



**Institute of Management Studies
Devi Ahilya Vishwavidyalaya, Indore**

Syllabus

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

(FULL -TIME) 2 Year

Program Code- MS5A

(Semester – I TO IV)

BATCH

(2019-21)

Address:
Institute of Management Studies,
Devi Ahilya Vishwavidyalaya
Indore (MP) India 452001

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

MBA [FULL TIME] MS5A BATCH [2019-21]

Program Objective

The MBA [Full Time] Program seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

- To develop and understanding of Social, legal and ethical responsibilities of organization.
- To comprehend the effect of global environment on business
- To develop Strategic and innovative thinking skills to enable effective decision-making and problem solving
- To develop Functional business knowledge of marketing, operations, information technology, finance, accounting, statistics and quantitative analysis

Program Outcomes

- The students will be given integrative experience and experiential learning and they will be able to formulate an integrative business project through the application of multidisciplinary knowledge
- The students will be able to analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- The students will apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- The students will demonstrate awareness of economic, environmental, political, legal, and regulatory contexts of global business practice
- The students will understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs
- Develop skills to generate novel and value-creating products, processes, or organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and alternatives, and leverage technology to enable qualitative and quantitative methods to solve problems
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions
- Participate in producing positive team objectives
- Describe best practices for effective leadership and demonstrate the ability to lead in organizational situations

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IMPORTANT POINTS TO BE NOTED BY STUDENTS

The programs at IMS are governed by "ORDINANCE NO. 14" of the university. The ordinance is available on the university website. The selected important points that MUST be noted by the students are as follows:-

8. Requirement of attendance will be as per University Ordinance governing the examinations or the guidelines of the statutory body. In general attendance of atleast **seventy-five percent of lectures and practical separately** will be required in each course to sit in the semester end examination. For special reasons such as prolonged illness deficiency in percentage of attendance not exceeding fifteen percent of the total number of lectures delivered and practical/sessional held in each course may be condoned by the Vice Chancellor.

10.1 Each course will be assessed for **100 marks, out of which 60 marks will be for end semester examination and 40 marks will be for continuous evaluation.**

10.2 During the semester, a teacher offering the course will do the continuous evaluation of the student at three points of time by **conducting three tests of 20 marks each. Of these, two must be written tests and the third may be written test / Quiz / Seminar/ Assignment for theoretical courses. Marks obtained in two best tests out of three will be awarded to the student.** In each course, there shall be End Semester Exam. of 60 marks. Each student has to appear in at least two tests and End Semester Examination; otherwise, the student will be awarded Ab Grade in that course.

10.4 Total of marks obtained in end-semester examination and best two tests under continuous evaluation will decide the grade in the course.

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NEW CODE LIST AS FOR UNIVERSITY (BATCH 2019-21)

S.No.	CODE	COURSE NAME	CREDITS
SEMESTER I			
1.	MS5A-501	Fundamentals of Management	3
2.	MS5A-503	Quantitative Methods	3
3.	MS5A-505	Business Accounting	3
4.	MS5A-507	Business Ethics and Management by Indian Values	3
5.	MS5A-509	Marketing Management - I	3
6.	MS5A-511	Organisational Behaviour	3
7.	MS5A-513	Business Communication	3
8.	MS5A-515	Managerial Economics	3
9.	MS5A-551	Comprehensive Viva Voce	3
SEMESTER II			
10.	MS5A-502	Human Resource Management	3
11.	MS5A-504	Operations Management	3
12.	MS5A-506	Financial Management	3
13.	MS5A-508	Business Law	3
14.	MS5A-510	Marketing Management-II	3
15.	MS5A-512	Data Analytics	3
16.	MS5A-514	Research Methodology	3
17.	MS5A-516	Operation Research	3
18.	MS5A-552	Comprehensive Viva Voce	3
SEMESTER III			
CORE –COMPULSARY SUBJECTS			
19.	MS5A-601	Entrepreneurship and New Ventures	3
20.	MS5A-603	Project Management	3
21.	MS5A-651	Comprehensive Viva Voce	3

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SPECIALISATION- ANY ONE SPECIALISATION TO BE SELECTED OUT OF MARKETING / FINANCE / HR			
SPECIALIZATION 1- MARKETING			
DISCIPLINE CENTRIC COMPULSARY SUBJECTS			
22.	MS5A-605	Product and Brand Management	3
23.	MS5A-607	Consumer Behaviour	3
24.	MS5A-609	Sales and Distribution Management	3
25.	MS5A-611	B 2 B Marketing	3
DISCIPLINE CENTRIC ELECTIVES SUBJECTS (ANY 2)			
26.	MS5A-613	Social Marketing	3
27.	MS5A-615	Supply Chain Management	3
28.	MS5A-617	Global Marketing	3
29.	MS5A-619	Retail Marketing	3
SPECIALIZATION 2 - FINANCE			
DISCIPLINE CENTRIC COMPULSARY SUBJECTS			
30.	MS5A-621	Financial Risk and Derivatives	3
31.	MS5A-623	Insurance and Bank Management	3
32.	MS5A-625	Financial Market Products & Services	3
33.	MS5A-627	Investment Analysis and Portfolio Management	3
DISCIPLINE CENTRIC ELECTIVES SUBJECTS (ANY 2)			
34.	MS5A-629	Financial Statement Analysis and Valuation	3
35.	MS5A-631	Merger Acquisition and Corporate Restructuring	3
36.	MS5A-633	Structured Products And Alternative Investment	3
37.	MS5A-635	Behavioural Finance	3
SPECIALIZATION 3- HUMAN RECOURSE			
DISCIPLINE CENTRIC COMPULSARY SUBJECTS			
38.	MS5A-637	Industrial Relations and Labour Laws	3
39.	MS5A-639	HR Planning and Audit	3
40.	MS5A-641	Human Resource Development	3
41.	MS5A-643	Compensation and Reward Management	3

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DISCIPLINE CENTRIC ELECTIVES SUBJECTS (ANY 2)			
42.	MS5A-645	International HRM	3
43.	MS5A-647	Business Process Transformation and HRM	3
44.	MS5A-649	Training and Development	3
45.	MS5A-653	Performance Management	3
SPECIALIZATION 3- BUSINESS ANALYTICS			
DISCIPLINE CENTRIC COMPULSARY SUBJECTS			
46.	MS5A-655	Spread Sheet Analysis	3
47.	MS5A-657	Data Mining	3
48.	MS5A-659	Data Warehousing	3
49.	MS5A-661	Econometrics-I	3
DISCIPLINE CENTRIC ELECTIVES SUBJECTS (ANY 2)			
50.	MS5A-663	Statistical Programming with R -I	3
51.	MS5A-665	Python for Analytics	3
52.	MS5A-667	Data Visualisation for Managers	3
53.	MS5A-669	Applications of Modelling in Business	3
SEMESTER IV			
CORE –COMPULSARY SUBJECTS			
54.	MS5A-602	Strategic Management	3
CORE –ELECTIVE SUBJECTS (ANY ONE)			
55.	MS5A-604	Corporate Governance	3
56.	MS5A-606	Student Research Project	3
57.	MS5A-652	Comprehensive Viva Voce	3
SPECIALISATION- ANY ONE SPECIALISATION TO BE SELECTED OUT OF MARKETING / FINANCE / HR (Specialisation has to be same in III and IV semester)			
SPECIALIZATION 1 – MARKETING			
DISCIPLINE CENTRIC COMPULSARY SUBJECTS			
58.	MS5A-608	Rural Marketing	3
59.	MS5A-610	Services Marketing	3
60.	MS5A-612	Integrated Marketing Communication	3

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61.	MS5A-614	Customer Relationship Management	3
DISCIPLINE CENTRIC ELECTIVES SUBJECTS (ANY 2)			
62.	MS5A-616	Direct and Event Marketing	3
63.	MS5A-618	Marketing of Financial Services	3
64.	MS5A-620	Digital Marketing	3
65.	MS5A-622	Return on Marketing Investment	3
SPECIALIZATION 2- FINANCE			
DISCIPLINE CENTRIC COMPULSARY SUBJECTS			
66.	MS5A-624	Taxation	3
67.	MS5A-626	International Finance	3
68.	MS5A-628	Commodity Derivatives Market	3
69.	MS5A-630	Corporate Valuation	3
DISCIPLINE CENTRIC ELECTIVES SUBJECTS (ANY 2)			
70.	MS5A-632	Strategic Financial Management	3
71.	MS5A-634	Credit Management and Retail Banking	3
72.	MS5A-636	Financial Research	3
73.	MS5A-638	Social Banking and Microfinance	3
SPECIALIZATION 3- HUMAN RESOURCE			
DISCIPLINE CENTRIC COMPULSARY SUBJECTS			
74.	MS5A-640	Organizational Change and Development	3
75.	MS5A-642	Human Resource and information System	3
76.	MS5A-644	Strategic HRM	3
77.	MS5A-646	Industrial and Social Psychology	3
DISCIPLINE CENTRIC ELECTIVES SUBJECTS (ANY 2)			
78.	MS5A-648	Managerial Counselling	3
79.	MS5A-650	Conflict and Negotiation	3
80.	MS5A-654	Knowledge Management	3
81.	MS5A-656	Leadership Power and Politics	3
SPECIALIZATION 3- BUSINESS ANALYTICS			
DISCIPLINE CENTRIC COMPULSARY SUBJECTS			
82.	MS5A-658	Forecasting Methods	

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83.	MS5A-660	Decision Analysis	
84.	MS5A-662	Marketing Analytics	
85.	MS5A-664	Finance Analytics	
DISCIPLINE CENTRIC ELECTIVES SUBJECTS (ANY 2)			
86.	MS5A-666	HR Analytics	
87.	MS5A-668	Statistical Software Package SPSS	
88.	MS5A-670	Econometrics-II	
89.	MS5A-672	Statistical Programming with R -I	

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SEMESTER I

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) Semester I			
Subject Name	FUNDAMENTALS OF MANAGEMENT	Subject Code	MS5A-501
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> To expose the students to the different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the roles through real life examples and cases; To provide the necessary foundation for all other courses based on management practices across the world 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Define Management and explain how management differs according to level and whether a manager is a line manager or an enabling role. 2. Briefly describe and contrast four models of management; rational, goal, scientific, human relations, open systems 3. Describe and attain some elementary level of skills in the main management processes; planning, organizing, decision making and control. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Contact Sessions
UNIT –I Management Concept and Theories	1.1 Concept and Nature of Management 1.2 Role and responsibility and functions of Manager 1.3 Managerial Skill and organization hierarchy 1.4 Evolution of Management thoughts – (Classical School, Taylor, Fayol & Weber’s Contribution) 1.5 Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)		07
Unit-2 Planning	2.1 Nature and purpose of planning. 2.2 Types of Planning, 2.3 Planning Process 2.4 Nature and Objectives, MBO; Process, benefits and limitations.		08
Unit-3 Strategies, Policies and Planning	3.1 Nature and process of planning 3.2 Strategies planning process 3.3 TOWS Matrix, Porter’s 3.4 Porter’s Generic Competency Model 3.5 Planning & Forecasting.		08
Unit- 4 Organizing	4.1 Nature and Purpose of Organizing, 4.2 Organizational Design & Types 4.3 Organizational Structure; Departmentalization. 4.4 Line/Staff Authority & De centralization, Delegation.		09

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Unit -5 Controlling	5.1 Concept and Process of Control, 5.2 Control Techniques 5.3 Human aspects of Controlling, 5.4 USE of IT in Controlling	08
Unit-6 Decision Making	6.1 Decision Making; 6.2 Nature, Types,& Scope of Managerial decision Making process 6.3 Models of decision making 6.4 Certainty in decision making	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Learning Resources:</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. Horold Koontz, O'Donnell and Heinz Wehrich, "Essentials of Management' New Delhi, Tata McGraw Hill, Latest Edition. 2. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill Latest Edition. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Horold Koontz, Heinz Wehrich, "Management: A Global Perspective" New Delhi Tata McGraw hill, Latest Edition. 2. Robert Krietner, "Management" Houghton Mifflin CO. Latest Edition. 3. Stephen Robbins "Management" 8th Ed. New Delhi Pearson Latest Edition. 		

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M.B.A. (FULL TIME)		BATCH 2019-21	
		SEMESTER I	
Subject Name	QUANTITATIVE METHODS	Subject Code	MS5A-503
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To expose the students to the different statistical tools used by managers for effective decision making, through real life examples and cases; • To provide the necessary foundation for all other courses. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Interpret the data to get solutions to the problems in the corporate world. 2. Classify, present the data as per the requirements of the practicing managers. 3. Describe and attain some elementary level of mathematical and statistical skills for the management processes; planning, organizing, decision making and control. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Contact Sessions
UNIT –I Sets, Functions, and Progressions	1.1. Sets, Functions, and Progressions 1.2 Functions, 1.3 Progressions (with specific applications to compounding and discounting techniques)		08
Unit-2 Determinants and Matrices	2.1 Determinants and Matrices Types of matrices, 2.2 Operations on matrices, 2.3 Ad joint matrix and Inverse matrix, 2.4 Solution of simultaneous linear equations using matrices, 2.5 Input / Output analysis.		07
Unit-3 Introduction to Statistics	3.1 Introduction to Statistics: 3.2 Introduction to Measurement of Central Tendency 3.3 Introduction to Measurement of Variations		06
Unit- 4 Probability Theory and Probability Distributions	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye’s Theorem, 4.4 Binomial, Poisson and Normal distributions- their characteristics and applications		08
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson’s and Spearman’s Coefficient), 5.2 Methods of computing simple regression.		06

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Unit-6 Time Series	6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Methods of Studying Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations	06
Unit – 7 Statistical Decision Theory	7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. J.K. Sharma, “Mathematics for Management and Computer Applications”, New Delhi, Galgotia Publication, 2. S. Saha, “Business Mathematics and Quantitative Techniques”, Calcutta, Central Book Agency. 3. Richard I. Levin and D.S. Rubin, “Statistics for Management”, New Delhi: Prentice Hall of India. 4. S. P. Gupta, “Statistical Methods”, New Delhi, Sultan Chand and Sons. 5. D. C. Sancheti and V. K. Kapoor, “Statistics: Theory, Methods and Applications”, New Delhi: Sultan Chand and Sons. 6. D.N. Elhance, VeenaElhance and B. M. Aggrawal, “Fundamentals of Statistics”, Allahabad: Kitab Mahal. 		

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M.B.A. (FULL TIME)		BATCH 2019-21	
SEMESTER I			
SUBJECT NAME	BUSINESS ACCOUNTING	SUBJECT CODE	MS5A-505
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.			
LEARNING OUTCOME: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Understand basics of double entry system and other accounting system, basic of accounting, maintaining of accounting books as per accounting cycle and preparation of trial balance. 2. Finalize Accounting Statements of Individuals. 3. Understand basic of Cost Accounting and related decision criteria. 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –I Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.	08	
Unit-2 Accounting Cycle	2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numerical. 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet- Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numerical.	12	
Unit-3 Treatment of Depreciation	3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. 3.2. Methods of Depreciation: SLM and WDV Methods including Numerical.	05	
Unit- 4 Introduction to	4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format,	10	

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Cost Accounting	4.2.Preparation of Cost Sheet and Tender including Practical and Numerical.	
Unit -5 Standard Costing, Variance Analysis and Budgetary Control	5.1.Meaning of Standard Cost &Variance, Cost Variance – Determination of DirectMaterial Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numerical. 5.2.Types of Budgets. 5.3.Relationship of Standard Costing and Variance Analysis with Budgetary System including Numerical.	09
Unit-6 Contemporary Issues in Accounting	7.1.Concept of Inflation Accounting, 7.2.Human Resources Accounting.	1
	TOTAL SESSIONS	45
<p>Learning Resources: Text Books: Latest Edition of- R.L. Gupta, and V.K. Gupta, “Principles of Accountancy”, Sultan Chand & Sons. S.N. Maheshwari, “Introduction to Accounting”, Vikas Publishing House, New Delhi. S. N.Maheshwari, “Cost Accounting, Theory and Problems”, VikasPublications,New Delhi.</p> <p>Reference Books: Latest Edition of- S.P. Iyengar, “Cost Accounting”, Sultan Chand & Sons. Robert N. Anthony and James S. Reece, “Accounting Principles”, A.I.T.B.S. Pub. and Distributions, New Delhi. R.P.Rastogi, “Graded Problems and Solutions in Financial Management”, Galgotia Publication, New Delhi.</p>		

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) BATCH 2019-21			
Semester I			
Subject Name	BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES	Subject Code	MS5A- 507
		Total Credits	03
Subject Nature: CORE			
Course Objectives:			
<ul style="list-style-type: none"> • To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making. • To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations. • To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior. 			
Learning Outcomes:			
At the end of the course, students should be able to;			
<ol style="list-style-type: none"> 1. Understand nature and purpose of ethics and ethical norms. 2. What exactly business ethics is and how it is different from corporate social responsibility. 3. Learn and apply important theoretical frameworks in business situation and decision making. 4. Learn and understand various concepts of Indian ethos and how they impact various key business decisions. 5. Understand importance of self-management and work place spirituality. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Nature and purpose of Ethics, Ethical Norms.	1.1 Concept and Nature of Ethics- Business Ethics 1.2 Role and purpose of Ethics for business 1.3 Ethical Norms and Principles for business	03	
Unit-2 Theories of Business Ethics	2.1 Different Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business Ethics	03	
Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption in India 3.2 Method and means of checking corruption in India 3.3 Whistle blowing	03	
Unit- 4 Indian Ethos	4.1 Management and Culture, Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management	03	

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	4.3 Sources of Indian Ethos in Management and problems in understanding them	
Unit -5 Sources of Indian Ethos and Management	5.1 Representative Sources of Indian Ethos in Management Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata- Special Reference to Bhagwat Geeta 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) 5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales	10
Unit-6 Values for Indian Managers	6.1 Values v/s Skills, Value System 6.2 Values and Purity of Mind 6.3 Indian Values and Wisdom relevant to modern management	04
Unit -7 Human Behavior	7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2 Guna Theory, Karma Theory and Sanskar Theory	08
Unit-8 Work Ethics and Models of Motivation and Leadership	8.1 Work Ethics & Ethics in Work 8.2 Life Goals or Purusharthas, Professionalism and Karma Yoga	03
Unit-9 Indian Heritage and Corporate Social Responsibility	9.1 Fivefold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)	02
Unit-10 Management of the Self and Workplace Spirituality.	10.1 Management of the Self and Workplace Spirituality.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources: (latest Editions of the books and material) 1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2. Weiss, Business Ethics Concept & Cases, Cengage Learning 3. Velasquez, Business Ethics, Concepts & Cases, PHI 4. Murthy, Business Ethics, Himalaya Publishing House 5. Al Gini, Case Studies in Business Ethics, Pearson Education. 6. Shashtri J.L., Ancient Indian Tradition and Mythology, Motilal Banarsidas, New Delhi 7. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi 8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,		

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INSTITUTE OF MANAGEMENT STUDIES			
MBA(FULL TIME)-		BATCH 2019-21	
SEMESTER I			
Subject Name	MANAGERIAL ECONOMICS	Subject Code	MS5A-515
Subject Nature: Core,skill development, Problem Oriented			
Course Objective: Objective of this Course is to help the students analyze and understand economic environment.			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Analyze how buyers and sellers interact in a free and competitive market to determine prices and quantities of goods. 2. Measure how changes in price and income affect the behavior of buyers and sellers. 3. Use the concept of producer, consumer surplus, and total surplus to explain the outcomes of markets for individuals, firms, and society. 4. Analyse how firms can use various pricing strategies to maximize profit. 5. Evaluate the consequences of government policies in markets 6. Evaluate macro economic performance using indicators that include output measures and unemployment. 7. Evaluate macro economic performance using indicators that include inflation 8. Use an understanding of the strengths and weakness of fiscal and monetary policy to determine an appropriate stabilization policy for a given macroeconomic situation 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have five theory questions out of which a student will be required to do any four questions. Section B will be of 20 marks and consist of numerical / case(s).			
Course Contents (5 to 7 Units)Class Room Contact Sessions			
UNIT 1 Introduction to economics and managerial economics:	Content 1.1 Nature scope, characteristics and significance of managerial 1.2 economics. Relationship of managerial economics with economics, operation research, 1.3 decision making, statistics, accounting.	08	
UNIT 2 Fundamental concepts:	2.1 Incremental reasoning, Marginal analysis, Equimarginal utility, time perspective, 2.2 consumer surplus, opportunity cost, time value of money 2.3 Theories of Firm – Managerial theories – Baumol and Williamson, Behavioral theories – Simon, Cyret and March	04	

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UNIT 3 Supply & Demand Analysis	3.1 – Concept, Determinates & Types of Demand. Utility and its types, law of Diminishing Marginal utility. 3.2 Demand Function, Law of Demand. Elasticity of Demand Price, Income, Cross, 3.3 Advertising & price expectation. Demand Forecasting	05
UNIT 4 Production and cost analysis:	4.1 Meaning of production, production function, short run and long run production analysis. 4.2 Isoquant curves and Isocost lines, Ridge lines, Equilibrium production, expansion path. 4.3 Cost – meaning and types of cost, cost function, short run and long run cost function. 4.4 Economies and diseconomies of scale. Law of supply	07
UNIT 5 Pricing:	5.1 Price determination under perfect competition. 5.2 Monopoly and Price Discrimination, Monopolistic Competition, 5.3 Oligopoly – kinked demand curve, cartel formation, 5.4 price leadership.	08
UNIT 6 Profit:	6.1 Meaning, types and theories of profit, 6.2 profit planning – break even analysis.	06
UNIT 7 Micro-macro interrelations,:	7.1.: Circular flow of economic activity, National Income concepts, Concepts and Objectives of Private Business. 7.2 Meaning and Phases of Business Cycles: Economic stabilization & Role of govt. in the econo	07
TOTAL CLASSROOM CONTACT SESSIONS		45 HOURS

Learning Resources:

Text Books:

- P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.
- Mishra & Puri – Micro Economics, Himalaya Publishing House, New Delhi
- G.S. Gupta: Managerial Economics, Tata McGraw Hills, New Delhi
- Peterson & Lewis: Managerial Economics, Princeton Hall of India, New Delhi.

Reference Books:

- Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi
- Dr. Atmanand – Managerial Economics, Excel books, New Delhi
- Howard Davis – Managerial Economics, Macmillan Press, New Delhi
- D.N. Dwivedi – Managerial Economics, Vikas Publishing, New Delhi
- Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi

Web References: <http://ocw.mit.edu/courses/economics/>

Supplementary Material:

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) BATCH2019-21			
SEMESTER I			
SUBJECT NAME	MARKETING MANAGEMENT	SUBJECT CODE	MS5A-509
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> To familiarize the students with marketing concepts and practices. To acquaint them with the challenges of marketing environment and competition; To expose them to the elements of marketing mix; and develop their capacity to understand marketing applications 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understand Marketing Management and explain its pivotal role. 2. Aclear understanding and exposure to the concepts of marketing and its roots in customer-centric approach, and the elements of marketing mix. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Sessions
Unit - 1 Marketing Concepts	1.1 Understanding and Defining Marketing 1.2 Customer Value, Satisfaction, Customers Delight, and Loyalty 1.3 Conceptualizing Tasks and Philosophies of Marketing Management, 1.4 Value chain.		10
Unit - 2 Marketing Environment, and Research	2.1 Scanning the Marketing Environment. 2.2 Marketing Information System 2.3 Marketing Research Process 2.4 Applications of Marketing Research		08
Unit - 3 Consumer Behaviour	3.1 Understanding Consumer Behavior - Concept and Applications 3.2 Factors Influencing Buying Behavior, 3.3 Buying Decision Process		06
Unit-4 Market Segmentation, Targeting, Positioning	4.1 Market segmentation 4.2 Levels of market segmentations, 4.3 Patterns, procedures, requirement for effective segmentation, 4.4 Market Targeting 4.5 Developing a positioning strategy.		06
Unit - 5 Marketing Strategies	5.1 Developing Marketing Strategies 5.2 Understanding Marketing Mix		07
Unit - 6 Product Decisions	6.1 Objectives, 6.2 Product classification, 6.3 Product-Mix, 6.4 Product life cycle strategies		08

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	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources:		
1. Philip Kotler, and Gary Armstrong, " Principles of Marketing ", Latest Edition, Pearson Education.		
2. Philip Kotler, Kelvin Lane Keller, Abraham Koshy, MithileshwarJha " Marketing Management - A South Asian Perspective " –New Delhi: Pearson Education.		
Reference Books:		
1. Willam J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit " Marketing Concepts and Cases ", Tata Mc Graw Hill.		
2. RajanSaxena, Marketing Management , , Tata McGraw Hill		

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INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
M.B.A. (FULL TIME)-2019-21		BATCH	2019-21
Semester I			
Subject Code	BUSINESS COMMUNICATION	Subject Code	MS5A-513
Subject Nature		Ability Enhancement	
Course Objective: To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities.			
Learning Outcomes: To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment.			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).			
Course Contents			
Unit	Content	No. of hours	
Unit 1: Nature of Business Communication	1.1Need, importance and purposes of communication in organizations 1.2Elements and environment of communication 1.3Models of communication 1.4Forms and networks of organizational communication 1.5Types of communication barriers and how to overcome them 1.6Listening, types of listening and effective listening 1.7Elements of effective communication	10	
Unit 2: Non-verbal Communication	2.1Importance of appearance and how to use it as a tool in communication 2.2Body language and oculesics 2.3Paralanguage 2.4Proximics 2.5Chronomics 2.6Haptics 2.7Using non-verbal tools (oral and written) to communicate effectively	7	
Unit 3 Presentations, Interviews, Group Discussions and	3.1 Preparation of content for presentation 3.2 Understanding the audience 3.3 Importance of rehearsals 3.4 Using visual aids in presentations 3.5 Handling questions 3.6 Writing a resume' 3.7 Types of interviews 3.8 Preparation for an interview 3.9 Do's and don'ts during an interview 3.10 Understanding the group in a group discussion	10	

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	3.11 Do's and don'ts in a group discussion 3.12 Meetings in business and its types 3.13 Notice and agenda 3.14 Minutes of a meeting 3.15 Mannerisms, etiquettes and assertiveness in oral communication	
Unit 4 Business Writing	4.1 Types of business letters 4.2 Structure and format of letters 4.3 Memorandums and circulars 4.4 e-mails 4.5 Text messaging 4.6 Report writing 4.7 Importance of written communication 4.8 Appropriate tone in business writing	8
Unit 5 Negotiation Skills	5.1 Need for negotiation 5.2 Process of negotiation 5.3 Barriers to negotiation and how to overcome them	4
Unit 6 Issues in Communication	6.1 Handling diversity (gender, culture, ethnicity, etc.) 6.2 Tolerance and acceptance of diversity 6.3 Emotional intelligence and its impact on communication 6.4 Social intelligence and its impact on communication 6.5 Ethics in communication	6
TOTAL SESSIONS		45
Learning Resources: Text Books: M.Raman and P.Singh, Business Communication , latest edition, Oxford University Press, India. Reference Books: William V. Ruch, Business Communication , Maxwell Macmillan, New York. Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation , McGraw-Hill, New York. Bill Scott, The Skills of Communication , Jaico, Bombay. Ronald E. Dulek and John S. Fielden, Principles of Business Communication , McMillan, New York. Dalmer Fisher, Communication in Organizations , Jaico Publishing House, India. M. E. Guffy, Essentials of Business Communication , Thomson Publication. Shirley Taylor, Communication for Business , Pearson Education.		

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INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
M.B.A. (FULL TIME)		BATCH	2019-21
Semester I			
Subject Name	ORGANISATIONAL BEHAVIOUR	Subject Code	MS5A-511
		Total Credits	03
Subject Nature: Core			
Course Objective:			
<p>This course aims to improve students understanding of human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance. After completing this course, students should be able to:</p> <ol style="list-style-type: none"> 1. Understand individual behavior in organizations, including diversity, personality, attitude perception, learning and motivational theories. 2. Understand group behavior in organizations, including group and team development leadership, conflict management 3. Understand the organizational system, including organizational culture, change and stress management. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Students will find keys to understand people 2. Students can find the basis of individual and group behavior 3. Students will develop various soft skills 			
Examination Scheme:			
<p>The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have five theory questions out of which a student will be required to do any four questions. Section B will be of 20 marks and consist of case(s).</p>			
Course Contents			Hours
UNIT –I Introduction	1.1 Definition, concept, need and importance of OB 1.2 Nature and scope of OB 1.3 OB models 1.4 Case(s) on OB concepts to be discussed in class	04	
Unit-2 The Individual Behaviour	2.1 Personality: Determinants and attributes 2.2 Perception: Factors influencing perception, process, Attribution theory 2.3 Learning: Concept, Theories of learning 2.4 Attitude: Concept and types, cognitive dissonance theory 2.5 case(s) on individual behavior to be discussed in class	08	

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Unit-3 Motivation	3.1 Concept 3.2 Early theories: Maslow's Hierarchy of Needs, Gregor's theory X and Y, Two factor theory of Herzberg 3.3 Contemporary theory of motivation: Vroom Expectancy Reinforcement theory 3.4 One case on Motivation to be discussed in class	05
Unit- 4 Group Behaviour	4.1 Defining and classifying group 4.2 Group development, properties, structure, process 4.3 Group Dynamics: Group think, Group shift 4.4 Teams: Types, creating effective teams 4.5 One case on Group behavior to be discussed in class	07
Unit -5 Leadership	5.1 Nature and significance of leadership 5.2 Trait theories 5.3 Behavioural theories: Ohio studies, Michigan studies managerial grid 5.4 Contingency theories: Fiedler model, SLT theory, LMX theory Path goal theory 5.5 One case on leadership to be discussed in class	08
Unit-6 Conflict	6.1 Meaning of conflict, types, transition in conflict thoughts 6.2 Conflict Process 6.3 Conflict management Techniques 6.4 One case on conflict management to be discussed in class	05
Unit-7 Dynamics of OB	7.1 Organizational Change: forces of change, resistance to change Lewin's change management model 7.2 Work stress: Understanding stress, Potential sources consequences and coping strategies 7.3 Organizational culture: creating and sustaining culture 7.4 One case on change and stress management to be discussed in class	08
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: Latest Edition 1. Stephen P. Robbins, " Organizational Behaviour: Concepts, Controversies, and Applications ", New Delhi, Prentice Hall 2. Fred Luthans, " Organizational Behavior ", New York, McGraw Hill. 3. Bill Scott, " The Skills of Communications " Jaico Publications, Bombay. 4. John W. Newstrom and Keith Davis, " Organizational Behavior: Human Behavioral Work " New Delhi, Tata McGraw Hill.		
Reference Books: 1. Change Management – Murthy, C. S. V. 2. How to study an Organization – Prof. Giuseppe Bonaz.		

**MBA FT
SEMESTER (II)**

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

M.B.A. (FULL TIME) MS5A BATCH 2019-21 SEMESTER II			
Subject Name	HUMAN RESOURCE MANAGEMENT	Subject Code	MS5A-502
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To make students aware about different functions of human resource management. • To make an understanding among students about different terms closely associated with HRM. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Define HRM and understand its importance in managing diverse workforce. 2. Help students to make themselves skilled in HR function for the present day organization. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practicalproblems.			
Course Contents			No. of Sessions
Unit –1 The field of HRM	1.1 Introduction- Nature, Scope, Function and Importance of HRM 1.2 Personnel to HRM 1.3 Models of HRM-ASTD, other HRM models 1.4 Formulations and essentials of sound HR policies		10
Unit-2 Human Resource Planning	2.1 Concept and Need of HRP, Factors affecting HRP 2.2 HR planning process- Environment scanning, HR demand forecast, HR supply forecast 2.3 Requisites for successful HRP 2.4 Job design and Job analysis- Job Description and Job Specification		08
Unit-3 Recruitment and Selection	3.1 Recruitment-Concept, Factors affecting recruitment, Sources of recruitment 3.2 Selection- Concept, Selection Process, Evaluation of Selection Process 3.3 Placement and Induction		06

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Unit- 4 Training and Development of HR	4.1 Training- Concept, Importance, determine training need, types of training methods 4.2 Development- Concept, Methods, Career development and Succession Planning 4.3 Performance Appraisal- Overview, Need, Appraisal Methods, Potential Appraisal 4.4 Placement Promotion and Transfer	06
Unit -5 Maintenance of HR	5.1 Job Evaluation- Concept, Objectives, Techniques 5.2 Compensation Management- Overview, Components of compensation, factors affecting compensation 5.3 Employee Incentives Schemes and Benefits 5.4 Recent trends in compensation management	06
Unit-6 Employee Separation and Work Environment	6.1 Separation- Retirement, Layoff, Discharge, VRS 6.2 Grievance handling procedure 6.3 Quality of Work Life	05
Unit – 7 Contemporary Issues In HRM	7.1 Basics of balance score card, Six sigma 7.2 Competency mapping and learning organization 7.3 HRIS and KM	04
TOTAL CLASSROOM CONTACT SESSIONS		45
<p>Text Reading: Latest Editions:</p> <ol style="list-style-type: none"> 1. David S. Decenzo and Stephen P. Robbins, “Personnel/Human Resource Management”, New Delhi, Prentice Hall. 2. Michael Armstrong, “A Handbook of Human Resource Practice”, London, Kogan Page. <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. William B. Werther Jr. and Keith Davis, “Human Resources and Personnel Management”, Singapore, McGraw Hill. 2. P Subba Rao, “Essentials of Human Resource Management and industrial Relations: Text, Cases and Games”, Mumbai, Himalaya. 3. Biswajeet Patanayak, “Human Resource Management” New Delhi, Prentice Hall India. 4. Holloway J. Ed., “Performance Measurement and Evaluations”, New Delhi, Sage Publications. Guy V. & Mattock J., “The New international Manager”, London, Kogan P 		

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME)		SEMESTER II	BATCH 2019-21
Subject Name	OPERATIONS MANAGEMENT	Subject Code	MS5A-504
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • To bring the understanding of industrial and business operations, products and services. • To develop logic and skills to apply suitable and better tools and techniques on operational decision making. • To explore the scope and dimensions of operations management applications in major management functions and decisions. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical/problems.			
Course Contents			Contact Sessions
Unit-1 Introduction to Production and Operations Management	1.1 Nature of Production / Operations Management 1.2 Production Function and its Environment 1.3 Functions of Production/Operations Manager 1.4 Organization of Production Function		07
Unit-2 Facilities Planning	2.1 Product Selection and Design, Service Design 2.2 Process and Technology Selection 2.3 Location of Manufacturing / Service Facility Quantitative and Qualitative Models 2.4 Case Study		07
Unit-3 Layout of Manufacturing/ service facility	3.1 Product layout, process layout, fixed position and group layout 3.2 Layout design: Relationship based and Load Distance cost matrix 3.3 Materials handling concepts 3.4 Case Study		08

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Unit- 4 Resources Requirement Planning and Production Planning and Control	4.1 Capacity Planning, Concept and Application of Learning Curve. 4.2 Aggregate Production Planning Chase strategy 4.3 Level production, Mixed strategy, Materials Requirement Planning 4.4 Case Study	07
Unit -5 Inventory and Operations Scheduling and Production Activity Control for Mass Manufacturing	5.1 Importance and Scope, selective inventory control, cost concept in inventory, types of inventory, types of inventory problems 5.2 Inventory Models: General Economic Order Quantity (EOQ); Economic Batch Quantity (EBQ) (Single and Multi-products); EOQ with Discounts 5.3 Assembly line balancing Batch Processing and Job shop - n-jobs on single machine, njobs on Two/Three machines (Johnson's Rule) 5.4 2-jobs on m-machines (Graphical method – Aker's Algorithm)	12
Unit-6 Quality Control	6.1 Quality Control Function 6.2 Acceptance sampling Statistical Process Control 6.3 Operating Characteristics Curve and its Applications Quality Circles 6.4 Case Study	04
TOTAL CLASSROOM CONTACT SESSIONS		45

Learning Resources:

Text Books:

4. R Paneerselvam. "Production and Operations Management", New Delhi: Prentice Hall of India Publications, Latest Edition
5. S N Chary. "Cases and Problems in Production and Operations Management", New Delhi: Tata McGraw Hill Publications, Latest Edition.
6. Joseph G. Monks "Operations Management", New York : McGraw Hill Publications, Latest Edition

Reference Books:

1. James R. Evans, David R Anderson, Dennis J. Sweeney and Thomas A Williams, "Applied Production and Operations Management", New York: West Publishing Company, Latest Edition.
2. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production, Operations Management", Singapore: John Wiley and Sons, Latest Edition.

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5ABATCH 2019- 21SEMESTER II			
SUBJECT NAME	OPERATION RESEARCH	SUBJECT CODE	MS5A-516
		TOTAL CREDITS	03
SUBJECT NATURE: GENERIC			
COURSE OBJECTIVE:			
<ul style="list-style-type: none"> • The objectives of this course are to help the students acquire quantitative tools. • The use of these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations. 			
LEARNING OUTCOME:			
At the end of the course students should be able to;			
4. Develop models as per the requirements of the practicing managers and to get solutions from them.			
5. Describe and attain of decision science skills for the management processes.			
EXAMINATION SCHEME:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
Unit-1 Quantitative Techniques and Operations Research	1.1. Meaning, Scope of Quantitative Techniques and Operations Research in Management 1.2 Modeling in OR 1.3 Advantages and Limitations of Quantitative Techniques/Operation Research.		06
Unit-2 Linear Programming	2.1 Meaning of Linear programming 2.2 General Mathematical Formulation of LPP 2.3 Graphical Analysis 2.4 Simplex Method and Big-M Method. 2.5 Advantage and limitations of LPP.		10
Unit – 3 Non Linear Programming	3.1 Concepts and Applications of Dynamic Programming, 3.2 Quadratic Programming, Integer Programming and Non linear Programming (Concepts and applications only)		02
Unit-4 Transportation Model and Assignment Problem	4.1. Transportation Problem as a particular case of LPP Mathematical Formulation 4.2 Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. 4.3. Assignment Model as a particular case of transportation model, 4.4. Formulation of assignment problems, Solution of assignment		10

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	problems using Hungarian Method (Minimization and Maximization)	
Unit- 5 Game Theory	5.1 Introduction to Games 5.2 Maximin and Minimax Principles 5.3 Pure and Mixed Strategies 5.4 Rule of dominance 5.5 Solutions of Games using –Algebraic and Graphical Methods 5.6 Game theory and linear programming	05
Unit -6 Replacement Models	6.1 Introduction and Scope in Management 6.2 Single Equipment Replacement Model and Group Replacement 6.3 Replacement of items which deteriorate with time and items which fails suddenly.	04
Unit-7 Waiting Line Models	7.1 Introduction and Scope in Management Decisions, 7.2 Queuing Models M/M/1 (Infinite and Finite Population), 7.3 Concepts and applications of M/M/C.	06
Unit-8 Simulation	8.1 Concept of Simulation and its applications.	02
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1 Haruly M. Wagner, “Principles of Operations Research with application to managerial decisions”, New Delhi: Prentice Hall of India Pvt. Ltd. 2 Hamdy A. Taha, “Operations Research: An Introduction”, New Delhi: Prentice Hall of India Pvt. Ltd. 3 N. D. Vohra. “Quantitative Techniques”, New Delhi: Tata McGraw Hill Publications. 4 V. K. Kapoor, “Problems and Solutions in Operations Research”, New Delhi: Sultan Chand and Sons. 5 P. K. Gupta and D. S. Hira, “Operations Research”, New Delhi: Sultan Chand Publications. 		

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INSTITUTE OF MANAGEMENT STUDIES			
(FULL TIME) BATCH 2019-21		SEMESTER II	
Subject Name	BUSINESS LAW	Subject Code	MS5A-508
		Total Credits	03
Subject Nature: GENRIC			
Course Objectives:			
<ul style="list-style-type: none"> • To acquaint students with general business law issues to help become more informed sensitive and effective business leaders. • To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively. 			
Learning Outcomes:			
At the end of the course, students should be able to;			
<ol style="list-style-type: none"> 1. Provide an overview of important laws that have a bearing on the conduct of business in India 2. Examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms 3. Understand various modes of dispute resolution in business transactions 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practicalproblems.			
Course Contents			Contact Sessions
Unit-1 The Contract Act, 1871	1.1 Nature and classification of contracts - Essential elements of a valid contract 1.2 Offer and Acceptance - Consideration - Capacities of Parties 1.3 Provisions relating to free consent, void agreements 1.4 Provisions relating to performance and discharge of contract 1.5 Breach of contract - Meaning and remedies		03
Unit-2 Companies act 2013	2.1 Meaning and essential features of a company, Types of companies 2.2 Formation of company, memorandum and articles of association, Prospectus 2.3 company meetings, company directors and managers concept of independent directors, duties of directors, appointment remuneration and allied matters		08

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	2.4 Single person company, company secretary duties and responsibilities 2.5 CSR guidelines and rules	
Unit – 3 Sales and competition laws	3.1 Contract for Sale of Goods as per sales of goods act1930 - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale 3.2 Provisions relating to conditions and Warranties 3.3 Provisions relating to transfer of property or ownership 3.4 Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods. 3.5 competition act 2002: Objectives and anti-competitive agreements 3.6 Abuse of competitive position, combination and its regulations 3.7 competition commission: composition, duties, powers and functions	08
Unit- 4 The Negotiable Instruments Act, 1881	4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties – Holder and holder in Due Course 4.2 Negotiation and Types of Endorsements 4.3 Dishonors of Negotiable Instrument - Noting and Protest 4.4 Liability of parties on Negotiable Instrument.	04
Unit -5 Investment Laws	5.1 SEBI act 1992: Objectives and salient features of securities 5.2 SEBI: composition Powers and functions 5.3 SEBI Guidelines: Pre-issue formalities, disclosure standards, legal requirements, operations of clearing 5.4 SEBI guidelines for mutual funds and venture capital	04
Unit-6 The Consumer Protection Act, 1986	6.1 Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices 6.2 Rights of Consumers 6.3 Consumer Disputes Redressal Agencies	03
Unit-7 Miscellaneous Laws	Miscellaneous brief Outline of various laws: 7.1 Introduction to IT act 2000, Digital signature, Major cyber-crime and penalty 7.2 Meaning of patent, copyright and trademark and registration procedure, Major penalties on violation of patent, copyright and trademarks. 7.3 basic guidelines and penalties under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act,	10

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	2013 ,	
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand, 32nd Edition
2. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4th Edition
3. Business Law, S.S.Gulshan, Excel Books, 4th Edition.
4. Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6th Edition.

For Reference

1. Bare Acts
2. Corporate Law Advisor

Web Reference:

- 1 www.vakilno1.com
- 2 www.Indiankanoon.org
- 3 www.companylawonline.com
www.sebi.gov.in

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M.B.A. (FULL TIME) MS5ABATCH 2019- 21SEMESTER II			
SUBJECT NAME	MARKETING MANAGEMENT II	SUBJECT CODE	MS5A-510
		TOTAL CREDITS	03
SUBJECT NATURE:GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To familiarize the students with marketing concepts and practices. • To acquaint them with the challenges of marketing environment and competition; • To expose them to the elements of marketing mix; and develop their capacity to understand marketing applications 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understand Marketing Management and explain its pivotal role. 2. A clear understanding and exposure to the concepts of marketing and its roots in customer-centric approach, and the elements of marketing mix. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Sessions
Unit - 1 Promotion Decisions	1.1 Promotion Concept, Advertising-Concept, Media, Messages, Money, 1.2 Measurement; Sales Promotion-Offers; Personal Selling- 1.3 Salesmanship, Steps in Selling, Types of Salesperson; Publicity-Concept, Types	10	
Unit - 2 Place Decisions	2.1 Market Intermediaries, Middlemen- Types, Channels of Distribution, 2.2 Retailing-Types of Retail Stores -Store Retailing and Non-Store Retailing; 2.3 Wholesaling-Types of Wholesalers	08	
Unit - 3 Price Decisions	3.1 Pricing Techniques, Price Discounts and Allowances, Special Pricing Techniques, Price Discrimination	06	
Unit-4 Service Marketing	4.1 Significance of Services, Characteristics of Services 4.2 Service Quality- The Gap Model of Service Quality, 4.3 Marketing Mix of Services- Product, Price, Place and Promotion, 4.4 Relationship marketing in Services.	06	
Unit - 5 International Marketing	5.1 EPRG Framework, 5.2 Decision on Selling Abroad, Decision on Markets to be entered, 5.3 Mode of entry, International Marketing Program, Country of Origin Effects	07	

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Unit - 6 Contemporary Issues in Marketing	6.1 e-Marketing, Social Media Marketing- Concept, Social Media Tools- Blogs, Micro Blogs, Media Sharing sites, social networks, Social Media and mobile Technology, 6.2 Multi-level Marketing., 6.3 Rural Marketing.	08
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Learning Resources:</p> <ol style="list-style-type: none"> 1. Charles W. Lamb, Joseph F. Hair Jr., Dheeraj Sharma, Carl McDaniel “MKTG”, CENGAGE, Latest Edition. 2. Philip Kotler, and Gary Armstrong, " Principles of Marketing", Latest Edition, Pearson Education. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. William J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit “Marketing Concepts and Cases”, Tata Mc GrawHill. 2. Rajan Saxena, Marketing Management, , Tata McGrawHill 		

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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) BATCH 2019-21 SEMESTER II			
Subject Name	FINANCIAL MANAGEMENT	Subject Code	MS5A-508
		Total Credits	03
Subject Nature: Core			
Course Objective: The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business.			
Learning Outcome: At the end of the course students should be able to: 1. Understand Concepts of Financial Management and their Application in Financial Analysis and Interpretation. 2. Use Financial Management Tools for Managerial Decision Making.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Hours
Unit – 1 Introduction	1.1. Meaning and Objectives of Financial Management. 1.2. Scope and Functions of Financial Management. 1.3. Wealth Maximization v/s Profit Maximization. 1.4. Short Term and Long Term Sources of Finance in India.		06
Unit–2 Cost-Volume- Profit Analysis	2.1. Concept, BEP in units, BEP in Rupees, 2.2. Multiproduct BEP. 2.3. Margin of Safety. 2.4. P/V Ratio. 2.5. Relationship between Cost, Volume and Profit.		05
Unit–3 Ratio Analysis	3.1. Liquidity Ratios. 3.2. Profitability Ratios. 3.3. Leverage Ratios. 3.4. Activity Ratios. 3.5. Calculation and Interpretation of Ratios.		03
Unit– 4 Investment and Financing Decisions	4.1. Concept of Time Value of Money. 4.2. DCF and Non DCF Methods for Evaluating Projects, 4.3. Relationship between Investment and Financing Decisions, 4.4. Cost of Debt & Bonds, Cost of Preference Share, Cost of Equity Weighted Average Cost of Capital.		06

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

Unit –5 Leverage Analysis	5.1.Determination of operating leverage, financial leverage and total leverage, 5.2. Leverage and Financial Distress.	06
Unit–6 Statement of Changes in Financial Position	6.1. Funds Flow Statement. 6.2. Total Resource Method. 6.3. Working Capital Method. 6.4. Cash Method. 6.5. Cash Flow Analysis.	06
Unit – 7 Capital Structure and Firms Value	7.1. Net Income Approach. 7.2. Net Operating Income Approach. 7.3. Traditional Approach. 7.4. MM Approach. 7.5. EBIT --- EPS Analysis. 7.6. ROI --- ROE Analysis.	03
Unit – 8 Dividend Decisions	8.1. Dividend Theories. 8.2. Factors Affecting the Dividend Policy. 8.3. Alternative Forms of Dividend. 8.4. Dividend Discount Model.	03
Unit – 9 Working Capital Management	9.1. Cash and Liquidity Management. 9.2. Credit Management. 9.3. Determination of Working Capital and its Financing. 9.4. CMA form for Working Capital.	02
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi. 2. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi. 3. Keown, Arthu J., Martin, John D., Petty, J. William and Scott, David F, Financial Management. Pearson Education. 4. Chandra, Prasanna; Financial Management TMH, New Delhi. 5. Van Horn, James C., Financial management and Policy, Prentice Hall of India. 6. Brigham& Houston, Fundamentals of Financial Management, Thomson Learning, Bombay. 7. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi. 6. D.N. Elhance, VeenaElhance and B. M. Aggrawal, “Fundamentals of Statistics”, Allahabad: Kitab Mahal. 		

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5ABATCH 2019- 21SEMESTER II			
Subject Name	RESEARCH METHODOLOGY	Subject Code	MS5A-514
		Total Credits	03
Subject Nature: CORE: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of the course are to equip the students with the concept and methods of Business Research. • The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s). 			
Learning Outcome:			
At the end of the course students should be able to;			
1.Help to get solutions to the problems in the corporate world through research.			
2.Develop research papers to understand the intricacies of research.			
3.Describe and attain some elementary level of data analysis applicable in research.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practicalproblems.			
Course Contents			No. of Sessions
UNIT –I Introduction to Research Methods	1.1 Role and objectives of business research 1.2 Types of research, 1.3 Research process: Overview 1.4 Problems encountered by researchers in India	08	
Unit-2 Research Design	2.1 Defining research problem, objectives and Hypothesis development, 2.2 Need for research design, 2.3 Features of a good research design 2.4 Different research designs and types of research design.(exploratory, descriptive, experimental and diagnostic research).	08	
Unit-3 Sampling Theory and Design of Sample Survey	3.1 Census Vs Sample Enumerations 3.2 Objectives and Principles of Sampling 3.3 Types of Sampling, Sampling and Non-Sampling Errors.	06	

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Unit- 4 Measurement and Scaling Concepts	4.1 Measurement in research, 4.2 Measurement scales, 4.3 Sources of errors in measurement, 4.4 Techniques of developing measurement tools, 4.5 Classification and testing (reliability, verification and validity) scales 4.6 Designing questionnaires.	06
Unit -5 Data Collection and Analysis	5.1 Collection, Organization and Presentation 5.2 Analysis: Univariate and bivariate Analysis (Hypothesis testing) 5.3 Multivariate Analysis (Concepts only)	12
Unit-6 Report Writing	6.1 Meaning of interpretation 6.2 Techniques of Interpretation 6.3 Precautions in interpretation 6.4 Significance of report writing 6.5 Steps in report writing 6.6 Layout of report 6.7 Precautions in writing research reports.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading: Latest Editions</p> <p>1 William G. Zikmund, "Business Research Methods", Orlando: Dryden Press.</p> <p>2 C. William Emory and Cooper R. Donald, "Business Research Methods", Boston, Irwin.</p> <p>3 Fred N Kerlinger, "Foundations of Behavioural Research", New Delhi: Surjeet Publications.</p> <p>4 David Nachmias and ChavaNachmias, "Research Methods in the Social Sciences", New York: St. Marlia's Press.</p> <p>C. R. Kothari, "Research Methodology: Methods and techniques", New Delhi: VishwaPrakashan.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5ABATCH 2019- 21SEMESTER II			
Subject Name	DATA ANALYTICS	Subject Code	MS5A-512
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To familiarize participants with concepts and applications of data analytics. • To acquaint participants with the challenges of data preparation and implementation. • To understand and design data driven models for business decision making. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • To understand the role of data analytics, data mining and business analytics within an organization. • Compute and analyze data using statistical and data mining techniques • Design and develop process of improving the decision making (relevance and quality). 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practicalproblems.			
Course Contents			No. of Sessions
Unit - 1 Introduction to Data Analytics	Understanding need of data analytics for business organization, application of data analytics at different levels of business organization, concept of data, information, knowledge discovery, data quality issues, analytics, data mining, data analytics, applications of data analytics, business analytics and business intelligence.		06
Unit - 2 Examining Data – Exploration and Transformation	<p>Creating MS- Excel sheet and performing operations on MS-Excel Sheet - Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics & summary statistics on the data set, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering.</p> <p>Creating charts/ graphs (histogram, scatter plot, line chart etc.) and Data Visualization using XL Miner for data exploration.</p> <p>Overview of statistical perspective – Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance, histogram, testing of normality, Kurtosis</p> <p>Handling Missing values, detection and handling of Outliers using Box- Whisker method, Data Exploration and Dimension Reduction using Principal Component Analysis (PCA).</p>		12

Unit - 3 Data Modeling	Supervised and unsupervised learning, inferential and predictive statistics, data types, variables types, data normalization and preparation, partitioning of data into training, validation and test data sets, Data driven modeling, Introduction to regression modeling, model preparation using regression techniques, data modelling using multiple linear regression, tree regression and introduction to Logistic Regression. Decision making using data driven models.	12
Unit-4 Data Modeling using ANN	Data analytics using non-parametric, Concepts and structure of an Artificial Neural Networks (ANN), Fitting in network to data and understanding various parameters of ANN. Introduction to Support Vector Machine and Evolutionary Techniques for data analytics.	04
Unit – 5 Introduction to Latest Trends	Introduction to the latest trends in Data Analytics for business organizations - Introduction to association rule, Discovering association rules in traditional Datasets, text mining, social network analysis. Case study, simulations, discussion and applications in various functional areas.	06
	TOTAL CLASSROOM CONTACT SESSIONS	40

Learning Resources:

3. GalitShmueli, Nitin R. Patel and Peter C. Bruce, “Data Mining for Business Intelligence – Concepts, Techniques and Applications”, Wiley India, 2016 (reprint).
4. Anil Maheshwari, “Data Analytics”, McGraw Hill Education, 2017
5. Software used - MS- Excel and Frontline Solvers XLMiner (Cloud based or student version)

Reference Books:

6. Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley & Sons, 3rd Edition.
7. Joseph F. Hair, William C. Black, Barry J. Babin , Rolph E. Anderson, Multivariate Data Analysis , Pearson Education, 7th Edition, 2010.

MBA FT SMSTER III

M.B.A. (Full Time)Batch2019-21			
Semester III			
Subject Name	ENTREPRENEURSHIP AND NEW VENTURES	Subject Code	MS5A-601
		Total Credits	03
Subject Nature: Core			
Course Objective:			
<ol style="list-style-type: none"> 1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship. 2. To introduce the spirit of Entrepreneurship in students, inculcate creativity & risk taking. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Provide overview of Entrepreneurship environment in country 2. The process of owning your business & art of sustaining a business. 3. Various qualities, character & leadership requirements of being an Entrepreneur. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Entrepreneur & Entrepreneursh ip	<ol style="list-style-type: none"> 1.1 Concept & Nature, 1.2 Definition Characteristics, Functions, Kinds, Role, 1.3 Difference between entrepreneur and Manager. 1.4 Role of entrepreneurship in development of economy 1.5 Ethical dimensions 	5	
Unit-2 Theories of Entrepreneursh ip	<ol style="list-style-type: none"> 2.1 Theories of Entrepreneurship: Innovative theory, Theory of social change, Theory of model personality, Theory of Social behavior. 2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps in decision making) 2.4 Process of Innovation- Social & Commercial 2.5 Entrepreneurial environment: Political, Economical, Technical, Social, Cultural, International. 	8	
Unit – 3 New Venture	<ol style="list-style-type: none"> 3.1 Small Business : meaning, role, Strengths and weaknesses Defining an entrepreneur- entrepreneurial traits - Developing 	5	

	<p>Entrepreneurs</p> <p>3.2 New ventures :Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities</p> <p>3.3 Methods of valuing a business - Franchising and franchisee's perspective.</p>	
Unit- 4 Business Plan	<p>4.1 Need for a Business plan - Steps in the preparation of Businessplan.</p> <p>4.2 Need for marketing research</p> <p>4.3 Operating plans and financial plan</p> <p>4.4 Dynamics of small business environment, Causes for small business failure, Success factors for small business</p>	4
Unit -5 Feasibility Planning	<p>5.1 Planning paradigm for new ventures - Stages of growth model</p> <p>5.2 Fundamental of a good feasibility plan, components of feasibility plan ,Relevance of marketing concept to new ventures</p> <p>5.3 Marketing research of pre-start-up planning ,Sources of marketing research information ,Implication of market research</p> <p>5.4 Marketing functions that new ventures must address Establishing marketing and sales promotion infrastructure</p> <p>5.5 Concept of pricing - Growth strategies - Marketing plan.</p>	5
Unit-6 Financing a new venture	<p>6.1 Financing and its effects on effective asset management – Alternate methods of financing</p> <p>6.2 Applicability of Legislation</p> <p>6.3 Venture capital and new venture financing -</p> <p>6.4 working out working capital requirement -</p> <p>6.5 Government agencies assisting in financing the project. Commercial banks, Financing institutions (IDBI,IFCI, ICICI, IRBI, LIC UTI, SFC, SIDC, SIDBI and EXIM Bank).</p> <p>6.6 Micro Finance</p>	10
Unit-7 Life cycle of an entrepreneurial venture	<p>7.1 Role of entrepreneur during various transition</p> <p>7.2 Requirements for successful patent grants : steps in obtaining a patent ,Registration of trademark , copyright and the concept of fair use,protection of intellectual property</p> <p>7.3 Entrepreneurship Strategies & Policies: concept of Entrepreneurial Strategies, Need for effective Entrepreneurial Policy.</p>	8
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Reading</p> <ol style="list-style-type: none"> 1. David H. Holt Entrepreneurship: New Venture Creation, PHI 2. Mary Coulter Entrepreneurship in Action,PHI 3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI <p>Suggested</p> <ol style="list-style-type: none"> 1. Stay Hungry Stay Foolish 2. Autobiography of Steve Jobs, Bill Gates 		

INSTITUTE OF MANAGEMENT STUDIES			
MBA (Financial Administration)MS5A			
Semester III (2019-21)			
Subject Name	PROJECT MANAGEMENT	Subject Code	MS5A-603
Subject Nature: Core			
Course Objective: The Course Objective is to acquaint students with project management methods and to develop skills on Project Planning, Analysis, Implementation and Control.			
Learning Outcome: It develops various individual skills but it emphasises the need for a systemic approach. The individual skills include: <ul style="list-style-type: none"> • project risk analysis, project success/ failure analysis; • project scheduling, able to use financial model, cost-benefit analysis in project management; • Report writing, presentation and team working. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems			
Course Contents			
UNIT	CONTENT	Class Room Sessions	
Unit 1: Introduction	1.1 Meaning, Need And Significance and its types; 1.2 Project Life Cycle and its phases; 1.3 Generation and Screening of Project Ideas.	05	
Unit 2: Project Selection & Analysis	2.1 Market and Demand Analysis, (Including Demand Forecasting); 2.2 Location Analysis; 2.3 Technical Analysis; 2.4 Financial Analysis (Cost of Project, Working Capital Requirement & Its Financing) 2.5 Cost and Benefit Analysis; 2.5 Social Cost Benefit Analysis.	06	

Unit 3: Financial Feasibility And Project Appraisal	3.1: Financial Feasibility Study or Financial Analysis; 3.2 Time Value of Money; 3.3 Cost of Capital; 3.4 Projected Cash Flows; 3.4 Project appraisal (Capital Budgeting) and Appraisal Criteria; 3.5 Analysis of Risk-concept, types, techniques of Risk Evaluation, Sensitivity Analysis and common methods for handling Risk.	10
Unit 4: Project Financing	4.1 Preparing Project Report, Financial Projections, Estimating Costs. 4.2 Project Financing, Project Appraisal by Financial Institutions.	05
Unit 5: Project Management And Control	5.1 Project Organizations; 5.2 Planning and Control of Project 5.3 Human Aspects of Project Management; 5.4 Project Control Tools (Gantt Charts, Line Offbalance).	06
Unit 6: Network Techniques for Project Management	6.1 Basic Concepts of Networks; 6.2 Line Estimation and Determination of Critical Path (For Both PERT and CPM Models); 6.3 Network Cost Systems; 6.4 Activity Crashing.	07
Unit 7: Project Review	7.1 Need for Reviews; 7.2 Initial Review, Performance Evaluation; 7.3 Abandonment Analysis; 7.4 Evaluating the Capital Budgeting Systems. 7.5 Other Issues: Tax Implications, Environmental, Health and Safety.	06
TOTAL CLASSROOM CONTACT SESSIONS		45

Learning Resources:

Text Books:

1. Prasanna Chandra. **“Project Planning, Analysis, Selection, Implementation and Review”**, New Delhi, Tata McGraw Hill Publications, Latest Edition.
2. P. Gopalkrishnan and E. Rama Moorthy, **“Text Book of Project Management”**. New Delhi, McGraw Hill Publications, Latest Edition.

Reference Books:

1. Harold Kerzner, **“Project Management: A Systems Approach to Planning, Scheduling and Controlling”**, New Delhi, CBS Publications, Latest Edition.
2. Rajive Anand, **“Project Profiles with Model Franchise Agency and Joint Venture Agreement”**, New Delhi, Bharat Publications, Latest Edition.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL –TIME) MS5A			
Batch 2019-21			
Semester III			
Subject Name	PRODUCT AND BRAND MANAGEMENT	Subject Code	MS5A-605
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to acquire the conceptual understanding of product and brand management and its applications for corporate growth and development.			
Learning Outcome: Upon completion of this course students will develop fundamental understanding of how to build, measure, and manage a brand.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction to Product Management	1.1 Why product management, Relationship between marketing and product management, 1.2 Product management process, 1.3 Functions of product manager, 1.4 Role and responsibilities of product manager.		9
Unit-2 Product Life Cycle	2.1 Concept of PLC, Operationalizing the aspect of PLC concept, 2.2 PLC as a forecasting model, 2.3 PLC as guideline for marketing strategy, 2.4 Extension of PLC.		8
Unit-3 New Product Development	3.1 Characteristics of successful product development, 3.2 New product development process and organization.		7
Unit- 4 Brand Management	4.1 Concept, Decision, Elements and Brand portfolio		3

Unit -5 Brand Association	5.1 Brand awareness,identity,image, personality and loyalty: 5.2 Managing brand equity through brand loyalty, 5.3 Measuring brand equity.	8
Unit -6 Branding Strategies	6.1 Evaluation of brands, Perceived quality, 6.2 Brand positioning and repositioning, 6.3 Brand extension decisions. 6.4 Emerging trends in product and brand management	10
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
<p>Learning Resources: Text Reading:LatestEdition</p> <ol style="list-style-type: none"> 1. Majumdar, Ramanuj, “Product Management in India”, PHI. 2. David A. Aaker, Rajeev Batra and John G. Meyer. “Advertising Management”, New Delhi. PHI 3. David A. Aaker. “Managing Brand Equity”, New York. Free Press. Jean Noel Kapfers.”Strategic Brand Management”, New York , Free Press. <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. Moorthi, Y.L.R., “Brand Management”, Vikas 2. Kumar Ramesh, S., “Managing Indian Brands” 3. Oguinn, T.C., Allen, C.T. and Semenik, R.J. ,Vikas, “ Advertising and Integrated Brand Management”. Thomson. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Batch 2019-21			
Semester III			
Subject Name	CONSUMER BEHAVIOUR	Subject Code	MS5A-607
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to help students gain an understanding of Consumer Behaviour and their applications.			
Learning Outcome: Upon completion of this course students will be able to understand Consumer behaviour and also to develop appropriate marketing strategies for different segments of consumers.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 Introduction to Consumer Behaviour	1.1 Definition and scope of Consumer Behaviour, 1.2 Linkage with Marketing Strategy, 1.3 Application of Consumer Behaviour and Consumer Research.		7
Unit-2 Environmental Influences on Consumer Behaviour	2.1 Understanding culture, subculture and its marketing implications in Consumer Behaviour, culture process; 2.2 Social Class, Measurement of social class, social class mobility 2.3 Family, Family life cycle and Family decision making process, Understanding Husband- Wife decision role, Children's & Peer group influence in family decision making; 2.4 Personal influence, word of mouth communication, opinion leadership.		10
Unit-3 Individual Determinants of Consumer Behaviour	3.1 Demographics; Concept, Theories and Applications – Motivation, Learning, Knowledge, Involvement, Perception, Attitude formation and change, Personality and Self Concept, Psychographics and Life Style.		9

<p>Unit- 4 Consumer Decision Process and Models</p>	<p>4.1Pre-purchase Process: Information processing, Types of information and sources, external and internal search, marketing strategies 4.2 Purchase Processes:Consumer choice making process, Evaluative criteria, Decision rules 4.3 Post Purchase Processes: Framework, dissonance satisfaction / Dissatisfaction.</p>	<p>10</p>
<p>Unit -5 Strategic Applications of Consumer Behaviour</p>	<p>5.1 Marketing to children, women, adults and old age consumers; 5.2 Concerns and strategies; 5.3 The consumer movement, consumer rights and responsibilities.</p>	<p>9</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS IN HOURS</p>		<p>45</p>
<p>Learning Resources: Text Reading:Latest Edition 2. Blackwell; R.D., Miniard, P.W. and Engel, J.F., “Consumer Behaviour”, Thomson. 3. Schiffman L.G. and Kanuk L.L., “Consumer Behaviour”, PHI. 4. Hawkins, Del I., Best, Roger J., Coney, Kenneth A. and Mookerjee, Amit, “Consumer Behaviour Building Marketing Strategy”, Tata McGraw Hill Publishing Company Limited, New Delhi. 5. Assel, H., “Consumer Behaviour”, Thomson. 6. Solomon M.R., “Consumer Behaviour”, PHI.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL –TIME) MS5A			
Batch 2019-21			
Semester III			
Subject Name	SALES AND DISTRIBUTION MANAGEMENT	Subject Code	MS5A-609
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management and provide abilities in sales and distribution system.			
Learning Outcome: Upon successful completion of this course student will be able to understand the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best of two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Personal Selling	1.1 The role of personal selling in marketing mix, 1.2 The personal selling process, 1.3 Personal selling objectives, Types of sales job.		7
Unit-2 Theories of Sales Management	2.1 Objectives, Nature and scope. 2.2 Buyer – Seller Dyads, 2.3 Theories of Selling- AIDAS Theory, “Right set of circumstances” Theory, “ Buying formula” Theory, and Behavioral equation theory of selling.		7
Unit-3 Sales Planning	3.1 Sales organization, Sales forecasting, Sales Budgeting, 3.2 Territory design and setting Quotas.		5
Unit- 4 Operational Sales Management	4.1 Selection, Training, Motivation and Compensation, 4.2 Evaluation and Control of sales force.		4

Unit -5 Distribution	5.1 Design of distribution channel, 5.2 Management of channels, 5.3 Managing Co-operation, Conflict and competition, 5.4 Vertical and Horizontal Marketing Systems.	8
Unit -6 Whole Selling and Retailing	6.1 Importance, Types, Marketing decisions for whole seller, 6.2 Retailing: Importance, Types, Retailer marketing decisions	6
Unit – 7 Physical Distribution	7.1 Objectives, Order processing, Warehousing inventory, 7.2 Transportation, Organizing for physical distribution, EDI and Supply chain, 7.3 Internet as a medium for order processing and information.	8
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
<p>Learning Resources: Text Reading: Latest Edition 1. Cundiff and Govni, “Sales Management – Decisions, Strategy and Cases”, New Delhi: Prentice Hall of India. 2. Ingram, Laforge, Avila, Schwegker and Williams, “Sales Management”, Thomson. Suggested Readings 3. Watuba R. Thomsas., “Sales Management – Texts and Cases”, Business Publication Inc. 4. Johnson, Kurtz and Scheving, “Sales Management, Concept Practice and Cases”, McGraw Hill NY.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A.(FULL-TIME) MS5A			
Batch 2019-21			
Semester III			
Subject Name	B2B MARKETING	Subject Code	MS5A-611
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to expose the students to various aspects of B2B Marketing and develop abilities in market orientation.			
Learning Outcome: At the end of course students will be able to understand corporate structures and business models, the importance and effects of efficient value chains and networking, interaction between organizations and how this can be seen in a strategic perspective.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best of two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems..			
Course Contents			Class Room Contact Sessions
Unit –1 Introduction	1.1 The nature and concept of B2B marketing, 1.2 difference between B2B and B2C marketing, 1.3 Market orientation, Knowing your market 1.4 Reseller marketing.		8
Unit-2 B2B Marketing	2.1 Understanding B2B marketing, Organizational Customers, Governmental agencies, Institutions, 2.2 Characteristics of organizational procurement 2.3 B2B marketing environment, The strategies for managing the B2B marketing Environment		7
Unit-3 Organizational Buying and Buyer Behaviour	3.1 Organizational buying and Buyer Behaviour; Concepts and models of Organizational buying behavior, 3.2 Interpersonal dynamics of organization’s purchasing behavior, Buying center involvement and interaction patterns, 3.3 Joint decision making, conflict and resolution in joint decision making, the buying committee, supplier choice and evaluation.		7

Unit- 4 Process of B2B Marketing	4.1 The strategic planning process in B2B marketing.	5
Unit -5 B2B Market Segmentation	5.1 Analyzing the organization market, 5.2 B2B market segmentation 5.5 Basis for Segmenting B2B markets, Target, Marketing and Positioning.	6
Unit -6 Channel Strategies	6.1 Formulating channel strategies; Marketing channel participants, Physical distribution and customer service, 6.2 Formulating the marketing communication – Personal selling, Advertising, Sales promotion and publicity.	7
Unit -7 Business Pricing	7.1 Business Pricing; Price determinants, Pricing decisions, price policy, distribution pricing.	5
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: Latest Edition 1. Robert R. Reeder, Edward G. Brierty, and Betty H. Reader. “Industrial Marketing, Analysis, Planning and Control” , New Delhi, Edward, PHI. 2. Krishna K. Havldar, “Industrial Marketing” , Tata McGraw Hill, Delhi. 3. Michael H. Morris – “Industrial and Organizational Marketing” , New York, Macmillan.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL –TIME) MS5A			
Batch 2019-21			
Semester III			
Subject Name	SOCIAL MARKETING	Subject Code	MS5A-613
		Total Credits	03
Subject Nature: Marketing Open Electives(Select any 2)			
Course Objective: The objectives are to focus the student’s attention on use of modern marketing techniques to influence behavior of individuals or groups towards social and public welfare, and to measure and improve its efficiency.			
Learning Outcome: After studying this course, students will be able to: <ul style="list-style-type: none"> • Understand the meaning and nature of social marketing • Analyses social marketing problems and suggest ways of solving these • Recognize the range of stakeholders involved in social marketing programmes and their role as target markets 			
ExaminationScheme: Thefaculty memberwillawardinternalmarksoutof40basedonthreeassessments of20markseach, ofwhichbest of two will be considered. Theendsemester examination will beworth60marks having theory and case/practical problems..			
Course Contents			Class Room Contact Sessions
Unit –1 INTRODUCTION	1.1 Social Marketing; Definition, Evolution and growth 1.2 Steps of social marketing.		09
Unit-2 SOCIAL MARKETING IN DIFFERENT CONTEXT	2.2 Leading case studies of social marketing in spheres of Health, Environment, Social and Economic Empowerment.		09
Unit-3 ANALYZING SOCIAL MARKETING	3.1 Analyzing Social Marketing; Research options, Selection of Purpose and Conducting Situation Analysis.		09
Unit- 4 STRATEGIES OF SOCIAL	4.1 Social Marketing: Segmentation, Targeting and positioning, Setting of objectives and Goals, 4.2 Strategies driven by 4Ps- Packaging, Pricing, Promotion		09

MARKETING	and Placement.	
Unit -5 MANAGING SOCIAL MARKETING	5.1 Managing Social Marketing: Monitoring and Evaluation Plan, 5.2 Establishment of Budgets and Sourcing of Funding, 5.3 Drafting Implementation Plan and Ethical Aspects	09
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
<p>Learning Resources: Text Reading: Latest Edition 1. Sameer Deshpande and Nancy R. Lee, “Social Marketing in India”, Sage Publications, 2013</p> <p>Suggested Readings 1. Philip Kotler and Nancy R. Lee, “Social Marketing : Influencing Behaviors for Good”, Third Edition. Sage Publications, 2008</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL –TIME) MS5A			
Batch 2019-21			
Semester III			
Subject Name	SUPPLY CHAIN MANAGEMENT	Subject Code	MS5A-615
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: The course aims at developing an understanding of supply chain management and its significance in managerial process.			
Learning Outcome: Students will be able to : <ul style="list-style-type: none"> • Analyze total system costs in supply chains • Know when and how to use various forecasting techniques • Compute tradeoffs between cost and responsiveness in supply chains 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best of two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Introduction and A Strategic View of Supply Chain	1.1 The role of Supply Chain Management in Economy and Organization. 1.2 Supply Chain Strategy and Performance Measures. 1.3 Outsourcing: Make Versus Buy.		11
Unit-2 Managing Material Flow in Supply Chain	2.1 Inventory Management 2.2 Transportation, 2.3 Network Design and Operations: Facility Location.		11
Unit-3 Managing Information Flow in Supply Chain	3.1 Demand Forecasting, 3.2 The Role of Information Technology in Supply Chain Management		10

<p>Unit- 4 Supply Chain Innovations</p>	<p>4.1 Supply Chain Integration, 4.2 Supply Chain Restructuring, 4.3 Agile Supply Chains, 4.4 Pricing and Revenue Management</p>	<p>13</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS IN HOURS</p>		<p>45</p>
<p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> 4. Shah Janat, “Supply Chain Management- Text and Cases”, New Delhi: Pearson Education, Latest Edition 5. Chopra Sunil, Meindl Peter, Kalra D.V., “Supply Chain Management – Strategy, Planning and Operation”, New Delhi: Pearson Education, Latest Edition 6. Sinha Amit, Kotzab Herbert, “Supply Chain Management- A Managerial Approach”, New Delhi: Tata McGraw-Hill-latest Edition. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL - TIME) MS5A			
Batch 2019-21			
Semester III			
Subject Name	GLOBAL MARKETING	Subject Code	MS5A-617
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: The objectives of this course are to help the students to gain an understanding of concept of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.			
Learning Outcome: Upon completion of this course, students will be able to... <ul style="list-style-type: none"> • Assess current issues in global marketing. • Assess the future of global marketing. • Identify and explain the variables involved in selecting pricing strategy in the global marketplace. • Analyze global value chains. • Develop competitive strategies by addressing global competitive analysis, global market entry strategies and global sourcing strategies. 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best of two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems..			
Course Contents			Class Room Contact Sessions
UNIT –I International Marketing	1.1 Basis of International Trade, 1.2 Theories of International Trade, (Absolute Advantage, Comparative Advantage and Factor Endowment Theory) 1.3 Difference Between Domestic, International, Multinational, Global Markets, EPRG Framework		8
Unit-2 Scanning of International Environment	2.1 Social, Political, Legal, Economic		5
Unit-3 Factors Affecting International Trade	3.1 Methods of Entry, 3.2 Types of Regional Agreements, Role of IMF and WTO in International Trade.		6
Unit- 4 Foreign Trade Policy	4.1 EXIM Policy 2002-2007 Salient Features. 4.2 Export Documentation and Procedure and Institutional Support for export promotion in India.		5

Unit -5 Product	5.1 Identify New Products, International Product Planning, Product Design Strategy, Product Elimination, 5.2 Adoption and Diffusion of New Products.	5
Unit -6 Pricing Strategy	6.1 Factors Affecting International Prices, 6.2 Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and Its Impact on Pricing, High Sea Pricing.	5
Unit -7 Distribution System for International Markets	7.1 Direct & Indirect Channels, 7.2 Factors Affecting International Channel, International Channel Management, 7.3 Whole selling and Retailing.	6
Unit -8 Promoting Products / Services in Overseas Markets	8.1 Perspective of International Advertising, 8.2 Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self – Regulation.	5
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
<p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> 1. W.J. Keegan – “Global Marketing Management”, New Delhi, PHI. 2. Sack Onkvisit and John J. Shaw. “International Marketing Analysis and Strategies”, PHI 3. Subhash S. Jain, “International Market Management” Delhi, CBS Publishers Distributors <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. M.R. Czinkota and Ronkainen, “International Marketing”, Dryden Forthworth 1998. 2. S.J. Poliwoda, “International Marketing”, New Delhi, Prentice Hall of India. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME)MS5A			
Batch 2019-21			
Semester III			
Subject Name	RETAIL MARKETING	Subject Code	MS5A-619
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: The course enables the students to appreciate the importance of retailing and distribution in the emerging market scenario, and equips them with the tools and techniques.			
Learning Outcome: On successful completion of this course students will be able to: <ul style="list-style-type: none"> 1. Apply a broad theoretical and technical knowledge of retail management to understand opportunities and challenges for creating excellent retailing experience. 2. Critically analyze and summarize market information to assess the retailing environment and formulate effective retail strategies. 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best of two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 Marketing Channels and Supply Chains	1.1 Emergence, Roles and types of marketing channels, Channel members and their characteristics, 1.2 choosing various channel options, factors affecting the choice 1.3 Supply Chain Management (SCM) – advantages gained, physical flow of merchandise, logistics of e – retailing.		8
Unit-2 Retailing	2.1 Nature and importance of retailing, wheel of retailer, 2.2 Types of retailing - ownership based, store based, non – store based, web based. 2.3 Retail management decisions 2.4 Recent trends in retailing.		7
Unit-3 Strategic Planning in Retailing	3.1 Situation analysis, objectives, Identification of consumers and positioning, overall strategy, specific activities and control.		7
Unit- 4 Identifying and Understanding	4.1 Consumer demographics & lifestyle, consumer needs & desires, consumer shopping attitude, consumer decision process, retailer’s action.		8

Customers	4.2 Location, Operation & Merchandise Management: Trading Area Analysis, Site selection.	
Unit -5 Operation and Merchandise Management	5.1 Trading area analysis, site selection, store formation size and space allocation, store security and credit management. 5.2 Merchandise plans – forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.	8
Unit -6 Retail Promotion	6.1 Building retail store image, atmosphere, layout planning 6.2 Retail promotional mix strategy 6.3 Retail stores sales promotional scheme.	7
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
Learning Resources: Text Reading: Latest Edition 1. Berman, Berry and Joel Evans Retail Management. 2. Cooper, J. Strategy planning in Logistics and Transportation. 3. Cox, Roger and Paul Brittain Retail Management. 4. Levy & Weitz Retailing Management. 5. Kotler, Philip Marketing Management.		

M.B.A. (FULL TIME) MS5A			
BATCH (2019-21)			
SEMESTER III			
SUBJECT NAME	FINANCIAL RISK AND DERIVATIVES	SUBJECT CODE	MS5A-621
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Risk and Derivatives.			
LEARNING OUTCOME: At the end of the course students should be able to; 4. Understand the risk return tradeoff and manage financial risk through the use of various derivative instrument 5. To make them understand operations of derivatives market.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Understanding Risk	1.1. Concept of Risk 1.2. Types of Risk 1.3. Risk Management Process 1.4. Risk Management Strategies		02
Unit-2 Introduction to Derivatives	a. Concept of Forwards, Future, Options b. Difference between Forward and Futures c. Types of Options d. Participants in markets Hedgers, Speculators and Arbitragers e. Uses of Derivatives f. Basic Derivatives terminology		08
Unit-3 Futures Contract	3.1. Future Terminology 3.2. Types of Futures, 3.3. Standardization in Futures, 3.4. Futures Exchange Clearing House 3.5. Types of Orders 3.6. Trading in Futures-Mark to Market Process 3.7. Convergence of Future and Spot Price 3.8. Stock Index Futures 3.9. Currency Futures 3.10. Interest Rates Future 3.11. Hedging Using Futures—Short Hedge, Long Hedge.		10

Unit- 4 Options Market	4.1. Types of Options, 4.2. Payoffs from option positions, In the Money option, Out of Money Option, At the Money option, 4.3. Naked Option, Exotic Options, Bond Option, Time Value Of Money. 4.4. Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity.	10
Unit -5 Option Trading Strategies	5.1. Bull Strategy 5.2. Bear Strategy 5.3. Butterfly Strategy 5.4. Calendar Strategy 5.5. Diagonal Spread Strategy 5.6. Straddles, Strip and Straps Strategy.	05
Unit-6 Swaps	6.1. Introduction to Swaps 6.2. Basic Swap Structure 6.3. Interest Rate Swaps 6.4. Currency Swaps 6.5. Mechanics of Swaps Transactions 6.6. Swap options.	05
Unit-7 Greek Letters	7.1. Concept of Delta Theta, Gamma Vega, Rho 7.2. Factors Determining Option Price 7.3. Black Scholes Mode	05
	TOTAL SESSIONS	45
Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.		

M.B.A. (FULL TIME) MS5A			
BATCH 2019-21			
SEMESTER III			
SUBJECT NAME	INSURANCE AND BANK MANAGEMENT	SUBJECT CODE	MS5A-623
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Insurance and Banking sector.			
LEARNING OUTCOME: At the end of the course students should be able to; 1. To enable the students to gain acumen, insight and through knowledge relating to the various aspects of Insurance and Banking sector and their regulatory frameworks.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Understanding Banking	1.5. Evolution of Banking 1.6. Banking in India 1.7. Types of Banks 1.8. Roles of Banks (viz. Intermediation, Payment system, and financial services) 1.9. Banking Regulations-- BASEL Norms 1.10. Banking Products – Fee based and fund based 1.11. Banking Structure in India- RBI, Commercial, Rural and Co-operative banks their role and significance 1.12. Capital Adequacy norms for banks, SLR, CRR, CAR		03
Unit-2 Bank Management	g. Liquidity Management h. Investment Management i. Loan Management j. Liability Management k. Credit Management l. Risk Management m. Commercial banks Balance Sheet and Income Statement, Relationship between B/S and Income Statement n. Return on Equity Model o. Important ratios used in Balance Sheet Analysis ,CAMELS Rating p. Management of assets and liabilities in banks-Profitability and Productivity in Banks		12
Unit-3 Understanding	3.1. Definition of Insurance 3.2. General Principles of Insurance		10

Insurance	3.3. Insurance Application and Acceptance Procedure 3.4. Insurance Terminology	
Unit- 4 Life Insurance	4.1. Life Insurance Definition, General Principles of Life Insurance 4.2. Types of Life Insurance Products--- Whole Life Policy, Term Policy, Endowment Policy. 4.3. Annuities Types 4.4. Claim Management of Claim Settlement 4.5. Analysis of Balance Sheet of a Life Insurance Company	10
Unit -5 General Insurance	5.1. General Insurance Definition, General Principles of General Insurance 5.2. Marine Insurance, Fire Insurance 5.3. Motor Vehicle Insurance 5.4. Public Liability Insurance 5.4. Third Party Insurance 5.5. Medicclaim and Health Policies 5.6. Group Insurance 5.7. Burglary Insurance	10
	TOTAL SESSIONS	45
Learning Resources: Text Books: Latest Edition of- Banking Theory, Law & Practice, Gordon Natrajan , HPH Insurance Management, S.C.Sahoo&S.C.Das , HPH Bank Management & Financial Services, Rose, Hudgins , McGraw Hill Risk Management & Insurance, Trieschmann, Hoyt, Sommer , Cengage Banking and Insurance, Mohapatra and Acharya , Pearson		

M.B.A. (FULL TIME) MS5A BATCH 2019-21 SEMESTER III			
SUBJECT NAME	FINANCIAL MARKETS PRODUCTS AND SERVICES	SUBJECT CODE	MS5A-625
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Markets, Products and Services.			
LEARNING OUTCOME: At the end of the course students should be able to; 1.To provide the students understanding of role financial institutions and markets play in the business environment. It also helps to develop a series of applications of principles from finance and economics that explore the connection between financial markets, financial institutions , financial products and services and the economy.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Nature and Role of Financial System	1.1Money and finance – Money and near-money – Financial intermediation and financial intermediaries – The structure of the financial system – Functions of the financial sector – Indicators of financial development 1.2Nature and Scope of Financial Services, Fund based and fee based services.	02	
Unit-2 Financial Market Operations	2.1. Money Market: Introduction, Instruments—T-Bills, Commercial Papers, Certificate of Deposits, Call Money, Money Market Mutual Funds, Commercial Bills, Collateralized Debt Obligations, Trading mechanism of instruments, regulations. 2.2. Capital Market: Meaning, Functions, Primary and Secondary Market. Methods of floatation of Capital –IPO’s, Book building, Private Placements etc. –Investor protection in primary market – recent trends in primary market. Rights Issue, Bonus Issue. BSE & NSE operations. Concept of Circuit Breakers 2.3. Secondary Market---Overview of major Stock Exchanges in India. Meaning, Purpose and Consideration in developing index – Methods (Weighted Aggregate Value Method, Weighted Average of Price Relatives method, Free Float method) 2.4. Trading on Stock Exchanges: Different trading systems – Share groups on BSE and NSE –BOLT and NEAT System – Different types of settlements – Pay –in and Pay out – Bad Delivery – Short delivery – Auction, Order types and books – De -Mat settlement –	12	

	Physical settlement – Institutional segment – Funds settlement – Valuation debit-Valuation price – Bad and short delivery – Auction.	
Unit-3 Lease and Hire Purchase	3.1. Meaning and Types of Leasing – Legislative frameworks – Matters on Depreciation and Tax – Problems on leasing 3.2. Concepts and features – Tax and Depreciation implications – Problems on Hire Purchasing.	08
Unit- 4 Credit Rating and Securitization of Debts	4.1. Definition and meaning- Process of credit rating of financial instruments- Rating methodology-Rating agencies – Rating symbols of different companies. 4.2. Securitization of Debt- Meaning- Features- Special Purpose Vehicle- Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization	08
Unit -5 Mutual Funds, Factoring Forfeiting and Bill Discounting	5.1. Mutual Funds- Types Mutual Funds – Advantages of mutual funds, Exchange Traded Funds – Hedge funds- Regulations on mutual funds – Accounting aspects. 5.2. Factoring and Forfeiting: Concepts, types, mechanism, advantages, disadvantages 5.3. Bill Discounting: Concept, type, bill rediscounting, problems on bill discounting.	08
Unit -6 Credit Cards, Venture Capital Finance and Merchant Banking	6.1. Credit Cards: Concepts, operational procedure, advantages, disadvantages. 6.2. Venture Capital Finance: Concepts, Procedure, and Importance. 6.3. Merchant Banking: Mergers, Amalgamations, Acquisition, Takeovers.	07
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi.

Harsh V.Verma, Marketing of Services, Global Business Press

Sames L .Heskett, Managing In the Service Economy, Harvard Business School Press, Boston.

M.Y.Khan, Indian Financial System, 4/eTata Mc Graw-Hill, New Delhi.

Frank.J.Fabozzi& Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson Education Asia.

H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.

Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi.

B. Pathak : Indian Financial Systems Pearson Education

M.B.A. (FULL TIME) MS5A BATCH 2019-21 SEMESTER III			
SUBJECT NAME	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	SUBJECT CODE	MS5A-627
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: The objectives of this course is to provide the students in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.			
LEARNING OUTCOMES <ul style="list-style-type: none"> • Ability to understand risk and return on financial assets • Evaluation of key financial assets • Portfolio concepts 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 Introduction	1.1 Concept of Investment, Investment V/S Speculation, 1.2 Financial And Economic Aspect Of Investment, 1.3 Types, Characteristics And Objectives Of Investment 1.4 Selecting Investments in a global market.		04
Unit-2 Risk Return	2.1 Concept Of Risk And Return, Systematic And Unsystematic Risk 2.2 Analysis of different types of Risks and Return, 2.3 Determinants of Required Rate of Return, 2.4 Risk free rate and factors influencing the risk free rate; Risk Premium. 2.5 Multifactor Model of Risk & Return		06
Unit-3 Fundamental and Technical Analysis	3.1 Efficient Market Hypothesis: Efficient Market Concept; Different forms of Efficiency, Random walk theory. Challenges to the Efficient Market Hypothesis. 3.2 EIC analysis-Macro economic activity and security Markets. The Cyclical Indicator Approach. Monetary Variables, the		10

	Economy and Stock Prices. Inflation, interest rate and security prices 3.3 Analysis of Growth and Value Companies. 3.4 Technical Analysis: Assumptions, Advantages and Challenges. Technical Trading Rules and Indicators Technical Analysis of Equity Markets.	
Unit-4 Valuation of Assets	4.1 Bonds: Bond Fundamentals, Bond Valuation Models: PV Model 4.2 Bonds Yield, Measures Duration, Modified Duration, Immunization Convexity, Bond Value Theorem. 4.3 Equity : Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. 4.4 Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.	10
Unit -5 Portfolio Management:	5.1 Measurement of Expected Risk and Return of Portfolio 5.2 Markowitz Portfolio Theory.. The Efficient Frontier and Investor 5.3 Utility. Optimal Portfolio Selection 5.4 Sharpe's Single Index Model, 5.5 Lagrange Multiplier Theory.	05
Unit-6 Capital Asset Pricing Model & Multi Factor Models:	6.1 Concept of Beta 6.2 SML And CML Valuations. 6.3 Arbitrage Pricing Theory, Empirical Tests of APT 6.4 Estimating Risk in a Multi-factor Setting.	05
Unit-7 Portfolio Performance Evaluation & Portfolio Management Strategy:	7.1 Treynor, Sharpe, Jensen and Information Ratio Performance Measures. 7.2 Passive vs. Active Management. 7.3 Bond Portfolio Management Strategies and Equity Portfolio Management Strategies 7.4 Equity Portfolio Management Strategy-Index Portfolio Construction Techniques.	05
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

1. **Fischer & Jordan**, Security Analysis and Portfolio Management, Prentice Hall India.
2. **Punithavathy Pandian**, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. **I. M. Pandey**, Financial Management, Vikas Publishing House Pvt. Ltd.
4. **Martin Pring**, Technical Analysis Explained, McGraw Hill.
5. **V. A. Avadhani**, Investment and Securities Market in India, Himalaya Publishing

House.

6. **French, Don**, Security and Portfolio Analysis, Merrill Publishing Co.
7. **Preeti Singh**, Investment Management, Himalaya Publishing.
8. **V. K. Bhalla**, Portfolio Analysis and Management, Sultan Chand & Sons
9. **Agarwal, A** Guide to Indian Capital Markets, New Delhi.
10. **Jack Clark Francis and Richard W. Taylor**, Investment, Schaum's outline series, Tata McGraw Hill.

M.B.A. (FULL TIME)			
BATCH 2019-21			
SEMESTER III			
SUBJECT NAME	FINANCIAL STATEMENT ANALYSIS	SUBJECT CODE	MS5A-629
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE OPEN ELECTIVES			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Statement Analysis.			
LEARNING OUTCOME: At the end of the course students should be able to have better understanding of analyzing financial statements for the purpose of valuation of firms and investments.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Framework for Financial Statement Analysis	1.13. Understanding financial statements—balance sheet, income statement. Need for financial statement analysis.Limitations of Financial Statements Analysis. 1.14. Various tools of Financial Analysis – Horizontal Analysis, Vertical Analysis, Trend Analysis, Common Size Statement.		05
Unit-2 Cash Flow Analysis	2.1. Direct and indirect methods preparation of cash flow statements. 2.2. Transaction analysis, reported versus operating changes in assets and liabilities, relation between income and cash flows. Analysis of cash flow trends		07
Unit-3 Ratios and Financial Analysis	3.1. Types of ratios, analysis of firms performance using ratios. Classification and selection of ratios. Cases on analyzing financial statements using Ratios.		07
Unit- 4 Analysis of Long Lived Assets	4.1. Capitalization decisions, capitalization versus expensing— general issues, industry issues, analytical adjustments for capitalization and expensing. 4.2. Depreciation concept, need for fixed asset disclosures, impairment of long lived assets. Treatment of long lived assets.		07
Unit -5 Analysis of Financing Liabilities	5.1. Nature of current and long term liabilities, debt with equity features, effect of changes in interest rates, debt of firms in distress, retirement of debt prior to maturity, bond covenants, nature of covenants.		07

<p>Unit -6 Valuation of Companies</p>	<p>6.1. Applying enterprise valuation methodologies including market multiples, precedent transactions and discounted cash flow analysis (DCF). 6.2. Estimating a Firm’s Equity and Enterprise Value for investment and change of control analysis. Estimating a Firm’s Cost of Capital: CAPM, Arbitrage Pricing Theory and alternatives to CAPM, Weighted Average Cost of Capital. Valuing Firms with a Changing Capital Structure & Adjusted Present Value. Method of Enterprise Valuation (APV). 6.3. Relative Valuation using Market Comparables. Equity Capital Raising Transactions, Initial Public Offerings. Valuation in Practice, Corporate Control & Agency Problems. Mergers & Acquisitions. Leveraged Buyouts (LBOs) / Management Buyouts. Valuation in Private Equity Setting & Venture Capital.</p>	<p>12</p>
	<p>TOTAL SESSIONS</p>	<p>45</p>
<p>Learning Resources: Text Books: Latest Edition of- Penman, S. H.: Financial Statement Analysis and Security Valuation, 3rd ed., McGraw Hill, Boston. Ross, S. A., Westerfield, R. W., Jaffe, J. : Corporate Finance, McGraw Hill, Boston. Soffer, L., Soffer, R. Financial Statement Analysis: A Valuation Approach, Prentice Hall, Upper Saddle River. Copeland, T. E., Weston, J. F., Shastri, K. Financial Theory and Corporate Policy, d., Pearson, Boston.</p>		

M.B.A. (FULL TIME)MS5A BATCH 2019-21 SEMESTER III			
SUBJECT NAME	Mergers, Acquisitions & Corporate Restructuring	SUBJECT CODE	MS5A-631
		TOTAL CREDITS	03
SUBJECT NATURE: Finance Open Electives			
<p>COURSE OBJECTIVE: In the fast changing economic environment corporate restructuring is required not just to stay afloat amidst cut-throat competition, but also to increase competitive edge. This course intends to provide an understanding of MACR from all the angles - strategic, legal, accounting, taxation, fund raising and valuation.</p>			
<p>LEARNING OUTCOMES</p> <ul style="list-style-type: none"> • Understand the basic methods of restricting companies • Understand Financial and legal aspects of Merger, Acquisitions • Get inside into trend setting mergers 			
<p>EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
COURSE CONTENTS			No. of Sessions
UNIT 1 INTRODUCTION	<p>1.1 Various Forms of Business Alliances</p> <ul style="list-style-type: none"> • Recent M&A Trends , Types of Mergers • Leveraged Buyouts and the Private Equity Market • Corporate Restructuring • Freeze-Outs and the Treatment of Minority Shareholders • Reverse Mergers, Holding Companies <p>1.2 History of Mergers</p> <ul style="list-style-type: none"> • Merger Waves - First Wave, 1897—1904, Second Wave, 1916—1929, The 1940s, Third Wave, 1965--1969 • Trendsetting Mergers of the 1970s, Fourth Wave, 1984—1989, Fifth Wave, Sixth Merger Wave 		05

<p>UNIT 2</p> <p>MERGERS & TAKEOVERS</p>	<ul style="list-style-type: none"> • Mergers Growth & Synergy , • Focus Increasing Asset Sales Increase Firm Values • Do Diversified or Focused Firms Do Better Acquisitions? • Hubris Hypothesis of Takeovers • Managerial Agendas and M&A? • Takeover Tactics- Preliminary Takeover Steps, Tender Offers, Proxy Fights • Antitakeover Measures -Management Entrenchment Hypothesis versus Stockholder Interests Hypothesis, Rights of Targets Boards to Resist, Preventative Antitakeover Measures 	<p>05</p>
<p>UNIT 3</p> <p>PRIVATE TRANSACTIONS AND LEVERAGED BUYOUTS</p>	<ul style="list-style-type: none"> • Management Buyouts, Financing for Leveraged Buyouts, Returns to Stockholders from LBOs, • The Private Equity Market and Secondary Market for Private Equity Investments 	<p>10</p>
<p>UNIT 4</p> <p>CORPORATE RESTRUCTURING</p>	<ul style="list-style-type: none"> • Divestiture and Spin-Off Process, Wealth Effects of Sell-Offs • Managerial Ownership and Sell-Off Gains, Shareholder Wealth Effects of Spin-Offs • Equity Carve-Outs • Restructuring in Bankruptcy –types & causes of Business Failure • Reorganization versus Liquidation 	<p>10</p>
<p>UNIT 5</p> <p>JOINT VENTURES AND STRATEGIC ALLIANCES</p>	<ul style="list-style-type: none"> • Contractual Agreements, Joint Ventures, Strategic Alliances • Comparing Strategic Alliances and Joint Ventures with Mergers and Acquisitions 	<p>05</p>
<p>UNIT 6</p> <p>VALUATION OF MERGERS</p>	<ul style="list-style-type: none"> • Valuation Methods • Benchmarks of Value & Valuation of the Target's Equity • Marketability of the Stock • Takeovers and Control Premiums • Shareholder Wealth Effects and Methods of Payment , Exchange Ratio • Tax Issues in M&A - Financial Accounting for M&As, Taxable versus Tax-Free Transactions 	<p>05</p>

<p style="text-align: center;">UNIT 7 LEGAL FRAMEWORK FOR MERGERS & ACQUISITIONS</p>	<ul style="list-style-type: none"> • Laws Governing Mergers, Acquisitions and Tender Offers • International Securities Laws Relating to Takeovers • State Antitakeover Laws • Regulation of Insider Trading 	<p>05</p>
	<p>TOTAL SESSIONS</p>	<p>45</p>
<p>Learning Resources:</p> <ol style="list-style-type: none"> 11. Mergers, Acquisitions and Corporate Restructurings, 6 edition by Patrick Gaughan, Wiley Corporate F & A 12. Mergers, Acquisitions and Corporate Restructuring by Prasad Godbole, VikasPublishers 13. Mergers and Acquisitions Andrew Sherman, American Management Association 		

M.B.A. (FULL TIME) MS5A BATCH 2019-21 SEMESTER III			
SUBJECT NAME	STRUCTURED PRODUCTS AND ALTERNATIVE INVESTMENT	SUBJECT CODE	MS5A- 633
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE OPEN ELECTIVES			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Alternative Investments.			
LEARNING OUTCOME: At the end of the course students should be able to; 6. Enable students to develop understanding about alternative investment. 7. Understand risk return tradeoff and manage financial risk arising out of alternative investments			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Overview of Alternative Investment	1.1. Alternative Investments: an Overview 1.2. The role of Alternative Investment in Strategic Asset Allocation 1.3. Trends in Alternative Investments 1.4. Alternative Investments & Due Diligence 1.5. Traditional Investments, Alternative Investments and Modern Portfolio Theory		04
Unit-2 Types of Alternative Investment	a. Private Equity – History, Types- Angel, Venture, Private, Crowd, Different Funding Series, Types – Equity, Debt, Investment Methods, Mezzanine capital, Distressed and special situations, LBO, Performance of Private Equity, Private Equity: Risk & Return Profile b. Real Estate -- Real Estate as an Investment Asset, Real Estate Investment Trusts, Commercial Real Estate, Mortgage backed Securities, Mortgage Debt and Preferred Equity in Real Estate, Real Estate Appraisal & Valuation, Performance of Real Estate Portfolios c. Hedge Funds --- Introduction to Hedge Funds, Investing in Hedge Funds, Performance of Hedge Funds, Due Diligence, Risk Management, Hedge Fund Benchmark & Asset Allocation. Long/Short Equity Strategies, Dedicated Short, Equity Market Neutral, Distressed Securities, Merger Arbitrage, Convertible Arbitrage, Fixed Income Arbitrage, Global Macro, Event Driven		14

	Funds. Unique risks for Hedge Funds, Net value and returns, Return statistics and risk(measuring risk, downside risk measures, benchmark related statistics), Risk-Adjusted Performance Measures(Sortin risk, Sterling and Burke ratio, return on VaR). d. Other Alternate Investment Asset classes -- Liquid Alternatives, Currency, Art Funds, Wine Funds, Film Funds.	
Unit-3 Structured Products	3.1. Structured products Introduction 3.2. Issuers' and investors' appetite for structured products 3.3. Identify underlying assets used for SPV's o Define special purpose vehicle o Identify mechanics of popular structured products using different assets classes as base 3.4. Implied correlations, base correlations, term structure effects 3.5. Future for structured products	10
Unit- 4 Types of Alternative Investment	4.1.Credit Default Swaps -- forms of payment, categories of trigger events, valuation, economic role of CDS in the broader investment landscape, life cycle of CDS, CDS Indexes. 4.2. Collateralized Debt Obligations --cash flows working, allocation of default losses, credit ratings system of CO, their structure and performance. Tranches and seniority, varieties of CDOs, and their economic roles in the world of investments.	10
Unit -5 Alternative Investment - India	5.1 Alternative Investments Sector in India 5.2. Tax Structure 5.3. Genesis of Alternative Investments Market Regulation 5.4. AIF Regulations 5.5. Types of AIFs 5.6. Legal Structure & Documentation 5.7. Registration Process 5.8. Target Participants 5.9. Investment Restrictions 5.10. Recent Developments	07
	TOTAL SESSIONS	45
Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.		

M.B.A. (FULL TIME)MS5A BATCH 2019-21 SEMESTER III			
SUBJECT NAME	BEHAVIORAL FINANCE	SUBJECT CODE	MS5A-635
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE OPEN ELECTIVES			
COURSE OBJECTIVE: To develop an understanding of Classical Finance and Behavioral Finance-Heuristics and Biases in Human Decision making-A framework of decision making under risk-Real world applications in finance-Real world applications to public policy			
LEARNING OUTCOMES			
<ul style="list-style-type: none"> • Ability to understand risk and return on financial assets • Evaluation of key financial assets • Portfolio concepts for individual needs 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 Introduction	1.1Neoclassical Challenge and Behavioral Finance 1.2Rational Expectations Hypothesis and behavioral challenges 1.3Expected Utility theory, Portfolio Theory, Efficient Market Hypothesis 1.4 Decision-making process and behavioral biases,		05
Unit-2 Behavioral economics and finance	2.1 prospect theory and asset pricing - Prospect theory , Bounded rationality, 2.2 Mental Accounting 2.3Probability weighing function: Parameterization of utility function. Risk-taking behavior. 2.4 Endowment effect: experiments. Sentiments and asset pricing		05
Unit-3 Heuristics and behavioral biases of investors	3.1 Anchoring bias. Limited attention, storing and retrieving information, availability bias. Familiarity bias . 3.2 Risk preference, framing bias. Mental accounting, Representativeness, Ambiguity aversion , 33 Overconfidence and excessive trading		10
Unit- 4 Group Behavior	4.1Conformism, herding, fatal attractions, 4.2 Investing Styles and Behavioral Finance,		10

	4.3 Emotions and Neuro Science	
Unit -5 Behavioral corporate finance	5.1 The decision-making process in reality. First level: rational managers. Managerial financing and investment decisions as rational responses to securities market mispricing. 5.2 Second level: less than rational managers. Behavioral biases of managers. 5.3 Capital structure choice: behavioral aspects. Investment policy: real investments and M&A deals	05
Unit-6 Investment Strategies of Individuals	Models Of Personal Finance:- 6.1 4 Stroke Model, 6.2 Stair Case Model, 6.3 Earning –Expenses Model	05
Unit-7 Value Investing	7.1 Principles of value investing 7.2 Value investing to counter behavioural biases	05
	TOTAL SESSIONS	45
Learning Resources:		
14. Behavioural Finance, William Forbes, Wiley Publications		
15. Behavioral Finance By Prasanna Chandra, Mcgraw Hill Publishers		
16. Value Investing & Behavioral Finance , Parag Parikh, Tata Mcgraw Hill Publishers		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Full-Time)			
BATCH-(2019-21)Semester III			
Subject Name	INDUSTRIAL RELATIONS AND LABOUR LAWS	Subject Code	MS5A-637
		Total Credits	03
Subject Nature: HRM Compulsory			
Course Objective: The objectives of the course are to expose the student to the multidimensional complexities of industrial relations to enable him to develop the right perspective of this delicate responsibility to deal with union constructively.			
Learning Outcome:			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –I Introduction	1.1 Industrial Relations in India 1.2 Overview and Appraisal 1.3 Industrial Disputes Act, 1947.		10
Unit-2 Workers Participation in Management (WPM)	2.1 Meaning, Objectives 2.2 Essential Conditions 2.3 Forms, Reasons for Limited Success and Suggestions for Improvement 2.4 WPM in India.		10
Unit-3 Collective Bargaining	1.1 Meaning 1.2 Functions 1.3 Process and Prerequisites Industrial Employment (Standing Orders) Act, 1946.		12
Unit -4 Trade Unions	4.1 Meaning, Functions, Problems 4.2 Trade Union Movement in India and Trade Union Act, 1926 4.3 Factories Act, 1948 4.4 E.S.I.C. Act, 1948 4.5 Payment of Gratuity Act, 1972		13

	4.6 Contract Labour (Regulation and Abolition) Act, 1970	
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Readings</p> <p>R. C. Chawla and K.C. Garg, “Industrial Law”, Ludhiana, Kalyani Publishers, 1993.</p> <p>P.L. Malik, “Industrial Law”, Lucknow, Eastern Book Co., 1995.</p> <p>J.K. Bareja, “Industrial Law”, New Delhi, Galgotia Publishing Co., 2001.</p> <p>M.Y. Pylee and George Simon, “Industrial Relations and Personnel Management”, New Delhi, Vikas Publishing House, 1996.</p> <p>Suggested Readings</p> <ol style="list-style-type: none"> 1. P Subba Rao, “Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games”, Mumbai, Himalaya, 2000. 2. S.C. Shrivastava, “Industrial Relations and Labour Laws”, New Delhi, Vikas 		

MBA (FT) MS5A BATCH 2019-21 SEMESTER III			
SUBJECT NAME	HR PLANNING AND AUDIT	SUBJECT CODE	MS5A-639
		TOTAL CREDITS	03
SUBJECT NATURE: Human Resource Management Compulsory			
COURSE OBJECTIVE: The course is designed to enable the student to understand the process of human resource planning and audit in depth.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 Human Resource Planning	1.1 Definition, HR Planning, Strategic Planning and HR planning Model for HR Planning 1.2 HR planning in changing context, Planning for Shortages, Surplus, Planning for New Establishment, Managerial Succession Planning, Career Planning.		08
Unit-2 Qualitative determination of human resource requirements	2.1 Job Analysis 2.2 Human Resource Demand Forecasting 2.3 Human Resource Supply Estimates		08
Unit-3 Action Plans	3.1 Separation 3.2 Action Plans – Retention, Training, Redeployment & Staffing		08
Unit- 4 HRD Audit	4.1 Meaning and Concept 4.2 Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results		07

	4.3 Preventive and Corrective Actions 4.4 Role in Business Improvement, Methodology and Limitations.	
Unit -5 HRD styles and culture	5.1 OCTAPACE Culture, Importance of Top Management Styles in Building Culture, Auditing the HRD Culture 5.2 Auditing the Style of Top Management, Current Structures and Structural Alternatives.	07
Unit-6 HRD Competencies	6.1 Challenges, Professionalism in HR, Myths and Realities of HRD 6.2 Competencies Needed, Auditing HRD Competencies, individual interviews, Group interviews, Observation, HRD Audit instruments.	07
	TOTAL SESSIONS	45
Learning Resources: <ol style="list-style-type: none"> 1. Donald Currie, “Personnel in Practice for the New IPD-CPP”, Blackwell, MA. 2. R. W. Mondy and R. M. Noe, “Human Resource Management”, Prentice Hall, London, 6th Ed. 3. T. V. Rao, “HRD Audit”, Response Books, New Delhi. 		
Suggested Reading <ol style="list-style-type: none"> 1. Satish Pai Ed., “HRD Skills for Organizational Excellence”, Bombay, Himalaya Pub. House. 		

MBA (FT) MS5A BATCH 2019-21 SEMESTER III			
SUBJECT NAME	HUMAN RESOURCE DEVELOPMENT	SUBJECT CODE	MS5A-641
		TOTAL CREDITS	03
SUBJECT NATURE: Human Resource Management Compulsory			
COURSE OBJECTIVE: The objectives of this course are to help the student gain an understanding of the need and methods of HRD, and insights in the design, development and delivery of HRD Programmes.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 Human Resource Development	1.1 Concept and Historical Perspective 1.2 Elements of Good HRD 1.3 HRD and Organizational Effectiveness		9
Unit-2 HRD MechanismsI	2.1 Training- Training Policy 2.2 Assessing Training and Development Needs 2.3 Design of Training Systems 2.4 Implementation and Evaluations of Training System 2.5 Employee Counseling 2.6 Performance Appraisal-Different Methods and their impact on Employees Effectiveness.		9
Unit-3 HRD Mechanisms II	3.1 Career Planning and Development, Succession Planning 3.2 Potential Appraisal 3.3 Coaching – The Skills of Coaching, coaching and performance management 3.4 Mentoring- Selection of Mentor, Mentoring Methods and their Benefits.		9

Unit- 4 Behavioral Tools	4.1 FIRO-B, Johari Window, Transactional Analysis. 4.2 Formulation and Implementation of HRD Strategies 4.3 Creating a World Class Organization	9
Unit-5 The Benefits and Cost of H.R.D	5.1 the cost and benefit of training 5.2 Models of cost benefit analysis of training 5.3 HR Accounting	4
Unit-6 Future of Human Resource Development	1.1 Economic 1.2 Political 1.3 Sociological and Organizational Factors.	5
	TOTAL SESSIONS	45

Learning Resources:

Text Readings

1. Jerry W. Gilley and Steven A. England, “**Principles of Human Resource Development**”,U.S.A, Addison-Wesley, 1989.
2. T.V. Rao, “**HRD Audit**”, New Delhi, Sage Publications, 1999.

Suggested Readings

1. SatishPai, Ravishanker, UpinderDhar and B. Pattanayak (Eds), “**HRD Skills for Organizational Excellence**”. Mumbai, Himalaya 1999.
2. Ashok Chanda and ShilpaKabra “**Human Resource Strategies-Architecture for Change**” New Delhi, Response Books, 2000.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Semester III			
Subject Name	COMPENSATION AND REWARD MANAGEMENT	Subject Code	MS5A-643
		Total Credits	03
Subject Nature: HRM Compulsory			
Course Objective:			
<ul style="list-style-type: none"> The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India 			
Learning Outcome:			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –1 Introduction of wages and salary	1.1 Concept of Wages & Salary 1.2 Minimum Wage, Fair Wage and Living Wage 1.3 Theories of Wages & Salary–Pay and Social Class 1.4 Machineries for Wage Fixation 1.5 Statutory provisions governing different components of reward systems–.Wage criteria and wage machinery 1.6 Wage Components—Salary Benchmarking, designing KRA & KPI		09
Unit-2 Reward Management	2.1 Aims, Components of Reward system 2.2 Role of Reward in organization 2.3 Strategic perspectives of Reward 2.4 Reward as a motivational tool– Psychological contract 2.5 Reward policies Factors determining the rates of Pay 2.6 Strategic and Tactical pay related issues–Establishing Job Values and Relativities 2.7 Internal & External Equities–Job evaluation schemes, Internal		15

	Pay Structure, Reward survey–Designing Pay Level, Pay Mix and Pay Structures 2.8 Grade and Pay structures: Types, Design and Implementation—Group/Individual Incentive, Designing Incentive Scheme	
Unit-3 Rewarding and Reviewing Contribution and Performance	3.1 Individual Contingent Pay–Team Pay – Paying for Organizational performance–Recognition Process–Performance Management and Reward 3.2 Reward for Special groups–Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers –Components of Executive Compensation package 3.3 Employee Benefits & Services–Rationale for employee benefits–Types of benefits, Choice of benefits, Administering employee benefits, Tax considerations–Flexible benefits/Cafeteria Plans–Pension Schemes–ESOP—Computations of taxable income, overtime, etc.	07
Unit- 4 Managing Reward Processes	4.1 Reward Management Roles–Reward Procedures 4.2 Controlling reward–Pay reviews–Communicating to employees 4.3 Managing the development of reward systems–Future Trends in Reward Management	06
Unit -5 Strategic Reward	5.1 Concept, Aims–Strategic Reward and Reward Management 5.2 Purpose and Contents of Reward Strategy 5.3 Strategic Reward and Performance 5.4 Reward strategies in a Knowledge economyReward Strategies in a Service-based economy 5.5 Developing reward strategy–Communicating reward strategy – Implementing reward strategy	08
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources:		
Text Readings:		
<ol style="list-style-type: none"> 1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page 2. Strategic Reward, Armstrong & Brown, Kogan Page. 3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall 4. Armstrong, M and Murlis H, Reward Management, Kogan Page. 5. Cascio, Costing Human Resource, Thomson Learning,, India 6. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson Education. 7. Richard I Henderson, Compensation Management in a Knowledge-Based World, Pearson Education. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Semester III			
Subject Name	International HRM	Subject Code	MS5A-645
		Total Credits	3
Subject Nature: Human Resource Management Open Electives(Select any 2)			
Course Objective:			
<ul style="list-style-type: none"> To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force. To develop an understanding about different obligations towards society. 			
Learning Outcome:			
At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –1 The Environment	1.1 Foundation and challenges of International Management, 1.2 the culture context value systems of some countries, 1.3 cultural characteristics of business operations across the countries, 1.4 diversity, 1.5 managing diversity		06
Unit-2 Organizational Structure	2.1 The Global View, 2.2 Basic Organization Structure, 2.3 Decision making and controlling.		15
Unit-3 Attracting Human Resources	3.1. The Global View, 3.2 Recruitment, 3.3 Selection of people (Parent country nationals, Host country nationals, Third country nationals)		07

Unit- 4 Compensation and Benefits in Global Scenario	4.1 Impact of culture on IHRM, 4.2 Training in context of globalization age, 4.3 Preparing employees for foreign assignments, 4.4 Preparing global leaders.	06
Unit -5 Future and Challenges in context of IHRM	5.1 Managing people in an international context 5.2 HR issues in Multinational Corporate Social responsibility 5.3 Multinational as a global citizen 5.4 International Accord and Corporate Codes of Conduct 5.5 Implication for the HR function of the multinational firm	05
Unit -6 Concept of Culture and cultural environment	6.1 Culture Shock 6.2 Role Cultural Understanding 6.3 Cross Cultural Differences and Managerial Implications 6.4 Hofstadter Study 6.5 Cultural environment–Ethics in International Environment 6.6 Case studies on Cross-Cultural and International Human Resource Management	06
Total sessions45		
Learning Resources: Text Readings: <ol style="list-style-type: none"> 1. P.L. Malik, IndustrialLaw, Lucknow, EasternBookCo., 1995. 2. IntroductiontotheConstitutionofIndia21stEdition,D.B.Basu 3. R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, KalyaniPublishers, 1993. 4. Industrial Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and SeemaPriyadarshinishekhar, Pearson, 2013. 		

MBA (FT) MS5A BATCH (2019-21) SEMESTER III			
SUBJECT NAME	BUSINESS PROCESS TRANSFORMATION AND HRM	SUBJECT CODE	MS5A-647
		TOTAL CREDITS	03
SUBJECT NATURE: Human Resource Management Open Electives			
COURSE OBJECTIVE: The objective of the course is to study business transformation through managing people with special emphasis on knowledge management, human resource information system, human resource economics, and leadership			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Knowledge management	1.1 Organizational Knowledge Management Architecture and Implementation Strategies 1.2 Introduction 1.3 Knowledge Management Framework 1.4 Implementation, Strategies, Organizational Knowledge Management Architecture 1.5 Organizational Knowledge repositories 1.6 Knowledge Management Applications, 1.7 Organizational Collaborative Platforms 1.8 Organizational Knowledge Measurement Framework and techniques, and implementation barriers.	06	

Unit-2 HRIS	<p>2.1Data and Information needs for HR Manager</p> <p>2.2Sources of Data;</p> <p>2.3Role of ITES in HRM;</p> <p>2.4 IT for HR Managers;</p> <p>2.5Concept, Structure, and Mechanics of HRIS;</p> <p>2.6Programming Dimensions and HR Manager with no technology background;</p> <p>2.7Survey of Software Packages for Human Resource Information System including ERP Software such as SAP ,Emerging Trends in HRIS, Networking, Internet, Intranet, Technology Implications, etc</p>	08
Unit-3 Information security and risk management	<p>3.1Aspects of Security, Risk Management, Role of HR department in maintaining Organizational privacy, Cyber threats, Intellectual property.</p> <p>3.2Data Mining: decision trees, Neural networks, applications of data mining</p> <p>3.3Data warehousing: Architecture & Applications</p> <p>3.4Artificial Intelligence: Meaning, Scope and Applications.</p>	06
Unit- 4 Decision Support Systems	<p>4.1 Managerial Decision Making,</p> <p>4.2Introduction and Overview ,From Human Decision making to DSS ,DSS Architecture</p> <p>4.3Group Decision Support Systems: Goals of Group Decision Support Systems Group versus Individual Activities ,Types of Group DSS , Decision Making Under Uncertainty , System Integration and Future of DSS.</p>	07
Unit-5 Human Resource Economics	<p>5.1 HR Accounting, Investment in Human Capital Individual's choice of educational attainment Costs and benefits of human capital investments Who should invest in human capital – the individual or the firm? Social impact.</p>	06
Unit-6 Contemporary Issues in HR	<p>6.1Green HRM, Position of women, Gender discrimination, harassment, Job stress, Turnover, Emotional Intelligence etc</p>	06
Unit-7 Leadership issues in BPT	<p>7.1Crucibles of Leadership, Values, Principles and Ethical Boundaries, Motivations and Motivated Capabilities, Transformational Leadership.</p>	06
	TOTAL SESSIONS	45

Learning Resources:**Text Readings****References:**

1. Warrier, E. Sudhir (2004) “Knowledge Management”, Vikas Publishing House Ltd. New Delhi.
2. Knowledge Management: 2nd Edition, Elias M. Awad, Hassan M. Ghaziri, PHI Learning Pvt. Ltd.
3. Handbook of Human Resource Information Systems, Basics, Applications and Future Directions, Michael J.Kavangarh, Mohan Tithe, Richard D Johnson, Sage Publications India Pvt ltd.
4. A Handbook of Human Resource Management Practice, “Michael Armstrong”, Kogan page.
5. The leadership life Cycle: by Andrew Ward, Palgrave Macmilian
6. High Quality leadership: by Erwin Rausch and John B Washbursh, PHI
7. Leadership in organizations: by Gary Yuki, PHI
8. S.C.Gupta, Advanced Human Resource Management: A strategic perspective, Ane Books Pvt. Ltd
9. TanujaAgarwala, (2007), Strategic HRM, Oxford University Press

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Semester III			
Subject Name	TRAINING & DEVELOPMENT	Subject Code	MS5A-649
		Total Credits	03
Subject Nature: Human Resource Management Open Electives(Select any 2)			
Course Objective:			
<ul style="list-style-type: none"> ● To introduce the importance of training & development in Human Resource Management; and that in organization for its overall growth. ● Help students familiarize with the scope of training & development as an independent stream in career development. ● Explore various Training & development Outlooks; as well as its evolution, dependency & as strategic essential in organization' holistic growth. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understanding the evolution of human skills, Learning& is experiential nature in work life. 2. To be able to train/ design training & development modules & execute them efficiently & effectively. 3. To be able to identify, sync & structure organizational' objective& growth with T&D needs as Human Resource Manager. 4. Learn implementation of Training Process, Assessment &reachout for 360 degree development of human resource potential in Organization. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –I Introduction to T&D	1.1. Scope, Functions 1.2 Evolution & Importance 1.3 Systems Approach to Training		04
Unit-2 Training Need Assessment	2.1 Organization Analysis, 2.2 Task Analysis, 2.3 Person Analysis		07
Unit-3 Designing the	3.1 Learning theories &Principles of Learning,		10

Training Programs:	3.2 Trainee Readiness and Motivation, 3.3 Establishing Training Objectives.	
Unit- 4 Implementing the Training Programs	4.1 Training Methods for non-managerial employees 4.2 Management Development. 4.3 Strategic Development & Skill Development; 4.4 Work Life Balance Training	06
Unit -5 Developing the Group and the Climate	5.1 The Social Process, 5.2 Establishing Tasks in Common, 5.3 Building Realistic Relationships, 5.4 the Training climate, 5.5 Personal and InterPersonal Dimensions. 5.6 Trainers and Training Styles.	08
Unit-6 Evaluating the Training Program	6.1 Kirkpatrick four-level approach & other alternative models, 6.2 BenchMarking	06
Unit – 7 Special Topics in Training and Development:	7.1 Orientation Training, 7.2 Basic Skills Training, 7.3 Team Training, 7.4 Diversity Trainings.	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>TEXT READINGS:</p> <ol style="list-style-type: none"> 1. Rolf P. Lynten and UdaiPareek, Training for Organizational Transformation Part - 2, Sage Publications, 2000. 2. Bohlander, Snell and Sherman, Managing Human Resources, Lachina Publishing Services, 2000. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Semester III			
Subject Name	Performance Management	Subject Code	MS5A-653
		Total Credits	3
Subject Nature: HRM Open Electives (Select any 2)			
Course Objective:			
<ul style="list-style-type: none"> To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force. To develop an understanding about different obligations towards society. 			
Learning Outcome:			
At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –1 Performance Management Conceptual Frame Work	1.1 Introduction to Performance Management, 1.2 nature, 1.3 scope, 1.4 importance, process of Performance Management, 1.5 link between Performance Management and Performance Appraisal, 1.6 Benefits of Performance Management, 1.7 Performance Planning, 1.8 Role Analysis and Evaluating Performance Management.		08
Unit-2 Performance Appraisal System	2.1–Meaning, Features and Objectives of Performance Appraisal– 2.2 Factors affecting Performance Appraisal– 2.3 Benefits of Performance Appraisal– 2.4 Problems with Performance Appraisal– 2.5 Essentials of a Good Appraisal System– 2.6 Evaluation of a Performance Appraisal System.		15

<p>Unit-3 Appraisal Methods on the basis of approaches</p>	<p>3.1. Ranking–Forced Distribution 3.2 Paired Comparison 3.3 Check List 3.4 Critical Incident 3.5 Graphic Rating Scale 3.6 BARS 3.7 MBO 3.8 Human Resource Accounting. 3.9 360 degree Feedback 3.10 Definition & Uses of 360 degree feedback 3.11 Rationale for 360 degree feedback 3.12 Scope of application in various industries 3.13 Advantage and disadvantage of 360 degree feedback 3.14 Concept of Potential Appraisal 3.15 Requirements for an Effective Potential Appraisal system 3.16 Performance Appraisal and Potential Appraisal.</p>	<p>08</p>
<p>Unit- 4 Model and Process of Performance Management</p>	<p>4.1 Performance Management Cycle 4.2 Role Definition 4.3 Personal Development Plan 4.4 Performance Agreement 4.5 performance Review 4.6 Balance Scorecard approach to PMS, Benchmarking process, 4.7 Industry best practice</p>	<p>07</p>
<p>Unit -5 Performance Management Application & Improvement</p>	<p>5.1 Performance Management for Teams, Performance Management in practice, 5.2 Analyzing Performance problems 5.3 Performance counselling □ Concept, Principles and Skills competency based Performance Management 5.4 Performance Management linked Reward Systems Types of pay for 5.5 Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.</p>	<p>07</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		<p>45</p>

Learning Resources:

Text Readings:

Michael Armstrong: Performance Management- Key Strategies and Practical Guide, Kogan Page.

Murphy and Cleaveland: Performance Appraisal, Sage Publication Chadha: Performance management, Excel Books

Hartle: Transforming Performance Management Process, Kogan page.

Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India

Herman Aguinis: Performance Management, Pearson Education

A.S. Kohli and Tapomoy Deb, Performance Management OXFORD University Press

SPREAD SHEET ANALYSIS

COURSE OBJECTIVES

Understand the use of spreadsheets in developing decision models.

EXAMINATION SCHEME

COURSE OUTCOMES

After completion of the course the students should be able

- CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and application of analytics in various business domain.
- CO2. To understand the interdependence of the analytics function with the other key functional areas of a firm.
- CO3. To apply analytical skills and problem-solving tools to the analysis of the business decision problems.
- CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business analytics.

COURSE CONTENTS

UNIT I

Introduction: Excel User Interface, Application, Workbook, Worksheets & its Components, Named Ranges; Formatting of worksheets, working with multiple sheets; Avoiding errors and mistakes; understanding data: qualitative and quantitative.

UNIT II

Data Handling: Sorting, filtering., Data Validation: Based on cell values (text length, whole no Based on Formulas, List Dropdown, Circle Invalid Data, Input & Error Messages; Data Grouping: Grouping Rows, Grouping Columns. Data Styles: Conditional Formatting, Formatting based on Cell values, formatting based on Formulas, Icon Sets (bars, scales, icons). Freezing Panes, Text-to- Columns, Delimited, Fixed Length; Data Consolidation (from multiple files), Getting External Data into Excel, From MS Access, From Text files, From Web, Other Data Sources.

UNIT III

Formula & Functions: Formulas, Formula Auditing, TEXT Functions, IF, ERROR Functions, LOGICAL Functions, VLOOKUP, HLOOKUP, COUNTIF, SUMIF, SUMPRODUCT, DATE & TIME FUNCTIONS, FORMULA TEXT, Information Functions (ISNA, ISEVEN, ISERR...)

UNIT IV

Functions: Financial Functions: FV, IRR, NPER, NPV, RRI, SLN...; Statistical Functions: AVERAGE, AVERAGEA, STDEV.S, STDEV.P, VAR.S, VAR.P, FREQUENCY, CORREL, PEARSON, MIN, MINA, MAX, MAXA, CHISQ.TEST, CHISQ.INV

UNIT V

Table & Charting: Charting data: Chart Types, Principles of charting, Chart Components, Primary Vs Secondary Axis, Chart Formatting, Column and bar charts, Pie charts, XY scatter graphs, some practicalities in preparing graphs, Context-sensitive legends and titles. Pivot Tables: Introduction & Creation, Slicer, TimeLine, Pivot Charts, Calculated Fields, Calculated Items, Grouping.

UNIT VI

Forecast & Analysis Tool: What If analysis: Scenario Manager, Goal Seek, Table; Forecast Sheet, Analysis Tool Pack for various statistical techniques: Descriptive Statistics, Correlation, Regression, Moving Average, Z-test, t-Test: Paired Two-Sample for Means, t-Test: Two-Sample assuming unequal and equal variances, ANOVA: Single Factor, Two-Factor with Replication and Without Replication

UNIT VII

Elementary modelling: Symbols, expressions and simple models, creating general algebraic models, Expressions involving logical tests, Linear functions in business, Linear functions involving logical tests.

TEXT READINGS

1. John Walkenbac, "Excel , Bible", John Willey & sons, Latest Edition.
2. Jordan Goldmeier, "Advanced Excel Essentials", Apress Publisher, Latest Edition.
3. Conrad George Carlberg, "Business Analysis with Microsoft Excel", Que Publishers, Latest Edition.
4. Bernd Held, "Microsoft Excel Functions & Formulas", Wordware publishing, Inc, Latest Edition.
5. Paul Mcfedries, Excel Data Analysis: Your Visual Blueprint for Analyzing Data, Charts and Pivot Tables, Latest Edition.
6. Neil J. Salkind, "Excel Statistics; A Quick Guide", Sage Publications, Latest Edition.
7. Robert E. McGrath, "Creating and Verifying Data Sets with excel", Sage Publications, Latest Edition.

DATA MINING

1. Managing Data

Individual Data Management, Organisational Data Management, Components of Organisational Memory, Evaluation of Database Technology

2. File-Oriented Systems

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

3. Database Systems in the Organisations

Data Sharing and Data Bases - Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning - The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLDC)

4. Risks and Costs of Database

Organizational Conflicts - Development Project Failures - System Failure - Overhead costs - Need for Sophisticated Personnel - Separating Physical and Logical Data Representation - Client / Server Data Base Architecture, Three-Level Data Base Architecture

References

1. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi, 2003.
2. Alex Berson, Stephen Smith & Kurt Thearling: Building Data Mining Applications for CRM, TMH, 2004.

3. Richard T Watson: Data Management Data Bases and Organisations, 3/E John Wiley & Sons, Inc.- 2002
4. Gary W Hansen, James V Hansen: Data Base Management and Design, 2/E, PHI - 2000 NewDelhi.
5. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom: Data Base System Implementation,Pearson Education, 2001.
6. Arun K Majumdar, Primitimoy Bhattacharyya: Data Base Management Systems, Tata McGraw-Hill, New Delhi, 2003.
7. Efrem G Mallach: Decision Support and Data Warehouse Systems, Tata McGraw-Hill, New Delhi, 2003.
8. Michael J. A. Berry, Gordon S. Linoff, Mastering Data Mining, John Wiley and Sons, Inc. - 2000.
9. Marakas : Modern Data Warehousing, Minning, and Visualization Core Concepts Pearson Education
10. Richard Pike & Bill Neale: Corporate Finance & Investment-Decisions and Strategies, 2/e,PHI, 2002.
11. Dunham : Data Mining : Introductory and Advance Topics, Pearson Education.

DATA WAREHOUSING

1. Data warehousing Introduction

What is a Data warehouse, Who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts.

2. The Data warehouse Data Base

Context of Data warehouse Data Base, Data Base Structures - Organizing Relational Data warehouse - Multi-Dimensional Data Structures - Choosing a Structure, Getting Data into the Data warehouse - Extraction, Transformation, Cleaning, Loading and Summarization, Meta Data - Human Meta Data, Computer Based Meta Data for people to use, Computer-based Meta Data for the computer to use.

3. Analyzing the Contexts of the Data warehouse

Active Analysis, User Queries - OLAP, OLAP Software Architecture - Web Based OLAP, General OLAP Product Characteristics, Automated Analysis - Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use.

4. Constructing A Data warehouse System

Stages of the Project - The Planning Stage - Justifying the Data warehouse - Obtaining User Buy-in - Overcoming Resistance to the Data warehouse-Developing a Project Plan, Data warehousing Design Approaches - The Architecture Stage - The Data warehouse Data Base - The Analysis Architecture - Data warehouse Hard Ware.

References

1. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi, 2003.

2. Alex Berson, Stephen Smith & Kurt Thearling: Building Data Mining Applications for CRM, TMH, 2004.
3. Richard T Watson: Data Management Data Bases and Organisations, 3/E John Wiley & Sons, Inc.- 2002
4. Gary W Hansen, James V Hansen: Data Base Management and Design, 2/E, PHI - 2000 NewDelhi.
5. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom: Data Base System Implementation, Pearson Education, 2001.
6. Arun K Majumdar, Primitimoy Bhattacharyya: Data Base Management Systems, Tata McGraw-Hill, New Delhi, 2003.
7. Efrem G Mallach: Decision Support and Data Warehouse Systems, Tata McGraw-Hill, New Delhi, 2003.
8. Michael J. A. Berry, Gordon S. Linoff, Mastering Data Mining, John Wiley and Sons, Inc. - 2000.
9. Marakas : Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education
10. Richard Pike & Bill Neale: Corporate Finance & Investment-Decisions and Strategies, 2/e, PHI, 2002.
11. Dunham : Data Mining : Introductory and Advance Topics, Pearson Education.

ECONOMETRICS

Course Objective: This course is designed to give basic understanding about econometrics. During this course students are provided the basic knowledge of using statistical packages. They can use these tools to empirically test the various economic theories.

1. Nature and Scope of econometrics, Methodology of econometrics

2. Classical Linear Regression Model (CLRM):

Two Variable Regression Model: Concept of Population Regression Function & Sample Regression Function, Stochastic & non stochastic model, Method of OLS, Assumptions of CLRM, Properties of OLS estimators, Gauss-Markov Theorem, Goodness of fit, Hypothesis Testing: Interval estimation and test of significance approach.

3. Multiple Regression Analysis: Assumptions and interpretation of multiple regression equation, R and R^2 , Hypothesis testing: for individual and overall significance, for equality of two regression coefficients, and for linear equality restrictions.

3. Functional forms of regression models: Regression through the origin, Log-Linear models, Semilog models, Reciprocal models

4. Dummy Variable Regression models: Nature of dummy variable, ANOVA and ANCOVA models, Interaction effect of dummy variables, Dummy variable v/s Chow test.

5. Relaxing CLRM assumptions:

Multicollinearity: Nature, Consequences, Detection techniques and remedial measures.

Heteroscedasticity: Nature, Consequences, Detection techniques and remedial measures.

Autocorrelation: Nature, Consequences, Detection techniques and remedial measures.

6. Model Specification: Model selection criteria, Types of specification errors and their consequences, Methods to detect the specification error, Nested v/s Non-Nested model, Tests of Non-Nested hypotheses.

Readings:

Dougherty Christopher (2011), Introduction to Econometrics, 4th edition, Oxford University Press, Indian edition. Gujarati D. N. and D.C. Porter (2009), Essentials of Econometrics, 4th Edition, McGraw Hill International Edition. Kmenta Jan (2008), Elements of Econometrics, Indian Reprint, Khosla Publishing House. Maddala, G.S. and Kaja Lahiri (2009), Introduction to Econometrics, 4th Edition, John Wiley & Sons Ltd. Ramanathan, R. (2002), Introductory econometrics with applications, 5th Edition, Cengage Learning.

Wooldridge, J.M. (2012), Introductory econometrics: A modern approach, 5th Edition, Cengage Learning

STATISTICAL PROGRAMMING IN 'R'

COURSE OBJECTIVES

To understand and run 'R' software for developing programming skills and impart basic skills of using statistical programming, computation, graphics, and modeling using 'R'.

EXAMINATION SCHEME

COURSE OUTCOMES

After completion of the course the students should be able

- CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and application of analytics in various business domain.
- CO2. To understand the interdependence of the analytics function with the other key functional areas of a firm.
- CO3. To apply analytical skills and problem-solving tools to the analysis of the business decision problems.
- CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business analytics.

COURSE CONTENTS

UNIT I

Introduction to 'R': Installing R in windows, R Console, R window to edit and execute R commands, Commands and Syntax, Packages and Libraries, Install and load a package in R, Help in R, Getting help about R commands, Workspace in R, Save and load R file in workspace.

UNIT II

Data Structures: Introduction to Data Structures, why data structures, Types of data structures in R, Vectors, Types of Vectors and their creation procedures, assigning created Vector to an object, Basic vector operations, Operations between vectors, Matrices, Creating a matrix. Extracting elements rows or columns from a matrix, combining two matrices, Basic matrix operations, Arrays, Creating an Array, Finding type and dimension of Array, Lists, Creating a List, Extracting a specific component from a list, Extracting a component from a sublist, Factors, Creating a factor, Unordered and ordered factors, Dataframes, Creating a Dataframe, Examining different parts of a data frame, Editing and saving a dataframe.

UNIT III

Importing Exporting data & data types: Import from and export to CSV, SPSS, text file and Excel. Data types Numerical, nominal and ordinal data types, modifying data types.

UNIT IV

Graphical Analysis: Modifying the Points and Lines of a Graph, Using type, pch, font, cex, lty, lwd, col arguments in plot() command. Modifying Title and Subtitle of a Graph Using main, sub, col.main, col.sub, cex.main, cex.sub, font.main, font.sub arguments in plot() command. Modifying Axes of a Graph Using xlab, ylab, col.lab, cex.lab, font.lab, xlim, ylim, col.axis, cex.axis, font.axis arguments and axis() command. Adding Additional Elements to a Graph Using points(), text(), abline(), curve() commands. Adding Legend on a Graph Using legend() command. Special Graphs Using pie(), barplot(), hist() commands. Multiple Plots Using mfrow or mfcow arguments in par() command and layout command.

UNIT V

Descriptive Statistics: Measures of Central Tendency, Mean, Median and Mode, Measures of Positions, Quartiles, Deciles, Percentiles and Quantiles. Measures of Dispersion, Range, Median, Absolute deviation about median. Variance and Standard deviation. Measures of Distribution, Skewness and Kurtosis.

UNIT VI

Relationship Between Variables: Correlation Concept, Measures of correlation and corresponding tests: Pearson's r , Spearman's r . Simple Linear Regression Definition, assumptions, hypothesis. Model fit, verification of assumptions, hypothesis testing. Prediction. Multiple Linear Regression Definition, assumptions, hypothesis Testing. Model fit: Manual and Automatic

UNIT VII

Comparing Populations: Test of Hypothesis, Concept of Hypothesis testing. Null Hypothesis and Alternative Hypothesis Cross Tabulations Contingency tables and their use. Chi-Square test. Fisher's exact test. One Sample t test Concept, Assumptions, Hypothesis, Verification of assumptions, Performing the test and interpretation of results. Independent Samples t test Concept, Type, Assumptions, Hypothesis, Verification of assumptions, Performing the test and interpretation of results. Paired Samples t test Concept, Assumptions, Hypothesis, Verification of assumptions, Performing the test and interpretation of results.

TEXT READINGS

1. Mark Gardener: Beginning R: The Statistical Programming Language, Willey publications, Latest Edition.

2. Norman Matloff: The Art of R Programming: A Tour of Statistical Software Design, O'Reilly & Associates Inc, Latest Edition.
3. Eric Mayor, Learning Predictive Analytics with R, Packet Publishing, Latest Edition.
4. Sandeep Rakshit, "R for Beginners", McGraw Hill Education, Latest Edition.
5. Hadley Wickham, Garrett Grolemund, R for Data Science Import, Tidy, Transform, Visualize, and Model Data O'Reilly Media, Latest Edition.

PYTHON FOR ANALYTICS

1. Python review
2. Web scraping
3. SQL
4. Data analysis with numpy and pandas
5. Data analysis and visualization
6. Text mining
7. Analysis of networks
8. Machine learning
9. Machine learning
10. Neural networks and Deep learning
11. Very basic introduction to big data programming (pyspark and map/reduce)

Text Readings

Learning Python, 5th Edition Powerful Object-Oriented Programming , Mark Lutz. O'Reilly Media, 2013.

Web Scraping with Python: Collecting Data from the Modern Web by Ryan Mitchell. 2nd Edition.

O'Reilly Media April 2018. ISBN: 978-1491910290

Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython by Wes McKinney. O'Reilly Media (2012). ISBN: 978-1491985571

Online resources

Python documentation: <http://docs.python.org/3.6/index.html> Python tutorial:

<https://docs.python.org/3.6/tutorial/> Python Regular Expressions

<https://docs.python.org/3.6/library/re.html> BeautifulSoup:

<http://www.crummy.com/software/BeautifulSoup/bs4/doc/> Pandas:

<http://pandas.pydata.org/pandas-docs/stable/> NLTK: <http://www.nltk.org/> Big Data

<http://www.mmds.org/> SQL: <http://www.w3schools.com/sql/> MySQL:

<http://www.plumcreek.us/mysql/>

MBA FT SEMESTER IV

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Full Time) MS5A Batch (2019-21)			
Semester IV			
Subject Name	STRATEGIC MANAGEMENT	Subject Code	MS5A-602
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ol style="list-style-type: none"> 1. The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of organisations. 2. Student is expected to develop a diagnostic and problem solving approach. 3. It will help the students to sharpen his comprehension, analytical, descriptive and international skills. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Student will understand the Strategic aspects for organisation & art of decision making 2. This course will provide a holistic overview of critical aspects of organisation. 3. Understand various models of Strategic Management. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Nature of strategic planning/management	1.1 Dynamic environment 1.2 Strategic management 1.3 strategic planning and strategy 1.4 Thinking map of strategic planning process 1.5 Situational analysis 1.6 Benefits of strategic planning and management 1.7 Hierarchy of strategies		3
Unit-2 Understanding and analyzing the external environment	2.1 External nature of Strategic management, 2.2 Goals and limitations of environmental analysis, 2.3 Components of General environment/ 2.4 Process of external environmental analysis		5

	2.5 General, Industry and International Environmental Factors; 2.6 Analysis of Environment, 2.7 Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP) 2.8 Internal Strengths and Weaknesses; Factors affecting these	
Unit – 3 Service area competitor analysis	3.1 Purpose of competitor analysis 3.2 Service Area competitor analysis	3
Unit- 4 Internal environmental analysis/competitive advantage	4.1 value chain 4.2 components of value chain, 4.3 Strategic thinking map and steps 4.4 Techniques of Internal Analysis; 4.5 Strategic Advantage 4.6 Profile (SAP) 4.7 Diagnosis of Strengths and Weaknesses;	5
Unit -5 Directional Strategies	5.1 mission & vision 5.2 values and strategic goals 5.3 Introduction to Social Entrepreneurship 5.4 Managing Private-Public Partnerships 5.5 Mergers, Acquisition and Corporate Restructuring 5.6 Resource Based Strategy 5.7 Technology Management 5.8 Transformation for Sustainable Superior Performance 5.9 Firm Resources & Resource Dynamics 5.10 Corporate Diversification 5.11 Strategic Alliances 5.12 Product Differentiation 5.13 Vertical Integration 5.14 Narrowing the choices; Managerial Choice Factors, Choice Processes. 5.15 Strategic Gap Analysis, 5.16 ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; 5.17 Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.	10

<p>Unit-6 Developing strategic alternatives</p>	<p>6.1 Decision logic and strategic thinking map for strategy formulation</p>	<p>2</p>
<p>Unit-7 Evaluation of alternatives and strategic choice</p>	<p>7.1 TOWS matrix,PLC analysis,BCG Portfolio analysis,SPACE MATRIX 7.2 Control and Evaluation Process; 7.3 Motivation to Evaluate; 7.4 Criteria for Evaluation; 7.5 Measuring and Feedback; 7.6 Evaluation and Corrective Action.</p>	<p>4</p>
<p>Unit- 8 Strategy implementation</p>	<p>8.1 implementing Strategy Through Value Adding Service Delivery & Their Supporting Strategies. 8.2 Implementing Strategy Through Unit Action Plans. 8.3 Building organizational capabilities,Dealing with complexity, Re-shaping business models, Tools for implementation, Delivering success.</p>	<p>4</p>
<p>Unit- 9 Mitigating Political and Financial Risk</p>	<p>9.1 Learning how other companies have dealt successfully with host-country political risk and why some strategies continue to 9.2 Responding adeptly to changes in the financial environment, optimizing financial strategy in a global downturn, and preparing to adjust strategy quickly when the economy rebounds 9.3 Preparing your organization to respond to governmental changes in different countries</p>	<p>5</p>
<p>Unit-10 Defining International Strategy and Building a Global Organization</p>	<p>10.1 Recognizing when a company's competitive advantage can be leveraged more effectively on a global playing field 10.2 Determining the extent to which the company should be globally diversified in its businesses and markets 10.3 Evaluating which strategic activities to own and which to execute through alliances or outsourcing 10.4 Deciding how the organization and its incentive system can best support specific global strategy choices 10.5 Global trends, Successful expansion strategies, Managing the global value chain, Global value creation: adding value scorecard, Strategies for capturing global value: aggregation, adaptation, arbitrage;</p>	<p>4</p>

	Integrated strategy	
	TOTAL CLASSROOM CONTACT SESSIONS	45
<p>Text Readings</p> <ol style="list-style-type: none"> 1. Lawrence R. Jauch and William F. Glueck, “Business Policy and Strategic Management”, McGraw Hill Book Co., New York, 2. Glen Boseman and ArvindPhatak, “Strategic Management : Text and Cases “, John Wiley and Sons, Singapore, 1989 3. Daniel J. McCarthy, Robert J. Minichiello, and Joseph R. Curran, “Business Policy and Strategy” Richard D. Irwin, AITBS, New Delhi, 1988 4. Roanld C. Christenesen,.Kenneth R. Andrews and Joseph L. Bower, “Business Policy – Text and Cases “, Richard D. Irwin, Inc., Illinois, 1978 5. AzhaKazmi, “ Business Policy”, Tata McGraw Hill, New Delhi, 1999 		

**MBA (FT) MS5A
BATCH 2019-21
SEMESTER IV**

SUBJECT NAME	CORPORATE GOVERNANCE	SUBJECT CODE	MS5A-604
		TOTAL CREDITS	03

SUBJECT NATURE: CORE

COURSE OBJECTIVE:

Objectives of this course is to help the students gain knowledge about corporate governance and its relevance of in the business environment.

LEARNING OUTCOME:

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENTS		No. of Sessions
UNIT –1 Corporate Governance an overview	1.1The Theory and Practice of Corporate GovernanceLandmarks in the Emergence of Corporate Governance 1.2The history of corporate governance	08
Unit-2 Corporate Governance and other Stack holders	2.1. Corporate Governance and other Stack holders - The key corporate Actors of corporate governance, the stake holders, stake holders as human beings in business. The training and development of the directors and their roles. 2.2decision making skills of the C.E.O.	08
Unit-3 Corporate Social Responsibility	3.1. Introduction to corporate social responsibility, corruption, company size, code of ethics in business.	07
Unit- 4 Corporate governance relationship with media and government	4.1.The Role of the Media in Ensuring Corporate Governance 4.2 The Role of The Government in Ensuring Corporate Governance .	07

Unit -5 The Role of the policies and systems in corporate governance	5.1.– Performance Monitoring 5.2 Remuneration 5.3 bankruptcy systems	08
Unit-6 Corporate Governance in India and its approach with reference to the corporate governance world wide	6.1.Comparison and Implications	07
	TOTAL SESSIONS	45
Learning Resources: Text Books: Latest Edition of- 1. Corporate Governance – A.C. Fernando, Pearson education ltd New Delhi2. Corporate Governance - C.V. baxi3. Corporate governance and business ethics – U.C.Mathur4. Corporate governance – Swami Parthswrtahy		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5A			
Batch 2019-21			
Semester IV			
Subject Name	RURAL MARKETING	Subject Code	MS5A-608
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to expose the students to various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.			
Learning Outcome: At the end of this course, students will be able to: <ul style="list-style-type: none"> • identify the differences between rural marketing and urban marketing • understand problems in rural marketing • define rural marketing 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 Rural Marketing	1.1 Nature Definition, Scope, Importance, Challenges and Opportunities in India 1.2 Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution and use, development programs, infrastructure, communication media, credit availability, local requirements. 1.3 Rural Market: Size & Structure, Segmentation of Indian Rural Market 1.4 Rural & Urban Market: A Comparative Analysis		09
Unit-2 Rural Marketing Research	2.1 Rural Consumer Behaviour 2.2 Market Research (with special reference to seeds, fertilizers, farm equipment, new techniques, agricultural outputs and other services) 2.3 Product and Service Marketing in Rural India: Rural Marketing Mix, Product planning 2.4 New product development in Rural Markets, 2.5 Brand management in Rural Market and Communication Media & message		12

	2.5 Distribution channels: Rural Retail Channel Management	
Unit-3 e – Rural Marketing	3.1 e – Choupal Model of ITC, 3.2 IT for Sustainable Rural Development and e – Governance in Rural Market 3.3 Corporate Sector in Agribusiness: Cultivation, Processing & Retailing Organized Rural Retaining.	12
Unit – 4 Social Marketing	4.1 Corporate Social Responsibility and Rural Marketing 4.2 Consumer Education and Consumer Movement in Rural India. 4.3 Role of government in Rural Marketing. 4.4 Role of NGO's in Rural Marketing.	12
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
<p>Learning Resources: Text Reading: Latest Edition 1. Dogra, Guhman Rural Marketing 1st Tata McGraw Hill. 2. Krishnamacharyulu & Ramakrishnan, "Rural Marketing", Pearson Education.</p> <p>Suggested Readings: 1. Samiudin & Rehman, "Rural Marketing", National Publishing House. 2. Rajagopal, "Indian Rural Marketing", Rawat Publisher. 3. Sukhpal Singh, "Rural Marketing Management", Vikas Pub.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL -TIME) MS5A			
Batch 2019-21			
Semester IV			
Subject Name	SERVICES MARKETING	Subject Code	MS5A-610
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objective of this course is to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.			
Learning Outcome: On completion of the course, students will be able to: <ul style="list-style-type: none"> • Develop familiarity with the concepts of Services Marketing • The characteristics of services that affect customer experience. • Enhance their abilities to apply service marketing strategies in various and specific marketing situations. 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems..			
Course Contents			Class Room Contact Sessions
Unit –1 Services	1.1 Service Sector and Economic Growth, 1.2 Service Concept, Characteristics and Classification of Service.		08
Unit-2 Challenges in Service Marketing	2.1 Strategic issues in Service Marketing; Segmentation, 2.2 Differentiation and Positioning of Services.		08
Unit- 3 Marketing Mix in Service Marketing	3.1 Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.		08
Unit-4 Designing of Service Strategy	4.1 Service Management Process; Internal, External and Interactive Marketing Strategies.		07

<p>Unit -5 Managing Service Quality and Productivity</p>	<p>5.1 Concept, Dimensions and Process; 5.2 Service Quality Models (Gronnos and Parsuraman), Applications and Limitations, Productivity in Services.</p>	<p>07</p>
<p>Unit -6 Applications of Service Marketing</p>	<p>6.1 Marketing of Financial, Hospitality, Health, Educational and Professional Services, 6.2 Marketing for Non – Profit Organizations and NGOs.</p>	<p>07</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS IN HOURS</p>		<p>45</p>
<p>Learning Resources: Text Reading: Latest Edition 1. Christopher H. Lovelock, Jochen Writz, Jayanta Chatterjee, “Services Marketing”, New Delhi: Prentice Hall of India, Latest Edition. Suggested Readings 1. Ravi Shankar, “Services Marketing”, New Delhi, Global Press. 2. V. A. Zeithamal and M. J. Bitner, “Service Marketing: Integrating Customer Across the Firm”, Mc Graw Hill</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5A			
Batch 2019-21			
Semester IV			
Subject Name	INTEGRATED MARKETING COMMUNICATIONS	Subject Code	MS5A-612
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to provide insights into the realities of marketing communications, and imparting knowledge and developing skills to manage integrated marketing communications campaign.			
Learning Outcome: At the end of the course student will be able to: <ul style="list-style-type: none"> Analyze and respond appropriately to key issues in marketing communications within a given context; Determine and evaluate marketing information required to plan and manage integrated marketing communications campaigns; 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Foundations of IMC	1.1 Promotion Mix, 1.2 Shift from marketing communications to IMC 1.3 An overview of IMC, Growth of IMC, Element of IMC, Role of IMC in the marketing process.		05
Unit-2 IMC Partners	2.1 Participant in IMC, 2.2 Role of advertising agencies, Media partners and other marketing communications agencies.		05
Unit-3 IMC Campaign Planning	3.1 Marketing Communication Models, 3.2 IMC planning process, Key issues, Strategies		05
Unit- 4 Advertising Strategy	4.1 Advertising campaign, Product market analysis, Setting advertising objectives, DAGMAR approach, 4.2 Budgeting, Creative strategy, Media strategy, Media		05

	planning and media scheduling, 4.3 Copy design and development, Advertising appeals, Message format, Copy writing, Script and story board	
Unit -5 Sales Promotion Strategy	5.1 Role of Sales promotion, 5.2 Trade promotion and consumer promotion, 5.3 Sales promotion and other IMC tools.	05
Unit -6 Public Relations and Corporate Communications	6.1 The PR process, Public and PR tools, 6.2 Corporate communications	05
Unit -7 Direct and Interactive Marketing	7.1 Database, Catalogue, Telemarketing, Mobile Marketing, Internet marketing.	05
Unit -8 Personal Selling	8.1 The role of personal selling in IMC, 8.2 Personal Selling process	04
Unit – 9 Experiential Marketing	9.1 Events, Sponsorship, and Designing environment.	03
Unit – 10 Measuring IMC Effectiveness	10.1 Pre and post launch effectiveness, 10.2 Quantitative and qualitative techniques.	03
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: Latest Edition 1. Belch, G.E., Belch, M.A., and Purani, Keyoor, Advertising and Promotion- An Integrated Marketing Communications Perspective , Tata McGraw Hill, New Delhi. 2. David A. Aaker, Rajeev Batra and John G. Meyer. “Advertising Management” , New Delhi. PHI 3. Clow, K.E. and Baack, D., Integrated Advertising, Promotion, and Marketing Communications , Pearson, New Delhi. 4. Shah, K. and D’Souza, A., Advertising and Promotion – An IMC Perspective , Tata McGraw Hill, New Delhi. 5. J. Thomsas Russel and W. Ronald Lane. “Kleppner’s Advertising Procedure” , New Delhi, PHI.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5A			
Batch:2019-21			
Semester IV			
Subject Name	CUSTOMER RELATIONSHIP MANAGEMENT	Subject Code	MS5A-614
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objective of this course is to introduce customer centric operations, process and implications of CRM.			
Learning Outcome: Upon completion of this course, students will have achieved the following: Knowledge based outcomes: An understanding of the concept of customer relationship management. An understanding of the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 Introduction	1.5 Evolution of CRM, Customer satisfaction, Customer Loyalty, Customer experience, 1.6 Paradigm shift in marketing, Relationship Marketing, CRM, e-CRM 1.7 Significance and benefits of CRM to different business organizations and customers.		07
Unit-2 Concepts of CRM	2.1 Concept of Customer Lifecycle, Lifecycle Stages, Customer Lifecycle Management, 2.2 Customer Lifetime Value Assessment, 2.3 Customer – Product Profitability Analysis. 2.4 Consumer Behaviour theories and CRM		07
Unit-3 CRM Process	3.1 CRM Model, System approach to CRM, 3.2 CRM process, Objectives, Customer Segmentation, Customer Database		07

	3.3 Strategy Formulation, Infrastructure Development, Designing System, Core processes, 3.4 Developing People, Customer retention, Recovering lost customers, Terminating Relationships.	
Unit – 4 Customer Experience	4.1 Concept, Level of experience 4.2 Determinants of consumer experience, 4.3 Benefits to organization.	06
Unit- 5 Database Management	5.1 Information Management for customer acquisition, retention, attrition, and defection, 5.2 Data warehousing, Data mining.	06
Unit -6 CRM Technology	6.1 Hardware, Software, Web portals, Call Centers, IT enabled business solutions.	06
Unit -7 Measuring CRM Effectiveness	7.1 CRM Metrics – Financial and Non-financial measures. 7.2 Balanced scorecard.	06
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: Latest Edition 3. Sheth, J.N., Parvatiyar, A. and Shainesh, G., “ Customer Relationship Management ”. THM. 4. Kincaid, J.W., “ Customer Relationship Management: Getting it right ”, Prentice Hall. 5. Sheth, J.N. and Parvatiyar, A., “ Handbook of Relationship Marketing ”, Sage Publication. 6. Chaturvedi, M. and Chaturvedi A., “ Customer Relationship Management – An Indian Approach ”, Excel Books. 7. Sugandhi, R.K., “ Customer Relationship Management ”, New Age International Pub. 8. Mohamed, H. P. and Sagadevan, A. “ CRM – A Step By Step Approach ”, Vikas 9. Greenberg, P., “ CRM at the speed of light ”, THM.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL –TIME) MS5A			
Batch 2019-21			
Semester IV			
Subject Name	DIRECT AND EVENT MARKETING	Subject Code	MS5A-608
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: The objectives of this course are to expose students to various aspects of rural, event and direct marketing as an integral part of marketing management, and develop an understanding of rural, event and direct marketing.			
Learning Outcome: Upon the successful completion of this course students will be able to understand basic concept of Direct and Event marketing along with various methods and strategies associated with it.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1	1.1 Direct Marketing – Concept, growth & benefits, Limitations 1.2 Variants of Direct Marketing – Main Tasks – lead generation, customer acquisition, development and retention. 1.3 The key principles of targeting, interaction 1.4 Catalysts of change in modern marketing- from distance selling to interactive marketing. 1.5 Direct marketing in real time – interactive marketing, 1.6 Direct marketing vs. Marketing through channels 1.7 Traditional methods of Direct Marketing; a) Telemarketing b) Multi-level marketing (MLM) c) Personal selling d) Automatic vending machines e) Exhibition – Trade fairs f) Catalogue marketing g) Direct Mail h) Company showrooms.		07
Unit-2	2.1 Technology that enables Direct Marketing: Core marketing technology components, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact center applications. 2.2 Customer data, Different types, its value and management. 2.3 The impact of Databases – Consumer and Business Mailing Lists – Data fusion – Marketing research and the customer database –		07

	setting up a customer database – structure, function.	
Unit-3	3.1 Differences between direct marketing media and non-direct media 3.2 Unique characteristics of addressable media (direct mail, email, fax, phone, SMS) – lists, costs, duplications, privacy – Press, inserts and door-to-door – formats, costs and response.	07
Unit- 4	4.1 Technology mediated marketing channels- interactive TV, mobile and SMS – the advances in digital marketing – Automatic Vending machines – Kiosk marketing direct mailing – Direct Response Methods – Home shopping/ teleshopping network– Creating Direct Mail Advertising – Online web advertising and email/ permission marketing.	06
Unit -5	5.1 Understanding Project Management – resources – activities- risk management – delegation – project selection – role of the event manager. 5.2 Conducting market research – establishing viability – capacities – costs and facilities - plans – timescales – contracts. 5.3 Clarity – SWOT analysis - estimating attendance – media coverage – advertising – budget – special considerations – evaluating success.	06
Unit -6	6.1 Crisis planning – prevention – preparation – provision – action phase – handling negative publicity – structuring the plan. 6.2 Different types of sponsorship – definition – objectives – target market – budget – strategic development – implementation – evaluation. 6.3 Purpose - venue - timing – guest lists - invitations – food & drink – room dressing – equipment – guest of honor – speakers – media – photographers – podium - Exhibition.	06
Unit -7	7.1 Types of advertising – merchandising – give away – competitions – promotions – websites and text messaging. 7.2 Media invitations – photo-calls – press releases – TV opportunities – radio interviews. Flyers – posters – invitations – websites – newsletters – magazines – blogs – tweets. 7.3 Celebrity endorsement – Ministerial/Presidential Visits – Security – personal image issues. 7.4 Staff recruitment and training – health and safety issues- insurance – licenses and permission. Budget – cost of event – return on investment – media coverage – attendance - feedback.	06

	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
<p>Learning Resources:</p> <p>Text Reading: Latest Edition</p> <ol style="list-style-type: none"> 1. S.S Gaur and S. V. Saggre, “Event Marketing & Management”, Vikas Publishing House. 2. Mary Robert, “Direct Marketing Management”, London: Prantice Hall. 3. Gordon Lewis, “Direct Marketing Strategies and Tactcs”, New Delhi. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT) MS5A			
Batch 2019-21			
Semester IV			
Subject Name	MARKETING FOR FINANCIAL SERVICES	Subject Code	MS5A- 618
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: To enable the students to gain acumen, insight and through knowledge relating to the various aspects of corporate finance, emerging financial services and their regulatory frameworks.			
Learning Outcome: be able to: 1. understand the distinctive characteristics of financial services; 2. identify the problems and issues in marketing of financial services; 3. apply the marketing framework for developing a marketing strategy for financial services;			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –1 Introduction to Indian and Global Financial System	1.1 Structure and Characteristics 1.2 Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India) 1.3 Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players. 1.4 Introduction to Money Market: Structure, Operations, Players, Treasury Bills, Commercial papers, Certificate of Deposit, Gilt Edged Securities and REPO's. 1.5 Introduction to Financial Institutions: SFC's & DFI's, Their importance and scope (IDBI, IFCI, SIDBI).		05
Unit-2 Financial Services	2.1 Nature and Scope of Financial Services. 2.1 Fund based and Fee based services.		05
Unit-3 Mutual Funds	3.1 Concepts, Types of Mutual Fund – income, growth and balance funds 3.2 Advantages and Disadvantages		05

	3.3 Exit and Entry load.	
Unit- 4 Leasing	4.1 Meaning, Concept and Comparison 4.2 Types of lease 4.3 Financial evaluation of lease	05
Unit -5 Hire Purchase	5.1 Concepts, Taxation aspects of hire purchase 5.2 Consumer Credit 5.3 Financial evaluation of Hire Purchase.	05
Unit -6 Factoring and Forfeiting	6.1 Concepts, Types, Mechanisms, 6.2 Advantages, Disadvantages	05
Unit -7 Banking Services	7.1 Concept, Type, Structure and their Significance.	05
Unit -8 Credit Cards	8.1 Concepts, operational procedure 8.2 Advantages and Disadvantages.	05
Unit – 9 Venture Capital Finance	9.1 Concepts, procedures, and importance.	05
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	45
Learning Resources: Text Reading: Latest Edition 1. M.Y. Khan, Financial Services , Tata McGraw – Hill, New Delhi. 2. B.S. Bhatia, G.S. Batra, “ Management of Capital Markets, Financial Services and Institutions ”, Deep and Deep Publications. 3. Verma, J.C., “ Credit Rating: Practice and Procedure ”, Delhi: Bharat Law House Pvt. Ltd. Suggested Readings: 1. Machiraju H.R., “ Merchant Banking ”, New Age International Pub. Ltd., Wiley Estern Ltd. 2. J.C. Verma, “ Venture Capital Finance In India ”, Response Books. 3. Dr. Brahmaiah, “ Lease Financing ”, Himalaya Publication, First Edition 4. B.S. Bhatia, G.S. Batra, “ Management of Financial Services ”, Deep & Deep Publications.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Batch 2019-21			
Semester IV			
Subject Name	DIGITAL MARKETING	Subject Code	MS5A- 620
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: The course aims at developing an understanding of Digital Marketing and the various processes associated with it.			
Learning Outcome: The students will develop the expertise required to evaluate, analyse and create digital marketing and digital communication campaigns, digital advertising, e-business and web marketing.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Principles and Drivers of New Marketing Environment	1.1 Digital media industry- Reaching Audience through Digital Channels 1.2 Traditional and Digital Marketing 1.3 Introduction to online marketing Environment 1.4 Dotcom Evolution, Internet Relationship, 1.5 Business in modern economy, 1.6 Integrating e - Business to an existing Business Model 1.7 Online Marketing Mix – Mobile Marketing – Digital Signage.		09
Unit-2 Purchase Behaviour of Consumers in Digital Marketing Format	2.1 Online Customer Expectations, Online B2C Buying Process 2.2 Online B2C Buying Behaviour 2.3 Website Designing, Website content 2.4 Forms of Search Engines, Working of Search Engines, Revenue Models in search engine positioning – SEO – Display Advertising – Trend.		09
Unit-3 Product	3.1 Augmented Product Concept – Customizing the Offering 3.2 Dimensions of Branding Online - Internet Pricing Influences –		09

Attributes and Web Marketing Implications	Price and Customer Value – Online Pricing Strategies and Tactics 3.2 Time based online pricing - Personalized Pricing – Bundle Pricing	
Unit- 4 Internet Enabled Retailing	4.1 Turning Experience Goods into Search Goods – 4.2 Personalization through Mass Communication – Choice Assistance – Personalized Messaging 4.3 Selling through online intermediaries – Direct to Customer interaction – online channel Design for B2C and B2B Marketing.	09
Unit- 5	5.1 Integrating online communication to IMC Process 5.2 Online Advertising – Email marketing – Viral Marketing – Affiliate Marketing 5.3 Participatory Communication Networks – Social Media Communities – Consumer Engagement – Co-created Content Management 5.4 Interactive Digital Networks 5.5 Customer Led Marketing Campaigns 5.6 Legal and Ethical Aspects related to Digital Marketing	09
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		45
Learning Resources: Text Reading: Latest Edition 1. Smith PR Chaffey Dave, e-Marketing Excellence: The Heart of e –Business, Butterworth Heinemann, USA 2. Strauss Judy, e-Marketing, Prentice Hall, India.		

Full time MS5A
BATCH 2019-21
MS5A- 622

Return on Marketing Investment

Syllabus

- 1) Designing a marketing campaign, marketing communication integrating different media resources. Requisites of a successful marketing campaign.
- 2) Concept of returns and ROI with respect to marketing. Components of Marketing Investments. Capitalization of revenue expenses for return on marketing purposes, Valuation of Marketing Investment, Different metrics to measure success of a marketing campaign- impressions, conversion rate, lead generation, return on engagement and return on marketing investment.
- 3) Concept and meaning of return on marketing investment (ROMI). Mathematical and conceptual treatment of ROMI. Factors affecting ROMI.- Revenues, customer value, customer segments, brand value, cost considerations, etc.
- 4) Application of ROMI in investment decisions, scope and limitations of ROMI. Case studies related to ROMI.
- 5) Return on marketing opportunity (ROMO), Impact Based Advertising verses Impression based Advertising.
- 6) Selected tools of data analytics for marketing.

Suggested books

- 1) Return on marketing investment by Guy R Powell
- 2) Marketing ROI by James Lenskold
- 3) Marketing metrics- a manager's guide to measure marketing performance by Neil T Bendle.

MBA (FT) MS5A BATCH 2019-21 SEMESTER IV			
SUBJECT NAME	TAXATION	SUBJECT CODE	MS5A-624
		TOTAL CREDITS	
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: :The objective of this course is to enable students to develop an understanding of direct and Indirect taxes and to enable them to calculate taxes.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 Introduction	1.1 Direct Taxes (An Overview): Income Tax, Wealth Tax. 1.2 Introduction to Tax Management: Concept of Tax Planning, Tax Avoidance and Tax Evasion. Important Provisions of Income Tax Act.		05
Unit-2 Basic Concepts	2.1. Assessment Years, Previous Years, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income.		05
Unit-3 Salaries	3.1 Meaning 3.2 Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Computation of Taxable Salary		04
Unit- 4 Income from House Property	4.1. Determination of ownership 4.2 property Income Exempt from Tax and Computation of Income from House Property.		04

Unit -5 Profits and Gains of Business and Profession	5.1 Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Computation of Profits and Gains of Business and Profession 5.2 Tax Planning 5.3 Taxation of Firms & Companies, Mergers & Acquisitions.	05
Unit-6 Capital Gains	6.1. Meaning, definition of capital gains 6.2 assets not be treated as capital Assets, types of assets and gains, computation of Capital Gains.	05
Unit-7 Income from Other Sources	7.1 Computation of Income from Other Sources.	03
Unit-8 Deduction	8.1 Deduction Allowed From Total Income, Rebates and Relief 8.2 Computation of Total Income of Individual	05
Unit-9 TDS	9.1 Tax Deduction at Source, Advance Payment of Tax, Filing of Returns, Tax Planning in Relation to NRIs.	05
Unit-10	10.1 Important Provisions and Calculation of Wealth and Wealth Tax.	04
	TOTAL SESSIONS	45

Learning Resources:

. H. C. Meherotra, "Income Tax", Sahitya Bhawan, Agra.

Suggested Reading (Relevant Previous Year):

1. S. Battacharya, "Indian Income Tax: Law & Practice", New Delhi, Indian Law House.
2. V K Singania, "Student Guide to Income Tax", New Delhi, Taxman Publication.
3. V K Singania, "Direct Tax Law", New Delhi, Taxman Publication.
4. Shripal Saklecha and Anit Saklecha, "Income Tax", Indore, Satish Printers.
5. Bare Act of Income Tax.
6. Bare Act of Wealth Tax.

MBA (FT) MS5A BATCH 2019-21 SEMESTER IV			
SUBJECT NAME	International Finance	SUBJECT CODE	MS5A-626
		TOTAL CREDITS	
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To provide a conceptual framework of the Working of International Finance Institutions, Money Markets, Exchange Transactions and Capital Markets.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 Introduction	1.1 Relevance of international financial management for domestic as well as international players exchange rate regimes. 1.2 Theories of International Trade: Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory, Free Trade V/S Protection- Barriers to Foreign Trade, Tariff and Non-Tariff Barriers.		05
Unit-2 Balance of Payment	2.1. Meaning Of BOP, Components Of BOP, Importance Of BOP 2.2 Meaning Of Deficit And Surplus, Equilibrium, Disequilibrium And Adjustments 2.3 Methods Of Correcting Disequilibrium 2.4 Accounting Principles In BOP.		05
Unit-3 Foreign Exchange Markets	3.1 Defining Foreign Exchange Market, Its Structure, Settlement System, Exchange Rate, Participants 3.2, Understanding SPOT And Forward Rates, Foreign Exchange Quotations, Premium And Discount In Forward Market, Cross Rates, Inverse Rates And Arbitrage.		04

Unit- 4 Exchange Rate Determination	4.1 Determination Under Gold Standard And Paper Standard, Factors Affecting Exchange Rates 4.2 Purchasing Power Parity Theory, Demand And Supply Theory, Equilibrium Rate Of Exchange, Fluctuating V/S Fixed Exchange Rates, Exchange Control and Objectives of Exchange Control.	04
Unit -5 Instruments	5.1 ADR, GDR, Euro Currencies 5.2 International Commercial Papers.	05
Unit-6 International Project Appraisal	6.1. Techniques and criteria 6.2 Interest Rate Parity/Covered Interest Parity	05
Unit-7 Financing International Trade	7.1 letter of credit; buyer's credit ; suppliers credit. 7.2 cross border leasing and factoring, Short Term Financial Mgmt in MNE: short term borrowing and investment 7.3 centralized vs. decentralized cash management, bilateral and multilateral netting	03
	TOTAL SESSIONS	45
Learning Resources:		
<ol style="list-style-type: none"> 1. V.A. Avadhani, “International Finance”, Himalaya Publication. 2. P.G. Apte, “International Financial Market”, Tata Mc Graw Hill. 3. A.K. Seth, “International Financial Management”, Galgotia Publications. 		

M.B.A. (FULL TIME) MS5A BATCH 2019-21 SEMESTER IV			
SUBJECT NAME	COMMODITY DERIVATIVES MARKET	SUBJECT CODE	MS5A-628
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Commodity Derivatives.			
LEARNING OUTCOME: At the end of the course students should be able to; 1.Understand the risk return tradeoff and manage financial risk through the use of various derivative instrument 2.To make them understand operations of commodity derivatives market.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Commodity Derivatives	1.1. Difference between commodity derivatives and financial Derivatives. 1.2. Warehousing, quantity of underlying assets, global commodities exchange, commodities exchange in India, commodities permitted for trading. Global domestic demand -supply dynamics, price trends and factors that influence prices. 1.3. Instrument available for trading; futures and options.	05	
Unit-2 Pricing Commodity Derivative	Investment assets vs. consumption assets. The cost of carry model –pricing, pricing futures contracts on commodities. Convergence of Future and Spot Price. Convenience Yield, Contango & Backwardation Commodity Basis Risk Minimum Variance Hedge Ratio	10	
Unit-3 Trading of Commodity Derivatives	3.1. Commodity Indexes 3.2. Basic concepts such as margins, circuit filters-delivery norms, contract specifications, trading system, and entities in the trading system, trader workstation, order types and conditions, exposure limits. 3.3. Clearing, settlement and Risk Management, calendar and Settlement schedule, position determination, settlement mechanism, daily mark to market settlement, settlement price-daily settlement price, final settlement price, Margining –Initial	10	

	margin, Daily mark to Market margin, open interest limits, second line of defense, NSCCL span. Final Settlement: Cash settlement, physical settlement (warehousing) Exception handling: fund shortages, Delivery shortages, refusal to accept.	
Unit- 4 Commodities Traded -- I	4.1. Agri-Commodity Price Risk Management 4.2. Seasonality in Agri-Commodity, Contango and Backwardation 4.3. Crude Oil Derivatives, Spot-Futures Relationship in Crude Oil 4.4. Hedging of Crude Oil and Refined Product Price Risk 4.5. Introduction to Gold and Gold Derivatives 4.6. LBMA, Gold Spot Price and Gold Derivatives 4.7. OTC Contracts on Gold and Gold DE hedge	10
Unit -5 Commodities Traded -- II	5.1. Spot Trading of Electricity in India 5.2. Weather Derivatives 5.3. Introduction to Carbon Credit Market 5.4. Physical Market for Freight, Freight Exchanges, Freight India 5.5. Hedging Freight rate Risk with Freight Rate Derivatives 5.6. Metal Derivatives and London Metal Exchange (LME) 5.7. Real Estate Derivatives	10
	TOTAL SESSIONS	45
Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. Prabina Rajib, Commodity Derivatives and Risk Management, Prentice Hall of India Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.		

M.B.A. (FULL TIME) MS5A BATCH 2019-21 SEMESTER IV			
SUBJECT NAME	CORPORATE VALUATION	SUBJECT CODE	MS5A-630
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Valuation.			
LEARNING OUTCOME: At the end of the course students should be able to focus the student's attention on various aspects of Financial decision making and to help them develop skills of critical analysis, thinking and Synthesis in the process of decision making & Corporate reporting Practices			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Fundamentals of Corporate Capital Valuation: Corporate Debt Capital	1.1. The yield curve. Spot rates and forward rates. Defining forward rate from the yield curve. 1.2. The term structure of interest rates: theoretical explanation. The role of term structure of interest rates in constructing tracking (replicating) portfolio for Corporate Bonds. 1.3. Intrinsic value of stand-alone bond. Discounted cash flow valuation of corporate bonds. Corporate bond's types. Bond's covenants: assets covenants, dividend covenants, financing covenants. The influence of covenants over bond's valuation. 1.4. Bond's yields: promised yield to maturity, realized (horizon yield), promised yield to call. Theorems of bond's pricing. Bond's rating and yields to maturity	05	
Unit-2 Fundamentals of Equities Valuation: Preferred and Common Stock	2.1 Types of preferred stock by voting rights, dividend rates and dividend payments. 2.2 Discounted dividend model (DDM) for preferred (preference) shares. Discounted dividend model for common stock (ordinary shares): the criteria for stable growing company, Gordon constant growth dividend rate model. 2.3 Multistage DDM: 2 stages dividend growth, negative rate of dividend growth. Growth opportunities value. The limitations of DCF valuation.	10	

Unit-3 Capital Asset Pricing Theory: CAPM and its Use in Corporate Finance	<p>3.1. The role of CML in pricing models derivation. Assumptions for capital asset pricing model. The market portfolio. Security market line (SML): the slope, the comparison to CML.</p> <p>3.2.The stock's beta: true beta, factors affecting true beta. Improving the beta estimated from regression (top down beta). The problem of adjusted beta. Estimating the market risk premium. Critiques of the CAPM. The tests of the CAPM: cross-sectional tests, time-series tests. Empirical evidence on the CAPM.</p>	10
Unit- 4 Capital Asset Pricing Theory: Arbitrage Pricing Theory	<p>4.1.The assumptions for factor pricing models. The single factor model (the market model). The multifactor models. Systematic risk and diversification in arbitrage pricing theory.</p> <p>4.2 The methods of factor's estimation: factor analysis, macroeconomic variables approach, sorted portfolio approach. Betas and factor- risk premiums. Estimating factors betas.</p> <p>4.3 The arbitrage price theory with no-firm specific risk. The risk-expected return relationship for stocks with firm specific risk. Empirical tests on APT: factor studies, macroeconomic variables studies, firm characteristics studies. Comparison of CAPM and APT.</p>	10
Unit -5 Valuing Corporate Strategic Opportuniti es and Flexibility: Corporate Real Options.	<p>5.1. Strategic options of the corporation and the limitations of DCF analysis. Real option valuation: main assumptions, the difference in treatment of parameters between financial and real options.</p> <p>5.2. The use of risk neutral approach, binomial and Black-Scholes models in real option valuation. Valuing option to abandon, to postpone, to expand. OPM as a tool of quantifying managerial flexibility.</p> <p>5.3. The benefits of real option valuation over DCF project analysis. The use of OPM in corporate valuation. Put-call parity and its application to the corporation: corporate securities as options. The use of OPM in the analysis of corporate cost of capital: warrants and convertibles.</p>	10
	TOTAL SESSIONS	45
<p>Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. PrabinaRajib,Commodity Derivatives and Risk Management,Prentice Hall of India Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Full-Time) MS5A			
Semester IV			
Subject Name	STRATEGIC FINANCIAL MANAGEMENT	Subject Code	MS5A-632
		Total Credits	03
Subject Nature: Finance Open Electives(Select Any 2)			
Course Objective: The objectives are to focus the student's attention on various aspects of financial decision making and to help them develop skills of critical analysis, thinking and synthesis in the process of decision making.			
Learning Outcome:			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –I Financial Policy & corporate Strategy	1.1 Recent Trends and Practices in Strategic Finance 1.2 Role of CFO		04
Unit-2 Advanced Capital Budgeting Strategies	2.1 Budgeting under Risk & Uncertainty 2.2 Sensitivity Analysis 2.3 Methods of selection of projects 2.4 Capital Budgeting under inflation 2.5 Diversification Strategies		07
Unit-3 Corporate Dividend Decisions	3.1 Practical Considerations in Dividend policies 3.2 Forms of Dividend 3.3 Rules & Legal interpretations 3.4 Strategy & Theories on Dividend policies.		10

Unit- 4 Financing Decisions	4.1 Strategic Evaluation of various sources of long term finance 4.2 Startup Financing – Sources. 4.3 issues and challenges	06
Unit -5 Short term financing decisions	5.1 Working Capital Strategies of a firm 5.2 Comparing Alternate sources of working capital– Bank financing 5.3 Inter corporate deposits 5.4 commercial papers and other money market instruments.	08
Unit-6 Business Valuation	6.1 Approaches of valuation- Income Approach, Market Approach, Asset Based Approach, EVA.	06
Unit – 7 Restructuring Strategies	7.1 Financial Distress and reorganization 7.2 Mergers, Acquisitions, Amalgamations 7.3 Reverse Mergers and Turnaround strategies of a corporate firm.	04
	TOTAL CLASSROOM CONTACT SESSIONS	45
<ul style="list-style-type: none"> • TEXT READINGS: • “Mergers & Acquisition”, – R. Machiraju • “Financial Management”, - Prasanna Chandra • “Corporate Finance & Investment”, – R. Pike & Node • “Finance : A management guide for managing company funds ad profit”, – I.M. Pandey • “Financial Decision”, - Hompton 		

M.B.A. (FULL TIME) MS5A BATCH 2019-21 SEMESTER IV			
SUBJECT NAME	CREDIT MANAGEMENT AND RURAL BANKING	SUBJECT CODE	MS5A-634
		TOTAL CREDITS	03
SUBJECT NATURE: Finance Open Electives			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Credit and Rural Banking .			
LEARNING OUTCOME: To develop a cadre of credit officers in banks to perform different credit functions across banks - To inculcate advanced skills for handling credit management issues			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Principles of Lending and Model Credit Policy	1.1. Safety, Liquidity, Profitability, Purpose of Loan, Diversification Risk. 1.2. Importance, Contents, Exposure Norms, Model MSE Policy. 1.3. Types of Borrowers : Individuals - Major, Minor, Married Women, Pardhanashin Women, Illiterate Persons, Agent, Attorney, Joint Borrowers, Hindu Undivided Family (HUF), Proprietorship Firms, Partnership Firms, Limited companies, Statutory Companies, Holding Companies, Government Companies, Private & Pubic Limited Companies, Registration of charges, Limited Liability Partnerships (LLP).		05
Unit-2 Types of Credit Facilities	2.1. Various Types of Credit Facilities - Cash Credit, Overdrafts, Demand Loan, Bills Finance - Drawee Bill Scheme, Bills Discounting. 2.2. Export Finance : Pre-Shipment Finance-Export Packing Credit in Rupees, Running Account Facility, Pre shipment credit to specific sectors - Sub Suppliers, Construction Contractors, Export credit to Processors / exporters-Agri Export Zones, Export Credit Insurance Whole Turnover Packing Credit, Pre-Shipment Credit in Foreign Currency (PCFC), Running Account Facility in all currencies, Deemed Exports, Diamond Dollar Account Scheme, Post Shipment Rupee Export Finance, Purchase / Discount of Export Bills, Negotiation of Export Bills, Export on Consignment basis, Advance against Duty Draw Back Entitlements, ECGC Whole Turnover Post-Shipment Guarantee Scheme, Interest Rate of Rupee , Export Credit, ECNOS, Rupee Export Credit Interest Rate Subvention, Post Shipment Finance in Foreign Currency, Gold Card Scheme for		10

	Exporters, Crystallization of Export Bills	
Unit-3 Credit Delivery	<p>3.1. Types of Facilities, Modes of Delivery, Sole Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication.</p> <p>3.2. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances.</p> <p>3.3. Credit Appraisal : Validation of proposal, Dimensions of Credit Appraisals, Six “C” s, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral</p>	08
Unit -4 Financing Rural Developme nt And Rural Credit Institutions	<p>4.1. Regulation of Rural Financial Services; Function and policies of RBI in Rural Banking, NABARD-Main functions, role, refinance support. Lead bank approach, State level and District level Credit committees.</p> <p>4.2 Co-operative Credit Societies and Banks, Land Development Banks, Regional Rural Banks, Commercial Banks. Role of Information and communication technologies in rural banking-Models, Financial inclusion & inclusive growth for rural development banking, rural insurance micro insurance scheme, concept of Business Facilitators and Business Correspondents in rural financing</p>	08
Unit -5 Financing Agriculture / Allied Activities	<p>5.1. Crop Loans-Assessment, Sanction, Disbursement, rephasement. Term loans for irrigation, Farm mechanization, Godowns / cold-storage facilities etc.</p> <p>5.2. Financing allied agriculture activities like Horticulture, Fisheries, Social forestry, etc. Finance against Warehouse / cold storage receipts Financing Rural Non-Farm Sector (RNFS); Importance of RNFS, Segments in RNFS, Role of Development and Promotional Institutions in RNFS</p>	08
Unit -6 Priority Sector Financing and Govt initiatives	<p>6.1. Components of priority sector. RBI guidelines. Government initiatives; Poverty alleviation programmes / Employment programmes / Production oriented programmes-rationale and philosophy, progress and impact, problems and deficiencies.</p> <p>6.2. Rural housing and Urban housing schemes under priority sector, their refinance, Educational loans</p>	06
	TOTAL SESSIONS	45
<p>Learning Resources: Text Books: Latest Edition of- Practical Banking Advances by Bedi & Hardikar. Management of Bank Credit by H.B. Suneja. Law & Practice of Banking by P.N. Varshney and Gopal Swaroop. Commercial Banking Vol. II by Indian Institute of Bankers. Financial Analysis for Credit Management in Banks by S.P. Singh and S. Singh.</p>		

M.B.A. (FULL TIME) MS5A BATCH 2019-21 SEMESTER IV			
SUBJECT NAME	FINANCIAL RESEARCH	SUBJECT CODE	MS5A-636
		TOTAL CREDITS	03
SUBJECT NATURE: Finance Open Electives			
COURSE OBJECTIVE: The course aims to make students aware of various techniques of financial research. It also introduces students with various aspects of equity and debt security analysis and portfolio evaluation. Various financial forecasting techniques will also be studied in the course.			
LEARNING OUTCOME: <ul style="list-style-type: none"> • .Understand importance of research in various fields of finance • Ability to read and understand techniques of research in finance • Ability to undertake independent research in finance 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
Unit-1 Introduction to financial research	1.1. Empirical and non empirical techniques of financial research. 1.2. Risk and return basics, Various measures of risk and return and their interpretation. 1.3. Researches in Behavioural Finance, Corporate Finance, Stock Markets, Other upcoming fields.		04
Unit-2 Basics of Financial modeling-	2.1. Time series analysis basics, 2.2. Issues in Financial Time series like Stationarity, Multicollinearity. Volatility models. Distributed lag models.		06
Unit -3 Common techniques in Financial Research	3.1. Moving averages, exponential smoothing (single exponential smoothing, 3.2. Brown's one parameter and holt's two parameter exponential smoothing), 3.3. Various measures of forecasting accuracy such as- ME, MAD, MSE, RMSE, PE, MPE, MAPE, Theil's U static.		09

Unit-4 Financial forecasting	4.1. Introduction to qualitative and quantitative, 4.2. Techniques of forecasting, study of qualitative forecasting Techniques such as- delphi method, jury of executive method, scenario development, cross impact matrices etc.	04
Unit- 5 Overview of Software of financing modeling	5.1. An overview about various software's for financial modeling. MS Excel &SPSS: Tools used in the field of financing.	07
Unit -6 Commonly used tests in Financial Research	6.1. Tests for different forms of market efficiency, 6.2. Relationship between price and volume of a security, 6.3. Determining Efficient Portfolios etc	07
Unit-6 Writing Reports	7.1. Equity Analysis Report, 7.2. Project Analysis Report, 7.3. Financial Research Report	08
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

- 1) Investment analysis and portfolio management, **Prasanna Chandra**, TMH publications.
- 2) Security analysis and portfolio management ,**Sudhindra Bhatt**, Excel publications.
- 3) Basic econometrics, Gujrati, TMH publications.
- 4) Business forecasting, Makridakis ,**John wiley and sons** .

M.B.A. (FULL TIME) MS5A BATCH 2019-21 SEMESTER IV			
SUBJECT NAME	SOCIAL BANKING AND MICROFINANCE	SUBJECT CODE	MS5A-638
		TOTAL CREDITS	
SUBJECT NATURE: Finance Open Electives			
COURSE OBJECTIVE: The objectives of this course is understanding Social banking in India as a tool to achieve financial inclusion and ‘micro finance’ as a socially responsive and commercially viable proposition.			
LEARNING OUTCOME: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Understand the basics issues of financial inclusion. 2. Understand the major practices of micro finance 3. Understand the social perspective of inclusive growth and role of financial system to achieve it 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
Unit-1 Introduction to Micro Finance	1.1 Need of Microfinance. 1.2 Basics of Microfinance, 1.3 Microfinance as a Development Tool		04
Unit-2 Revenue Models of Microfinance	2.1.Profitability, 2.2.Efficiency and Productivity, 2.3.Inherent challenges of financing.		06
Unit-3 Legal and Regulatory Framework	3.1.MFIs, SHGs and JLGs, 3.2. Some Innovative and Creative Microfinance Models like Help Group-Bank Linkage Programme (SBLP), 3.3. Financial Products and Services.		05
Unit- 4 Social Banking	4.1. Major policy initiatives for aligning the banking system to socio-economic goals like priority sector lending, 4.2. Lead Bank Scheme (LBS), Service Area Approach (SAA), etc.		05

Unit -5 Subsidy-linked credit programs of Government	5.1. Subsidy-linked credit programmes of the Government PMRY, SGSY, SJSRY & SLRS, etc. 5.2. Other Initiatives of the Government (without subsidy-link) like Kisan Credit Card (KCC) scheme, 5.3. Financing of Agriclincs/Agribusiness Centre's etc. and the Differential Rate of Interest (DRI) scheme	05
Unit-6 The Indian Experience,	6.1. Evolution and Character of Microfinance in India, 6.2. Microfinance Delivery Methodologies	05
Unit-7 Challenges to social banking	7.1. inter-spatial disparity manifested, varying credit-deposit ratio (CDR) across areas, 7.2. Inadequate linkage support, unsatisfactory repayment climate etc. 7.3. Role of various stakeholders like the government, the non-government organizations (NGOs) and the civil society besides the constituents of institutional credit system (ICS) in achieving effective operation of the social banking initiative.	15
	TOTAL SESSIONS	45

Learning Resources:

Text Books: Latest Edition of-

- Microfinance for Bankers and Investors: Understanding the Opportunities and Challenges of the Market at the Bottom of the Pyramid by **Elisabeth Rhyne**
- Towards Financial Inclusion in India by **K. G. Karmakar, G. D. Banerjee, N. P. Mohapatra, Sage Publisher.**
- Micro Finance Perspectives and Options by Indian Institute of Banking and Finance

Suggested Readings

- Banker to the Poor: Micro-Lending and the Battle Against World Poverty by **Muhammad Yunus, Alan Jolis.**
- A Billion Bootstraps: Microcredit, Barefoot Banking, and the Business Solution for Ending Poverty by **Phil Smith, Eric Thurma**
- Social Banks and the Future of Sustainable Finance By **Olaf Weber and Sven Remer.**

MBA (FT) MS5A BATCH 2019-21 SEMESTER IV			
SUBJECT NAME	ORGANISATION CHANGE AND DEVELOPMENT	SUBJECT CODE	MS5A-640
		TOTAL CREDITS	03
SUBJECT NATURE: HRM COMPULSORY			
COURSE OBJECTIVE: The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD Programmes.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 <u>Introduction</u>	1.1 : Definition, History, Assumptions 1.2 Values and Beliefs in O.D 1.3 Organization Development & Transformation		12
Unit-2 <u>Theory and Management of OD</u>	2.1. Foundations of OD 2.2 OD Process, Action Research and OD.		11
Unit-3 <u>OD interventions</u>	3.1 Overview, Types 3.2 Team interventions, inter- Group interventions 3.3 Comprehensive and Structural interventions 3.4 Choosing the Depth of Organizational Intervention.		11
Unit- 4 <u>Issues and Considerations in OD</u>	4.1 Consultant-Client Relationships, System Ramifications, and Power- Politics. 4.2 Emerging Trends in OD with special emphasis on future organizations.		11

	TOTAL SESSIONS	45
<p>Learning Resources:</p> <ol style="list-style-type: none"> 1. Wendell L. French and Cecil N. Bell Jr., “Organization Development” New Delhi, Prentice Hall, 5th Ed., 1999. <p>Suggested Readings</p> <ol style="list-style-type: none"> 2. Don Harvey and Donald R. Brown, “An Experiential Approach to Organizational Development”, New Jersey, Prentice Hall Inc., 1996. 3. Wendell L. French Cecil H Bell, Jr., Robert A. Zawaski. (Eds.), “Organizational Development and Transformation: Managing Effective Change”, Illinois: Irwin Inc., 1994. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Semester IV			
Subject Name	HRIS	Subject Code	MS5A-642
		Total Credits	03
Subject Nature: HRM Compulsory			
Course Objective:			
<ul style="list-style-type: none"> To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force. To develop an understanding about different obligations towards society. 			
Learning Outcome:			
At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
UNIT –1 Introduction	1.1 Data and Information needs for HR Manager 1.2 Sources of Data 1.3 Role of ITES in HRM 1.4 IT for HR Managers; Concept, Structure, and Mechanics of HRIS 1.5 Programming Dimensions and HR Manager with no technology background 1.6 Survey of Software Packages for Human Resource Information System including ERP Software such as SAP		06
Unit-2 Data Management for HRIS	2.1 Data Formats, Entry Procedure and Process 2.2 Data Storage and Retrieval 2.3 Transaction Processing 2.4 Introduction to RDBMS 2.5 HR-XML 2.6 Office Automation and information Processing and Control Functions 2.7 Design of HRIS: Relevance of Decision Making Concepts for Information System		10

Unit-3 Design; HRM Needs Analysis	3.1 Concept and Mechanics 3.2 Standard Software and Customized Software 3.3 HRIS - An Investment, Cost Benefit Analysis	07
Unit- 4 HR Management Process and HRIS	4.1 Modules on MPP 4.2 Recruitment 4.3 Selection, Placement 4.4 Module on PA System 4.5 T and D Module 4.6 Module on Pay A and Related Dimensions 4.7 Planning and Control; 4.8 Information System's support for Planning and Control	06
Unit-5 HR Management Process II and HRIS	5.1 Organization Structure & Related Management Processes including authority and Responsibility Flows 5.2 Communication Process	05
Unit-6 Organization Culture and Power	6.1 Data Capturing for Monitoring and Review 6.2 Behavioural Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making.	05
Unit—7 HRIS	7.1 Security of Data and Operations of HRIS Modules 7.2 Common Problems during IT adoption efforts and Processes to overcome 7.3 Orientation and Training Modules for HR & Other Functionaries 7.4 Detailed Analytical Framework 7.5 Opportunities for combination of HRM & ITES Personnel 7.6 HRIS and Employee Legislation 7.7 An Integrated View of HRIS 7.8 Why and How of Winners and Losers of HRIS Orientation.	06
	TOTAL CLASSROOM CONTACT SESSIONS	45

Learning Resources:

Text Readings:

1. Handbook of Human Resource Information Systems, Basics, Applications and Future Directions, Michael J.Kavangarh, Mohan Tithe, Richard D Johnson, Sage Publications India Pvt ltd.
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan page.
3. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
4. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.
5. Hcas M. Awad, W.f. Casico, Human Resource Management, An Information Systems Approach, Reston Publishing Company.
6. Tony Ivey, Personnel Computer System, Mc Graw Hill International.
7. The Brave New world of e HR: Human resources Management in digital age, Guetual Stone editors, Wiley India Edition

MBA (FT) MS5A BATCH 2019-21 SEMESTER IV			
SUBJECT NAME	STRATEGIC HRM	SUBJECT CODE	MS5A-644
		TOTAL CREDITS	03
SUBJECT NATURE: HRM Compulsory			
COURSE OBJECTIVE: The course is designed to explain basic theory of Strategic Human Resource Management to examine the issues and problems associated with HRM in a changing environment.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 <u>Introduction to strategic HRM</u>	1.1 Strategic Approach to HRM 1.2 Integrating HR Strategies with Corporate and Functional Strategies 1.3 Integrating Human Resources in Strategic Decisions		12
Unit-2 <u>Strategic HR Planning</u>	2.1. Strategic HR Planning Acquisition and Development 2.2 Corporate strategies and career systems		12
Unit-3 <u>Strategies for Maximizing HR Productivity</u>	3.1 Organizational Restructuring 3.2 Turnaround Management, Mergers, Acquisitions and Joint Ventures.		12
Unit- 4 <u>SHRM in Global Context</u>	4.1 International Human Resource Strategies, Evaluating the effectiveness of HRM		9
TOTAL SESSIONS			45

Note: 50 percent of classes will be devoted to theory and 50 percent to discussion of cases.
Learning Resources:

Text Readings

1. W.D. Anthony, P.L. Perrewe, K.M. Kacmar, “**Strategic Human Resource Management**”, USA, Dryden.
2. C. Mabey, G. Salman, and J. Storey, “**Human Resource Management: A Strategic Approach**”, UK, Blackwell.
3. Linda Gratton, “**Strategic Human Resource Management**”, New York, Oxford University Press.

Suggested Readings

1. John Leopold, Lynette Harris and Tony Waton, “**Strategic Human Resourcing: Principles, Perspectives and Practices**”, Financial Times Pitman Publishers, 1999.

MBA (FT) BATCH 2019-21 SEMESTER IV			
SUBJECT NAME	INDUSTRIAL AND SOCIAL PSYCHOLOGY	SUBJECT CODE	MS5A-646
		TOTAL CREDITS	03
SUBJECT NATURE: HRM Compulsory			
COURSE OBJECTIVE: The Objectives of this course are to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 <u>Introduction to</u> <u>Social</u> <u>Psychology</u>	1.1 Nature and concept of social psychology and social psychology related to other disciplines 1.2 Methods of social psychology 1.3 Current trend in social psychology and ethical issues	9	
Unit-2 <u>Social</u> <u>Perception</u>	2.1 Non-Verbal Communication 2.2 theories of Attribution 2.3, Impression formation and impression management.	9	
Unit-3 <u>Social Identity</u>	3.1 Self Concept, Self-esteem, Self-efficacy 3.2 Self-monitoring and self-focusing.	9	
Unit- 4 <u>Social</u> <u>Influence</u>	4.1 Conformity 4.2 Compliance and Obedience	9	
Unit-5 <u>Group</u> <u>Dynamics</u>	5.1 Introduction to Group, Formation, and types of group 5.2 Group dynamics, Crowding, Cooperation, competition and conflicts	9	
TOTAL SESSIONS			45

Learning Resources:**Text Readings**

1. Myers D.G, Social Psychology, New Delhi, Latest edition, Tata Mc-Graw Hill Publishing.
2. Robert A Baron, Donn Byrne, Nyla R Branscombe, Gopa Bhardwaj, Social Psychology, latest Edition, Prentice-Hall India: New Delhi.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A.(Full -Time) MS5A			
Semester IV			
Subject Name	Managerial Counseling	Subject Code	MS5A-648
		Total Credits	03
Subject Nature: HRM Open Electives(Select any 2)			
Course Objective:			
<ul style="list-style-type: none"> ● To promote understanding of the concept and schools of counselling ● To Select the key areas and situations where management can and should help employees in performance planning and career advancement ● To develop alternative approach to dealing with problem situations in organizations. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understand that various approaches to counseling 2. conduct counseling intervention in the organization 3. Outline the counselling process used in organizations 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			Class Room Contact Sessions
Unit –I Introduction	1.1 Introduction to counselling and characteristics of a counsellor 1.2 Process of counselling 1.3 Development of Counselling Skill 1.4 Role of Counsellor in guidance & counselling.		8
Unit-2 Psychological Testing and types of counselling	2.1 Need and Uses of Tests 2.2 Different Types of Test: Intelligence Tests, Achievement and Aptitude Tests 2.3 Different Types of Test: Personality Inventories, Interest Inventories, Projective Techniques and their limitations 2.4 Individual & Group technique in counselling 2.5 e-Counselling		8
Unit-3 Introduction to the Important Schools of Counselling	3.1 Psychoanalytic Foundations 3.2 Transactional Analysis 3.3 Gestalt Therapy 3.4 Rational Emotive Therapy 3.5 Person-Centred Approach to Counselling 3.6 Counselling setting		12

Unit -4 Counselling Interventions in Organizations:	4.1 Empathy, Listening and Responding, Effective Feedback 4.2 Performance Counselling, Interpersonal Conflict 4.3 Counselling & guidance for career planning & Decision Making.	9
Unit-5 Stress Management And Employee Well-Being	6.1: Stress and Performance 6.2 Work-Life Balance 6.3 Stress Reduction Techniques 6.4 Employee Wellbeing: Concept, Importance, Factors influencing well-being.	8
TOTAL CLASSROOM CONTACT SESSIONS		45
Text Reading: Latest Editions Introduction to Counseling and Guidance, Seventh Edition (Pearson), Robert L Gibson, Indiana University, Mariann Mitchell, Indiana University.		

MBA (FT) MS5A BATCH 2019-21 SEMESTER IV			
SUBJECT NAME	CONFLICT AND NEGOTIATION PROCESS	SUBJECT CODE	MS5A-650
		TOTAL CREDITS	03
SUBJECT NATURE: HRM Open Electives			
COURSE OBJECTIVE: To promote understanding of the concept and theories of conflict, To build awareness of certain important and critical issues in conflict and negotiation. To provide exposure to the required skills in negotiating a contract.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
<u>UNIT –1 Power and Politics</u>	1.1 Bases of Power, Power tactics, Power in Groups, Sexual Harassment in workplace 1.2 Unequal Power, Politics: power in Action, Implication for Managers		9
<u>Unit-2 Conflict</u>	2.1. Meaning and Causes of conflict 2.2 Transitions in Conflict Thought, Functional versus dysfunctional thought 2.3 Conflict process, styles of handling interpersonal conflict, Integrating conflict from Gandhian perspective.		9
<u>Unit-3 Negotiation</u>	3.1 Negotiating a Contract , Pre-negotiation 3.2 Preparing the Charter of Demand(s). Creating the Bargaining Team Submission of COD 3.4 Costing of Labour Contracts		9
<u>Unit- 4 The Negotiation Process</u>	4.1 What is Negotiation? Effective Negotiation. Preparing for Negotiation 4.2 Communication Style 4.3 Breaking Deadlocks. 4.4 Strategy and Tactics/Games Negotiators Play. Closing Successfully.		9

<p style="text-align: center;">Unit-5 <u>Negotiating</u> <u>Integrative</u> <u>Agreements</u></p>	<p>5.1 Reviewing. Negotiation and Conflict Approaches and Phases in negotiation and conflict 5.2 Post Negotiation. Administration of the Agreement Grievance Management Binding up the Wounds.</p>	9
	TOTAL SESSIONS	45

Learning Resources:

Text Readings

1. BB Singh, Managing Conflict and Negotiation, Excel Book Pvt. Ltd
2. Stephen .P. Robbins, Timothy A. Judge, Organizational Behaviour, Pearson
3. Margie Parikh, Rajen Gupta, Organizational Behaviour ,McGraw Hill

INSTITUTE OF MANAGEMENT STUDIES			
MBA (Full-Time) MS5A			
Batch (2019-21)			
Semester IV			
Subject Name	KNOWLEDGE MANAGEMENT	Subject Code	MS5A-654
		Total Credits	03
Subject Nature: HRM Open Electives(Select any 2)			
Course Objective:			
The objective of the course is to make participants aware of using information that creates value and knowledge and how knowledge management system is working in the organization.			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. To understand about Knowledge management system and its importance for learning Organization and other business processes. 2. It will Help to understand and identifies the organization key resources of knowledge and how it helps in development of organization and Knowledge sharing. 			
Examination scheme:			
The semester examination is worth 60 marks and 40 marks for internal assessment. Students will have to answer five questions out of 7/8 questions. Marking scheme if internal assessment will include class tests and regular class participation.			
Course Contents			Class room contact session
UNIT –I Introducing Knowledge Management	1.1 The concepts of storage and management 1.2 Approaches to DBMS Information processing 1.3 Information systems, organizational learning. 1.4 Introduction, total quality management 1.5 Introduction to emerging business paradigms. 1.6 Introduction to Knowledge Management 1.7 Basic Knowledge-Related Definitions 1.8 Role of Knowledge Management in today's organization 1.9 Classification of Knowledge Management Systems 1.10 Forces Driving Knowledge Management 1.11 Defining the Data, Information and Knowledge 1.12 From Data Processing to Knowledge-based Systems 1.13 Types of Knowledge 1.14 Human's Learning Models 1.15 Expert's Reasoning Methods.		09

Unit-2 Knowledge Management System life Cycle	2.1 Introduction to Knowledge management system life cycle 2.2 Challenges in building knowledge management system 2.3 Knowledge evaluation ,Knowledge processing 2.4 Knowledge implementation, Identifying Knowledge Centers 2.5 Nonaka’s Model of Knowledge Creation and Transformation 2.6 Impediments to Knowledge Sharing	07
Unit-3 Knowledge Management techniques, Systems and tools	3.1 Introduction to Knowledge Management Architecture 3.2 The Knowledge Capture Process 3.3 Identifying Experts-Single and Multiple Experts 3.4 Systems and tools. Knowledge analysis 3.5 Organizational Knowledge Dissemination. 3.6 Knowledge Capture Techniques- <ul style="list-style-type: none"> • On-site Observation (Action Protocol) • Brainstorming (Conventional & Electronic) • Consensus Decision Making • Nominal Group Technique • Delphi Method • Repertory Grid • Concept Mapping • Blackboarding 3.7 Organizational Knowledge Management Architecture and Implementation Strategies	08
Unit- 4 Knowledge codification	4.1 Introduction to Knowledge Codification 4.2 Benefits of Knowledge Codification 4.3 Knowledge Codification in the KM System Life Cycle 4.4 Codification Tools-Knowledge Map, Decision Table 4.5 Decision Tree, Frames ,Production Rules, Case-based Reasoning	06
Unit -5 System testing and Deployment	5.1 Introduction to Quality Assurance 5.2 Knowledge management testing 5.3 Hurdles in KMS Testing, Logical Testing Approaches 5.4 System Testing & Deployment in KMSLC 5.5 Factors affecting System Deployment	05
Unit-6 Knowledge transfer and sharing	6.1 Introduction to Knowledge Transfer & Knowledge Sharing 6.2 Fundamentals of Knowledge transfer 6.3 Learning from data -The Concept of Learning 6.4 Data Visualization, Neural Networks–The basic 6.5 The Knowledge transfer in Electronic-world 6.6 Groupware categories and applications	05
Unit-7 Knowledge Portals and Knowledge Management	7.1 Organizational Collaborative Platforms 7.2 Introductions, Knowledge Management roles 7.3 Knowledge Management Job Opportunities. 7.4 Key Components of Knowledge Portal 7.5 Categories of Portal Tools	05

Tools	7.6 Knowledge Worker	
	TOTAL CLASSROOM CONTACT SESSIONS	45
Learning Resources: Text Books: <ol style="list-style-type: none"> Warrier, E. Sudhir “Knowledge Management”, Vikas Publishing House Ltd. New Delhi. Reference Books: <ol style="list-style-type: none"> Knowledge Management by SheldaDebowski – john Wiley and sons publication 		

BUSINESS FORECASTING

Objectives Course is designed to: Identify the factors that affect demand Expose to the data types and identification problem Equip with qualitative and quantitative forecasting techniques (with focus on noneconometric techniques) Illustrate the forecasting techniques with the help of computer softwares Enable the interpretation of results

Topics

1. Demand Analysis: An Overview Significance of Demand Analysis and Forecasting
Determinants of Demand, Elasticity of Demand, Revenue and Profit of a Firm
2. Estimation of Demand Marketing Research Techniques Consumer Surveys, Consumer Clinics and Focus Groups, Market Experiments in Test Stores
3. Statistical Estimation Variable Identification, Time Series and Cross Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics 3. Forecasting Demand Selecting a Forecasting Technique
4. Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting
5. Qualitative Forecasting Techniques Survey and Opinion Polling Techniques
6. Time Series Analysis Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations Smoothing Techniques Moving Averages, Exponential Smoothing and Other Advanced Techniques
7. Barometric Techniques Leading, Lagging and Coincident Economic Indicators Diffusion and Composite Indexes Accuracy of Forecast Short Run Forecast Long Term Forecast 4. Use of Software Packages for Forecasting

DECISION ANALYSIS

Introduction and elements of decision problems

Probabilistic modeling

Decision trees

Multi-stage decision trees

Rolling back decision trees,

Expected value of information

Influence diagrams

Sensitivity analysis

Review of probability, Bayes theorem

Decision traps: Cognitive biases in estimating probabilities

Structuring outcomes/objectives

Value functions, decisions under certainty

One-dimensional utility theory

Multi-dimensional utility theory: Comparing apples vs. oranges

Decision traps: Cognitive biases in assessing preferences Implementation and applications

Game Theory

MARKETING ANALYTICS

COURSE OBJECTIVE

To impart ideas, exposure and skills for Marketing, Retail and Web analytics as well as to understand, analyze and practice finance, investments, market and credit risk analytics system.

EXAMINATION SCHEME

COURSE OUTCOMES

After completion of the course the students should be able

- CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and application of analytics in various business domain .
- CO2. To understand the interdependence of the analytics function with the other key functional areas of a firm.
- CO3. To apply analytical skills and problem-solving tools to the analysis of the business decision problems.
- CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business analytics.

COURSE CONTENT

UNIT I

Business Analytics (BA): Meaning and definition of business analytics, steps of the business analytics process, business analytics process with the organization decision-making process, Importance of BA in terms of competitive advantage and new sources of data, Overview of BA Tools, Management issues in BA, Analytics in Current Business Scenario: Financial Analytics, Marketing Analytics, Human Resource Analytics, Supply Chain Analytics, Web Analytics.

UNIT II

Descriptive Analytics: Visualizing and Exploring data, Pattern identification.

UNIT III

Predictive Analytics: Logic driven model and data driven model, Least Square Prediction: Forecasting with – Classical Regression model (CLRM), Autocorrelation, Lagged Depended Variables, ARCH and GARCH models.

UNIT IV

Prescriptive Analytics: Optimization, Stochastic process: Basic definitions, Brownian Motion, Stationary Processes, Brownian motion in the stock market.

UNIT V

Marketing Analytics: Introduction, Utility and need of marketing analytics, description of consumer behavior in reference to data, identification and collection of relevant data. Identifying data for causal relationship, usage of data for exploration of problem, creation of product, market campaign, strategies, Prediction of consumer behaviour, kinds of predictions to create future strategies, techniques for predictive models, prescriptive models in marketing, brand value measurement.

UNIT VI

Retail Analytics: Localization and Clustering- Analysis of buying habits based on Electronic product tags and internet stores. Data based assessment of costs, store performance, and maintenance, location analysis. Customization of offerings of the store to the preferences of the local customers. Optimization of sales, Price Optimization, Marketing Mix modeling Market Basket Analysis.

UNIT VII

Web/Social Media analytics: What's web analytic, benefits of web analytics, utility for Small businesses, medium and large-scale businesses, Content Performance Analysis, Visitor Analysis, Facebook insights Twitter analytics Youtube analytics Social Ad analytics

UNIT VIII

Google analytics: Getting Started with Google Analytics, How Google Analytics works? Accounts, profiles, and users Navigating Google Analytics Basic metrics, the main sections of Google Analytics reports Traffic Sources, Direct, referring, and search traffic Campaigns AdWords, AdSense

Text Books

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel Wayne L. Winston wiley
2. Marketing Analytics: A Practical Guide to Real Marketing Science, Mike Grigsby Kogan Page
3. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Eric Siegel.
4. Essentials of Business Analytics by Jeffrey D. Camm (Author), James J. Cochran (Author), Michael J. Fry (Author), Jeffrey W. Ohlmann (Author), David R. Anderson, Latest Edition.
5. Business Analytics by James R Evan, Pearson. Latest Edition.
6. Data Analytics by Anil Maheshwari, TMH publication, Latest Edition.
7. Business Analytics: The Science of Data-Driven Decision Making Kindle Edition by UDinesh Kumar, Latest Edition.

FINANCE ANALYTICS

COURSE OBJECTIVE

To impart ideas, exposure and skills for Finance and Web analytics as well as to understand, analyze and practice finance, investments, market and credit risk analytics system.

EXAMINATION SCHEME

COURSE OUTCOMES

After completion of the course the students should be able

- CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and application of analytics in various business domain .
- CO2. To understand the interdependence of the analytics function with the other key functional areas of a firm.
- CO3. To apply analytical skills and problem-solving tools to the analysis of the business decision problems.
- CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business analytics.

COURSE CONTENT

UNIT I

Business Analytics (BA): Meaning and definition of business analytics, steps of the business analytics process, business analytics process with the organization decision-making process, Importance of BA in terms of competitive advantage and new sources of data, Overview of BA Tools, Management issues in BA, Analytics in Current Business Scenario: Financial Analytics, Marketing Analytics, Human Resource Analytics, Supply Chain Analytics, Web Analytics.

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Descriptive Analytics: Visualizing and Exploring data, Pattern identification.

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Predictive Analytics: Logic driven model and data driven model, Least Square Prediction: Forecasting with – Classical Regression model (CLRM), Autocorrelation, Lagged Depended Variables, ARCH and GARCH models.

UNIT IV

Prescriptive Analytics: Optimization, Stochastic process: Basic definitions, Brownian Motion, Stationary Processes, Brownian motion in the stock market.

UNIT V

Financial Analytics: Introduction, utility and need of Financial analytics, understanding data in finance, sources of data, cleaning and pre-processing data, Exploratory Data Analysis, understanding stock price behavior , different approaches to risk modeling. Overview of Portfolio Analytics, Asset Allocation Models, Introduction to Credit Risk Analytics, Credit Scoring, Bayesian Methods for Credit Risk Modeling, Enterprise Risk Analytics for Capital Markets,

Proactive and Real-Time Risk Management, Market Risk Analytics, and Derivative Risk Analytics.

UNIT VI

Web/Social Media analytics: What's web analytic, benefits of web analytics, utility for Small businesses, medium and large-scale businesses, Content Performance Analysis, Visitor Analysis, Facebook insights Twitter analytics Youtube analytics Social Ad analytics

UNIT VII

Google analytics: Getting Started with Google Analytics, How Google Analytics works? Accounts, profiles, and users Navigating Google Analytics Basic metrics, the main sections of Google Analytics reports Traffic Sources, Direct, referring, and search traffic Campaigns AdWords, AdSense

Text Books

1. Portfolio Construction and Analytics Frank J. Fabozzi, Dessislava A. Pachamanova, Wiley Finance.
2. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Eric Siegel.
3. Credit Risk Analytics: Measurement Techniques, Applications, and Examples in SAS: Bart Baesens, Daniel Roesch, Harald Scheule.
4. Enterprise Risk Analytics for Capital Markets: Proactive and Real-Time Risk Management: Raghurami Reddy Etukuru
5. Essentials of Business Analytics by Jeffrey D. Camm (Author), James J. Cochran (Author), Michael J. Fry (Author), Jeffrey W. Ohlmann (Author), David R. Anderson, Latest Edition.
6. Business Analytics by James R Evan, Pearson. Latest Edition.
7. Data Analytics by Anil Maheshwari, TMH publication, Latest Edition.
8. Business Analytics: The Science of Data-Driven Decision Making Kindle Edition by UDinesh Kumar, Latest Edition.

HR ANALYTICS

COURSE OBJECTIVE

To impart ideas, exposure and skills for HR and Web analytics as well as to understand, analyze and practice finance, investments, market and credit risk analytics system.

EXAMINATION SCHEME

COURSE OUTCOMES

After completion of the course the students should be able

- CO1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and application of analytics in various business domain .
- CO2. To understand the interdependence of the analytics function with the other key functional areas of a firm.
- CO3. To apply analytical skills and problem-solving tools to the analysis of the business decision problems.
- CO4. To increase the knowledge, and broaden the perspective of the world in which you will contribute your talents and leadership in business analytics.

COURSE CONTENT

UNIT I

Business Analytics (BA): Meaning and definition of business analytics, steps of the business analytics process, business analytics process with the organization decision-making process, Importance of BA in terms of competitive advantage and new sources of data, Overview of BA Tools, Management issues in BA, Analytics in Current Business Scenario: Financial Analytics, Marketing Analytics, Human Resource Analytics, Supply Chain Analytics, Web Analytics.

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Predictive Analytics: Logic driven model and data driven model, Least Square Prediction: Forecasting with – Classical Regression model (CLRM), Autocorrelation, Lagged Depended Variables, ARCH and GARCH models.

UNIT IV

Prescriptive Analytics: Optimization, Stochastic process: Basic definitions, Brownian Motion, Stationary Processes, Brownian motion in the stock market.

UNIT V

HR analytics: Introduction, utility and need of HR analytics, Human capital data, predictors for HR analytics, business applications of HR modeling, HR analytics and HR strategy.

UNIT VI

HR modelling: Equality, diversity and inclusion analytics based predictive modelling, measure employee engagement, prediction modelling for team level engagement modeling and group level engagement modelling, exploratory modelling using ANOVA for employee turnover, predictive modeling for turnover, developing model for forecast of performance of employee, Predictive

modeling for training, descriptive modeling for assessment of training impact. Modeling of HR scenario, predictive modeling for selection retirement

UNIT VII

Web/Social Media analytics: What's web analytic, benefits of web analytics, utility for Small businesses, medium and large-scale businesses, Content Performance Analysis, Visitor Analysis, Facebook insights Twitter analytics Youtube analytics Social Ad analytics

UNIT VIII

Google analytics: Getting Started with Google Analytics, How Google Analytics works? Accounts, profiles, and users Navigating Google Analytics Basic metrics, the main sections of Google Analytics reports Traffic Sources, Direct, referring, and search traffic Campaigns AdWords, AdSense

Text Books

1. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Eric Siegel.
2. Predictive HR Analytics: Mastering the HR Metric by Martin Edwards, Kirsten Edwards, Kogan Page.
3. Essentials of Business Analytics by Jeffrey D. Camm (Author), James J. Cochran (Author), Michael J. Fry (Author), Jeffrey W. Ohlmann (Author), David R. Anderson, Latest Edition.
4. Business Analytics by James R Evan, Pearson. Latest Edition.
5. Data Analytics by Anil Maheshwari, TMH publication, Latest Edition.
6. Business Analytics: The Science of Data-Driven Decision Making Kindle Edition by UDinesh Kumar, Latest Edition.

STATISTICAL SOFTWARE PACKAGES (SPSS)

Course description and objectives SPSS (Statistical Package for Social Science) is a tool for the statistical analysis of data. It allows to perform a wide variety of statistical procedures. Main objective of the course is to provide participants with a basic knowledge of the program in order to be able to use it in a socio-economic context and in the exploration of corporate data. Upon successful completion of this course, the student should be able to:

- Understand the main features of SPSS
- Use the SPSS GUI effectively • Perform descriptive analyses with SPSS
- Perform common parametric and non-parametric tests
- Perform simple regressions and multivariate analyses (factor and cluster) • Know where to find help

Syllabus of the course

1 Introduction - Introduction to SPSS - Data analysis with SPSS: general aspects, workflow, critical issues - SPSS: general description, functions, menus, commands - SPSS file management

Exercise

2 Input and data cleaning - Defining variables - Manual input of data - Automated input of data and file import

Data manipulation - Data Transformation - Syntax files and scripts - Output management

Exercise

3 Descriptive analysis of data - Frequencies - Descriptives - Explore - Crosstabs - Charts

Exercise

4 Statistical tests - Means - T-test - One-way ANOVA - Non parametric tests - Normality tests

Correlation and regression - Linear correlation and regression - Multiple regression (linear)

Exercise

5 Multivariate analysis - Factor analysis - Cluster analysis Exercise

Suggested bibliography

Field A., Discovering Statistics Using SPSS, Fourth Edition, SAGE, 2013