment and unemployment in developing countries, Employment policy in Five Year Plans and its evaluation. Rural and Agricultural labour in India

Minimum Wages and Other Regulatory Benefits to the Workers

Concepts of minimum wage, living wage and fair wage. Social Security I India – Need of Social Security, social insurance and social assistance, workmen Compensation Act. Maternity Benefit act and Employees state Insurance Scheme, Women and Child Labour.

Readings:

- Gupta, P.K., Labour Economics, Vrinda Publications, 2012.
- Hajela, P.D., Labour Restructuring in India, Commonwealth Publishers, 2009.
- Lester, R.A., Economics of Labour, Macmillan, 1998.
- Papola, Ghosh and Sharma, Labour Employment and Industrial Relations in India, B.R. Publishing House, 1993.
- Datt, G., Bargaining Power Wages and Employment, Sage Publications, 1996.
- Bhagoliwal, T.N., Economics of Labour and Industrial Relations, Sahitya Bhavan, 2002.

MB 33808: Energy Economics (3 Credits)

Objectives: To familiarise the students with the alternative sources of energy and the economics of energy in alternative forms. Energy policy inputs are derived from the study of this course.

Energy Infrastructure

Physical and social infrastructure; Public utilities; Infrastructure planning in India; Need for Public-Private Partnership.

Electricity and Gas

Supply characteristics and pricing of Electricity; Relative economics of Thermal, hydel and nuclear power; Case for a National Power Grid; Exploitation of natural gas; Pricing problems; Environmental implications

Water supply

Financing Water Utilities; Urban and rural water supply; Concept of user charge; Pricing problems; Environmental implications; Problem of distribution

Energy Infrastructure Financing and Regulation

Conventional methods of financing energy infrastructure; Private financing of infrastructure; Reforms in financing; Theory of regulation, deregulation and privatization in infrastructure; Competition policy; Evolution of infrastructure policy in India with focus on case studies regarding different modes.

Energy Economics and Energy Policy

Importance of energy in the process of economic development; Factors determining demand for energy; Effects of energy shortage; Energy conservation; Renewable and non-conventional sources of energy; Efficient energy options; Energy policy in Indian context.

Readings:

- Boyle, G., Renewable Energy: Power for a Sustainable Future, Oxford University Press, 2015.
- Cooper, J., Price Elasticity of Demand for Crude Oil: Estimates for 23 Countries, OPEC Review: Energy Economics & Related Issues (27)
- Michael A. Crew and Paul R. Kleindorfer, Economics of Public Utility Regulation, MIT Press, 2014.
- Dahl, C.A., International Energy Markets: Understanding Pricing, Policies and Profits, Penn Well, 2009.

MB 33809: Transportation Economics (3 Credits)

Objective: The main objective of the course is to provide comprehensive knowledge to the students about various aspects of the transportation sector, including the growth of transportation systems and their impact on economics of time, relationship between transportation communication and other infrastructure.

Transportation Sector

Changing need for transportation systems; Relationship between transportation, communication, social and economic systems. Changing pattern of demand and supply of transportation; Structure of transportation costs.

Demand for Transport

Demand for transportation for people, goods and strategic supplies. Models of Freight and Passenger time and transportation; Price and service quality (including speed) of alternative modes of transport; Sensitivity of demand to changes in travel time; Cost of travel and economics of time;

Regulation Transportation

Governmental intervention and regulation of transportation sector (trucking, rail, maritime and air routes); Monopoly and oligopoly in the transportation sector;

Cost and Pricing

Cost functions in the transportation sector; Costs and pricing; Special problems of individual modes of transport; High cost of road construction and maintenance and associated difficulties in pricing of transportation services; Location of economic activities; Location of economic activities; Business vs leisure travel; Peak-time vs off-peak time travel; Subsidies in transportation sector.

Other Issues in Transportation

Project evaluation; Spill-over effects (noise, accident risk etc.); Safety issues and “optimal” safety provision; Urban transportation problems like road congestion, parking difficulties, environmental concerns, difficulties for pedestrians, road accidents, over-crowding on public transit in the peak hours, etc.; Odd-even numbered vehicles regulation on different days.

Readings:

- World Bank, World Development Report: Infrastructure for Development, 1994.
- Network, India Infrastructure Report 2004, Oxford University Press, 2004.
- Button, K.J., Transport Economics, Edward Elgar, 2010.
- José A Gómez-Ibáñez et al. (eds.), Essays in Transportation Economics and Policy, Brookings Institution,

MB 33810: Health Economics (3 Credits)

Objective: The main objective of the course is to provide a comprehensive knowledge of the functioning of the

Health Issues and Health Economics

Fundamentals of Health Economics; Definition of Health; Behavioural and Social Models of Health. Human Life Course and Health Care: Childbirth, Childhood, Family & Individual Wellbeing, Older Age, Third Age (Death and Dying). Basic Concepts: Prevention, Cure, Healing, Disease, Illness, Sickness.

Evaluation in Health Care

Theories & Measurement of Health Methods of Evaluation in Health Care: Valuing Health and health damage: Human capital approach: measurement of mortality: value of statistical life, years of life lost; morbidity valuation: cost of illness,

DALY and QALY

Burden of disease; Meaning and significance; DALY Framework; Measure of burden; Components and postulates; DALY and QALY; The GBD assessment, BD and DALY: A critical appreciation.

Financing Health Care

Financing of health care; Public health care; Market based care; Insurance; Targeted intervention plan; Public-Private Partnership (PPP) for effective health care.

Pharmaceuticals and Health Care

Market for Pharmaceuticals; Issues; Development of new drugs; Investment in R&D and innovation; Importance of patent rights in pharmaceutical sector; Price competition in pharmaceuticals market.

Readings:

- Anthony J. Cuyler and Joseph P. (eds.), Handbook of Health Economics, Newhouse, North-Holland, Elsevier Science.
- Clewar, Ann, and David Perkins, Economics for Health Care Management, Pearson Education.
- Folland, Sherman, Allen Goodman, and Miron Stano, Economics of Health and Health Care, New York: Macmillan.
- Rice, Thomas, The Economics of Health Reconsidered, Chicago: Health Administration Press.

- Sherman Folland, Allen C. Goodman, and Miron Stano, Economics of Health and Health Care, Pearson Education.
- Santerre and Neun, Health Economics: Theories, Insights, and Industry Studies, Thomson/South Western.

MB 33811: Demographic Economics (3 Credits)

Objective: The main objective of the course is to provide the students with a comprehensive knowledge of different demographic concepts and their importance to the management professionals.

Demographic Concepts:

Birth rate, Death rate, Population growth rate; Mortality and morbidity; Nuptiality rate and divorce rate; Age at marriage and fertility rate; Total and age-specific fertility rates;

Urbanization and Migration:

Relationship between urbanization and economic development; urbanization through migration; Urban slums; Urban poverty; Urban violence; Economics of urban vote-bank politics.

Economics of Human Fertility:

Quantity and quality of children; Costs of bringing up children; Benefits or utilities derived from children; Child mortality and desired family size; Small family norm; Determinants of human fertility behaviour; Social systems, social security systems and family size.

Management of Population

Quality of population; Worker productivity; Occupational distribution of the working population; Dependency ratio; Economic policy intervention for effective population control; Integration of demographic and economic policy; Demographic transition; Demographic dividend.

Readings:

Hinde, Andrew, Demographic methods, Routledge, 2009.

Shryock, Henry S. and Jacob S. Siegel, The Methods and Materials of Demography, Academic Press, 1976.

Becker, Gary, A Treatise on the Family, Harvard University Press, 1991.

Simon, Julian, Economics of Population Growth, Princeton University Press, 1977.

Simon, Julian L., Theory of Population and Economic Growth, Basil Blackwell, 1986.

Rosenzweig, Mark R. and Oded Stark, Handbook of Population and Family Economics, Elsevier, 2019.

Meadows, Donella H. et al., The Limits to Growth, 1972 (Report on the computer simulation of exponential economic and population growth with a finite supply of resources. ... The report's authors comprised a team of 17 researchers).

Malthus, Thomas Robert, An Essay on the Principle of Population, J Johnson (London), 1798.

MB 33812: Public Finance (3 Credits)

Objective: The main objective of the course is to provide to the students a comprehensive knowledge about the functioning of the economy's fiscal system such as the sources of revenue, principles of taxation, public expenditure, public debt and the fiscal policy of the government.

Public Finance and Government

Scope of public finance; Fiscal functions: allocation function, distribution function and stabilization; Concept of public goods; Need for government intervention; Externalities; Generating income or equitable distribution of limited income; Socialist policy vs. market economy; Political system alignment with fiscal policy.

Public Expenditure

Introduction, meaning and scope, difference between public and private expenditure, Reason for growth of public expenditure, Types and Canons of Public Expenditure, Benefit Principle, Lindhal Theory and Samuelson's Model Pigou's Ability to Pay Theory, Wagner's Law of Increasing Governmental Activities.

Public Revenue

Source of Public Revenue, Direct vs. indirect taxes; Objectives of Taxation; Impact of Tax; Incidence of taxation; Shifting of tax and taxable capacity; Classification of taxes; Features of Indian tax system; High taxation vs. ethical issues.

Public Debt and Fiscal Policy

Issues relating to public debt; Sources of internal and external public debt; Danger of high internal or external public debt; Safe limit of public debt; Debt burden analysis and management of public debt; Federal finance in India; Allocation of revenue resources between centre and state under constitution; Finance Commissions in India and changing recommendations; Budgetary deficit vs. fiscal deficit; Fiscal Policy.

Readings:

- Andley K.K.&K.P.M. Sundharam, Public Economics and Public Finance, Rattan Prakashan, 2017
- Hillman, Arye L., Public Finance and Public Policy, Cambridge University Press, 2003.
- Lekhi, R.K. and Joginder Singh, Public Finance, Kalyani Publishers, 2016.
- Musgrave, Richard A. and Peggy Musgrave, Public Finance in Theory & Practice, McGraw Hill, 2017.

MB 33813: Development Economics (3 Credits)

Objective: The main objective of the course is to apprise the students with the most important issue of economic development. This course covers the issues of economic growth vs. economic development and various theories of economic development, with the focus on policy towards rapid economic development.

Basic Concepts in Economic Development

Concepts of economic growth and economic development; Indicators of economic development; International differences in per capita GNP (or GDP) and PPP estimates of GNP (or GDP). International poverty line and estimates of poor. Factors of development.

Economic Development and Poverty

Colonialism and dependency theories. Schumpeter's Innovation, enterprise and process of 'creative destruction'; Rejection of trade as the 'engine of growth'. Nurkse and Prebisch arguments; Structural changes: Kuznets analysis of structural change; Concept and measures of poverty; Pareto Distribution; Head count ratio; Income-Gap ratio; FGT Index; Concept and Measures of Inequality; Lorenz curve and Gini coefficient; Issues in composite Indices, Problems of Aggregation; Inequality and Growth; Inverted U-curve hypothesis; Interrelationships between Inequality and growth.

Economic Development Theories

Role of capital formation; Vicious circle arguments; Rostow's stages of growth and development, Kuznet's economic history analysis of characteristics of development. Capital formation and allocation of investment; Balanced and unbalanced growth theories; Rosenstein-Rodan and Hirschman Denison's growth accounting; Contribution of labour, capital and Technology.

Agriculture, Seasonal Unemployment and Economic Development Policy

Role of agriculture; Dual economies and surplus labour argument; Ranis-Fei Model, Unemployment-efficiency wage theory as an explanation for wage rigidity and involuntary unemployment, Collusive theory of unemployment; Population growth and critical Minimum Effort; Healthy economic development policy.

Readings:

- Ghatak, S., Introduction to Development Economics, Rutledge, 2003.
- Basu, Kaushik, Analytical Development Economics, MIT Press, 1997.
- Meier and Rauch: Leading Issues in Economic Development, Oxford University Press, 2013.
- Ray, D., Development Economics, Oxford University Press, 2014.
- Thirlwall, A.P., Growth and Development, ELBS, 2015.
- Todaro, M.P. and S.C. Smith, Economic Development, Pearson Education, 2017.

Contemporary issues in Management

Course Nos	Title of the Papers	Credits
MB 33902:	Consulting and Advisory Practices	3
MB 33905:	Change Management	3
MB 33906:	Business Sustainability & CSR	3
MB 33913:	Advanced Methods for Management Research	3
MB 33915:	Social Media & Business Practices	3
MB 33901:	Technology and Innovation Management	3
MB 33908:	Knowledge Management	3
MB 33911:	Advanced Optimization Techniques	3
MB 33912:	Soft Computing Techniques for Management	3

MB 33902: Consulting and Advisory Practices (3 Credits)

Objectives: The course aims to familiarize students with the practices associated with consulting. This course also aims to skill participants in the art of negotiation and communicating the action plan effectively.

Introduction to Consultancy, evolution, growth & status, Types of Consulting Services, firms and role of consultants, client and consultant relationship. Marketing of Consultancy Services, Future Challenges and Opportunities in Consultancy.

The Consulting Process, Entry, Diagnosis, Action Planning, Implementation and Termination/Closing.

Methods of selection of consultants, Training and development of Consultants, Costs and fee calculation, Preparation of Consultancy proposals and Agreements, Technical Report Writing and Presentation.

Negotiation Skills, Professional Ethics and Code of Conduct, Fundamentals of consulting firm management, consulting firms and IT in consulting firms, Management of consulting assignments.

Consulting in various areas of Management, Consulting in general and strategic management, consulting in financial management, consulting in marketing and distribution management, consulting in production and operation management, consulting in HRM, consulting in IT.

Readings:

- Lewicki, R., Barry, B. & Saunders, D. (2015). Essentials of Negotiation (6th ed.). McGraw Hill
- Marz, N., & Warren, J. (2015). Big Data: Principles and best practices of scalable real time data systems. Dreamtech Co.
- Pareek, U. (1992). Managing Transitions: The HRD Response. New Delhi: Tata McGraw Hill
- Peters, T. (2018). The Excellence dividend: meeting The Tech Tide with work that wow and jobs that last. Boston. Vintage

MB 33905: Change Management (3 Credits)

Objectives: The purpose of this course is to familiarize the participants with the various aspects of change management in organizations. It helps the participants get an understanding of change frameworks for Organizational diagnosis and approaches to change. It also helps the participants to manage resistance to change and methods of dealing with it.

Introduction to change, Theoretical approaches Models and Perspectives of change, Kotter's 8-step Model, Lewin's Change Model, Organizations and their changing Environment, Forces of change, Nature of Change, Ethics in Change Management

Organizational Structure, Design and Culture, Leadership and Politics of Change; Different types of organizational structures and designs, Strategies for Managing Change, Resistance to change Causes, Challenges and Management of Resistance of Change

Understanding Organizational development in a life cycle perspective, Nature of Planned Change; Diagnosing organizations; Collecting and Analysing diagnostic information; Designing Intervention; Action Research & Appreciative Enquiry

Interventions of Change in Organisations, Human Process Interventions, Techno, structural Interventions, Human Resource Management Interventions, Strategic Interventions of Change; Mergers & Acquisitions, Knowledge Management, Quality Circles etc.

Implementation of Change, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational Structures, Factors Affecting the Choice of a Change Strategy, Role of Change Agent; Action planning and Implementation;

Readings:

- Clarke, T. & Clegg, S. (1998). Changing Paradigms: the transformation of management knowledge for the 21st century. Harper Collins Business.
- Cummings, T.G. & Worley, C.G (2009). Organization Development and Change. California. Cengage
- Hammond, S. A. & Royal, C. (1998). Lessons From the Field: Applying appreciative inquiry. Pinto: Practical Press Inc.

- Kotter, J.P., & Cohen, D.S. (2012). *The Heart of Change: Real Life Stories of how people change their organisations*. Boston. Harvard Business Review Press
- Sharma, R. R. (2013). *Change Management and organizational transformation*. New Delhi. McGraw-Hill Education
- Waddell, D., Cummings, T., & Worley, C.G (2017). *Organizational Change: Development and Transformation*. Australia: Cengage Learning

MB 33906: Business Sustainability & CSR (3 Credits)

Objectives: The objective of this course is to provide an overview of the concept of sustainability and sustainable businesses to the participants. This course aims to create a deeper understanding of an alignment between the broader objectives of the market economy and the goals of sustainable development. The course aims to develop an understanding of the meaning of sustainability in terms of business, which provides both competitive advantage and fosters economic growth.

Introduction to Climate Change and Sustainable Development, Millennium Development Goals, Historical and Emerging Themes in Sustainable Business, Business Case for Sustainability, CSR and corporations

Sustainable Firm – Corporate Social and Environmental Sustainability, Redefining the Traditional Business Models, Sustainability and New Product Development, Sustainable Retail, Supply Chain Restructuring

Sustainable Business Management – Sustainability Accounting and Reporting, Triple Bottom Line Accounting, Carbon Accounting and Auditing for Business, Socially Responsible Human Resource Management, Socially Responsible Investing and Finance

Transformation of Business – Sustainable Infrastructure, Re-working Transportation Networks, Energy Efficiency, Green Buildings, Corporate citizenship

International Legal Environment of Sustainable Business – International Trade Laws, Climate Change Treaties and their Impact on Business

Readings:

- Blowfield, M. (2013). *Business and Sustainability*. Oxford University Press.
- Esty, D.C., & Winston, A.S. (2006). *Green to Gold*. Yale University Press.
- Hoffmann, A. J., Woody, J. G. (2008). *Climate Change: What's Your Business Strategy?* Boston, MA: Harvard Business School Publishing.
- Kaplan, R., Norton, D. *The Balanced Scoreboard*. Harvard Business Review.
- McDonough, W., Braungart, M. (2002). *Cradle to Cradle: Remaking the Way We Make Things*. North Point Press

MB 33913: Advanced Methods for Management Research (3 Credits)

Objectives: This course is designed to create a deep understanding of participants in the field of research and enable them to develop the methodology for research work. It is also aims to equip the participants with the skills which will enable them to formulate research objectives, hypothesis, and develop appropriate research design. During the course of study, Participants will be familiarized with the statistical software used for data analysis.

Introduction to Research Methodology, Meaning and importance of research, Steps in the process of research, Ethics in research, Types and methods of research, Features of Good research

Literature Review & Research Design, Importance of literature review, Identification of source of information, literature search procedure online/offline sources, Identification of research gap, Defining research problem, Identification of objectives, Developing related hypothesis, research design

Introduction to Data Management, Data Sampling techniques or methods, sampling design, sample size, sampling and non-sampling errors, meaning and importance of data, Types and source of data, Primary and Secondary data, Methods of collecting primary data, tools for data collection, Questionnaire Designing, Conducting Pilot survey, Secondary Data collection Attitude measurement and scaling, Validating Data / Data Reliability

Statistical Analysis of Data, Organizing and Summarizing the Raw data, Measures of Central Tendency, Measures of Dispersion, Skewness and Kurtosis, Correlation and Regression Analysis, Theory of Probability, Mathematical Expectation, Theoretical Probability Distributions (Binomial, Poisson, and Normal) (Includes Practical Problems) Theory of Estimation and Hypothesis testing (Using MS, Excel, SPSS)

Report Writing, Intellectual Honesty and Ethics (Plagiarism, Cheating, Fabrication and Falsification, Multiple Submission, Misuse of Academic Materials, Complicity in Academic Dishonesty), Use of Data Base Management and Scientific Editing, Tools using available open source Software, Types of Reports, Planning report writing, Research report format, Principles of writing, Documentation, Writing/typing the report, Briefing, Evaluation of a research report.

Readings:

- Chawla, D. and Sodhi, N., 2011. Research methodology: Concepts and cases. Vikas Publishing House.
- Cooper, D.R., Schindler, P.S. and Sun, J., 2006. Business research methods (Vol. 9). New York: McGraw-Hill Irwin.
- Gupta, S.C., 2017. Fundamentals of statistics. Himalaya Publishing House.
- Krishnaswami, O.R., M., Ranganathan, (2005). Methodology of Research in Social Sciences.

MB 33915: Social Media & Business Practices (3 Credits)

Objectives: This course will enable the participants to appreciate the difference and similarities between non-digital and digital business practices; it will also enable the participants to understand consumer behavior on digital media. This course aims to enable the participants to develop digital strategy and understanding social media marketing

Introduction, Definition, Types, and Dimensions; Status in India & the World, Different Revenue & Business Models, Situating Social Media in Business.

Adoption in Organizations, Social Media & Applications, Viral marketing, Tool for SMEs, Customer Relationship Management, Researching Competitors, Digital Brand Management. Social Media Program Management, ROI, Influencers Index, and Social Media Audit & Policy in Organizations. Interface with Social Media and Cloud, social media marketing, Understanding social media.

Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data.

Text mining, social customer relationship management, text mining for communication and reputation management, Big data, Internet of things, Mobile Marketing, E-marketing, Internet marketing strategy, content marketing

Readings:

- Aslam K (2017). The 7 Critical Principles of Effective Digital Marketing. Arizona: Scottsdale, The Stone Soup Hustler Publication.
- Bly R.W. (2018). The Digital Marketing Handbook. Entrepreneur Press.
- Giovannoni, E (2018). The Digital Marketing Planning. Brisbane: Chasefive.com.
- Maity, M (2017). Internet Marketing. New Delhi: Oxford University Press
- Rayan D and Russ, H (2017). Digital Marketing for Dummies. NJ: John Wiley.

MB 33901: Technology and Innovation Management (3 Credits)

Objective: This paper aims to enable participants to appreciate the role of technology, innovation and new product management in both corporate and public sector. The course would emphasize on strategic aspects of decision making involved in process and technology choices, investment options, level of technology absorption and the derived competitive advantages particularly in Indian context.

Strategic aspects of managing technology

Elements of manufacturing /operations strategy, Critical issues in choice of technology: flexibility, 'appropriateness', energy and non-renewable resources conservation, humanistic, social and other aspects: New technology transfer, absorption and adoption, constraints in India.

Technology considerations in a lean environment

Strategic evaluation of technology investments, Creating organizational culture and climate for innovation, the new R&D approaches. Public sector innovation.

New product development and life cycle management

Integration of design with manufacturing, Comparison with Japanese way of managing new innovations and technologies, Commercialization of core competencies in technology, the Indian context, Marketing new products and technologies, Role of the State - Programmes and Mission, Role of agencies like TIFAC. Public policy issues, role, rationale and requisites of a National Technology Policy, IPR and licensing issues, Role of WTO in new age technology and process choices.

Readings:

- Avlonitis, G. and Papastathopoulou, P., 2006. Product and services management. Pine Forge Press.
- Barclay, I., Dann, Z. and Holroyd, P., 2010. New product development. Routledge.
- Kahn, K.B., 2001. Product planning essentials. Sage.

- Khalil, T., 2004. Technology management: Key to competitiveness and wealth creation. Laws of the Game. Questions and answers.
- Kouzelis, G. ed., 2005. Knowledge in the new technologies. Peter Lang.
- Moody, P.E. and Morley, R.E., 2001. The Technology Machine: How Manufacturing Will Work in the Year 2000. Simon and Schuster.
- Rastogi, P.N., 2009. Management of technology and innovation: competing through technological excellence. SAGE Publications India.

MB 33908: Knowledge Management (3 Credits)

Objective: This course is aimed at helping students gain an insight into the basic concepts and application of Knowledge Management in business and industry. It involves deliberations on the basic processes and tools of managing knowledge in organizations.

Introduction to Knowledge Management & Knowledge Engineering

History of Knowledge Management, Process of Knowledge Management - creating, capturing and storing knowledge, combining, transferring and distributing knowledge. Knowledge Economy

Approaches and Principles of Knowledge Management

Developing a Knowledge Management Capability. Intellectual Capital Strategy. Knowledge Networks.

Learning Organizations and Knowledge Management

Designing and implementing Knowledge Management Program, Support technology for Knowledge Management, Case studies of learning organizations.

Knowledge Management and information technology

Role of Knowledge Management in Governance, Social Networking, Intellectual Capital Management.

Readings:

- Batra, S., & Francisco, J. C. ,2009, Knowledge management and intellectual capital: Emerging perspectives, Allied Publishers, New Delhi:
- Belasen, A.T., 2000. Leading the learning organization: Communication and competencies for managing change. SUNY Press.
- Boyett, J.T. and Boyett, J.H., 2001. The guru guide to the knowledge economy: The best ideas for operating profitably in a hyper-competitive world. John Wiley & Sons, Inc..
- Chris, C., 2005. Learning to Fly: Practical Knowledge Management from Leading and Learning Organizations/Chris Collison, Geoff Parcell.
- Liebowitz, J., 2001. Knowledge management: Learning from knowledge engineering. CRC Press.
- Nonaka, I. and Takeuchi, H., 1995. The knowledge-creating company: How Japanese companies create the dynamics of innovation. Oxford university press.

MB 33911: Advanced Optimization Techniques (3 Credits)

Objective: The concept of optimization, finding the “best” way to do something, arises across all branches of mathematics and in application areas ranging from biology and engineering to business and finance. The purpose of this course is to provide an introduction to the theory of multi-variable optimization and optimal control, and to provide students with the skills to formulate, solve and analyze solutions to certain multi-variable optimization problems and infinite dimensional optimal control problems

Introduction

What is an optimization problem? Areas of applications of optimization. Modelling of real life optimization problems

Multi-variable optimization

Mathematical background: Formulation of multi-variable optimization problems, Structure of optimization problems: objective functions and constraints. Mathematical background: multi-variable calculus and linear algebra, (strict) local and (strict) global minimizers and maximizers, convex sets, convex and concave functions, global extrema and uniqueness of solutions, Introduction to linear programming model, Simplex method, Duality, Karmarkar's method, Optimality conditions: First and second order conditions for unconstrained problems, Lagrange multiplier conditions for equality constrained problems, Kuhn-Tucker conditions for inequality constrained problems. – Numerical Methods for Unconstrained Problems: Steepest descent method, Newton's method, Conjugate gradient methods. – Numerical Methods for Constrained Problems: Penalty Methods, Non-linear constrained optimization models, KKT conditions, Projection method

Optimal Control

What is an optimal control problem? Areas of applications of optimal control. Mathematical background: ordinary differential equations and systems of linear differential equations. – The Pontryagin maximum principle: Autonomous control problems, unbounded controls.

Readings:

- Bertsekas, D.P., 1997. Nonlinear programming. *Journal of the Operational Research Society*, 48(3), pp.334-334.
- Chong, E.K. and Zak, S.H., 2013. *An introduction to optimization* (Vol. 76). John Wiley & Sons.
- Pelikan, M. ed., 2006. *Scalable optimization via probabilistic modelling*. Springer-Verlag Berlin Heidelberg.
- Pardalos, P.M. and Romeijn, H.E. eds., 2013. *Handbook of global optimization* (Vol. 2). Springer Science & Business Media.
- Vasant, P., 2013. *Meta-heuristics optimization algorithms in engineering, business, economics, and finance*. Information Science Reference.

MB 33912: Soft Computing Techniques for Management (3 Credits)

Objective

This course will cover fundamental concepts used in soft computing. The concepts of Fuzzy logic (FL) will be covered first, followed by Artificial Neural Networks (ANNs) and optimization techniques using genetic Algorithm (GA). Applications of Soft Computing

techniques to solve a number of real life problems will be covered to have hands on practices. In summary, this course will provide exposure to theory as well as practical systems and software used in soft computing.

Introduction to Soft Computing

Concept of computing systems, "Soft" computing versus "Hard" computing, Characteristics of Soft computing, some applications of Soft computing techniques.

Fuzzy logic

Introduction to Fuzzy logic, Fuzzy sets and membership functions, Operations on Fuzzy sets, Fuzzy relations, rules, propositions, implications and inferences, Defuzzification techniques, Fuzzy logic controller design, Some applications of Fuzzy logic.

Genetic Algorithms

Concept of "Genetics" and "Evolution" and its application to probabilistic search techniques, Basic GA framework and different GA architectures, GA operators: Encoding, Crossover, Selection, Mutation, etc., Solving single-objective optimization problems using GAs.

Multi-objective Optimization Problem Solving

Concept of multi-objective optimization problems (MOOPs) and issues of solving them, Multi-Objective Evolutionary Algorithm (MOEA), Non-Pareto approaches to solve MOOPs, Pareto-based approaches to solve MOOPs, Some applications with MOEAs.

Artificial Neural Networks

Biological neurons and its working, Simulation of biological neurons to problem solving, Different ANNs architectures, Training techniques for ANNs, Applications of ANNs to solve some real-life problems.

Readings:

- Fogel, D.B., 1997. An introduction to genetic Algorithms-Melanie Mitchell. MIT Press, Cambridge MA, 1996. \$30.00 (cloth), 270 pp. Bulletin of Mathematical Biology, 1(59), pp.199-204.
- Goldberg, D.E., 1989. Genetic algorithms in search, optimization, and machine learning. Boston, MA: Addison-Wesley.
- Haykin, S.S., 2009. Neural networks and learning machines/Simon Haykin. New York: Prentice Hall.
- Ibrahim, A., 2004. Fuzzy logic for embedded systems applications. Newness.
- Jang, J.S.R., Sun, C.T. and Mizutani, E., 1997. Neuro-fuzzy and soft computing-a computational approach to learning and machine intelligence [Book Review]. IEEE Transactions on automatic control, 42(10), pp.1482-1484.
- Kasabov, N.K., 1996. Foundations of neural networks, fuzzy systems, and knowledge engineering. Marcel Alencar.
- McNeill, F.M. and Thro, E., 2014. Fuzzy logic: a practical approach. Academic Press.
- Pratihari, D.K., 2007. Soft computing. Alpha Science International, Ltd.
- Ross, T.J., 2005. Fuzzy logic with engineering applications. John Wiley & Sons.