

List of Semester Wise Courses for MS in Management

Optional Courses			Course code	Credits
Semester III,IV,V,VI	1	Business Communication	MB 13302	2
	2	Business Environment	MB 12802	3
	3	Management Process and Organizational Behaviour	MB 13301	3
	4	Entrepreneurship Management	MB 13401	3
Master Core				
Semester VII	1	Quantitative Methods	MB 13601	3
	2	Legal Aspects of Business / Business Ethics and Corporate Governance	MB 13901/MB13702	3
	3	Accounting for Managers	MB 13101	3
Master Specialisation				
Semester VIII	1	Human Resource Management	MB 13303	3
	2	Financial Management	MB 13102	3
	3	Business Research Methods	MB 13603	3
	4	Production and Operations Management	MB 13501	3
	5	Project Management	MB 13604	3
Semester IX	6	Marketing Management	MB 13201	3
	7	Strategic Management	MB 13706	3
		Dissertation*		9
Semester X		Dissertation*		15

** Subject to change*

1. 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.

2. 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
- 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.

3. 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 work place.

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.

4. 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.

5. 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.

6. 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.

7. MB12702: Business Ethics and Corporate Governance (2 Credits)

Objective: The course seeks to bridge the gap between the ethical behavior 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 labeling, 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.

8. 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.

9. 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. McGrawHill.
- 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.

10. 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.

11. 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: SouthWestern/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

12. 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 NonSampling 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

13. 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.

14. 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 Micro environment 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., & Namakumari, S. 2009. Marketing Management: Global Perspective Indian Context (4th ed.). Macmillan.
- Saxena, R., 2009. Marketing Management (4th ed.). Tata McGraw Hill

15. 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.