

Uttarakhand Technical University, Dehradun

Scheme of Examination as per AICTE Flexible Curricula

Evaluation Schemes for MBA

W.E.F. Academic Session 2020-21



Master in Business Administration (MBA)

Uttarakhand Technical University, Dehradun
New Scheme of Examination as per AICTE Flexible Curricula
Masters of Business Administration - 2 Year
W.E.F. Academic Session 2020-21

I Semester

S. No.	Subject Code	Category	Subject Name	Maximum Marks Allotted		Total Marks	Contact Hours per Week			Total Credit
				Theory			L	T	P	
				External Marks	Internal Marks					
1.	MBAT 101		Principles and Practices of Management	70	30	100	3	0	0	3
2.	MBAT 102		Financial Accounting	70	30	100	3	0	0	3
3.	MBAT 103		Quantitative Techniques & Operation Research	70	30	100	3	2	0	4
4.	MBAT 104		Managerial Economics	70	30	100	3	0	0	3
5.	MBAT 105		Business Environment	70	30	100	3	0	0	3
6.	MBAT 106		Business Laws	70	30	100	3	0	0	3
7.	MBAT 107		Professional Business Communication	70	30	100	3	0	0	3
8.	MBAT 108		MIS and Computer Application in Business	70	30	100	3	0	2	4
Total				560	240	800	24	2	2	26
NSS/NCC										

II Semester

S. No.	Subject Code	Category	Subject Name	Maximum Marks Allotted		Total Marks	Contact Hours per Week			Total Credit
				Theory			L	T	P	
				External Marks	Internal Marks					
1.	MBAT 201		Organisational Behaviour	70	30	100	3	0	0	3
2.	MBAT 202		Management Accounting	70	30	100	3	0	0	3
3.	MBAT 203		Special Foundation Course	70	30	100	4	0	0	4
4.	MBAT 204		Marketing Management	70	30	100	3	0	0	3
5.	MBAT 205		Financial Management	70	30	100	3	0	0	3
6.	MBAT 206		Human Resource Management	70	30	100	3	0	0	3
7.	MBAT 207		Production and Operation Management	70	30	100	3	0	0	3
8.	MBAT 208		Business Research Methods	70	30	100	3	0	0	3
9.	MBAT 209		State of Art Seminar	70	30	100	0	0	2	1
Total				630	270	900	25	0	2	26
NSS/NCC										

III Semester

S. No.	Subject Code	Category	Subject Name	Maximum Marks Allotted		Total Marks	Contact Hours per Week			Total Credit
				Theory			L	T	P	
				External Marks	Internal Marks					
1.	MBAT 301		Strategic Management	70	30	100	3	0	0	3
2.	MBAT 302		International Business	70	30	100	3	0	0	3
3.	MBAT 303		Universal Human Values and Professional Ethics	70	30	100	3	0	0	4
4.	MBAT 304		Management Concepts & Indian Ethos	70	30	100	3	0	0	2
5.			Elective Major 1	70	30	100				
6.			Elective Major 2	70	30	100				
7.			Elective Minor 1	70	30	100				
8.	MBAP 308		Internship Training Report and Viva-Voce (Training Report and Presentation* followed by viva voice**)	70**	30*	100				
Total				560	240	800				
NSS/NCC										

Note: The Major electives can be chosen as per the given list semester wise.

List of Electives Major Subjects

FINANCE					
Subject Code	Elective -1	L	T	P	C
MBAT 311	Security Analysis and Portfolio Management	3	0	0	3
MBAT 312	Financial Markets and Institutions	3	0	0	3
Subject Code	Elective -2	L	T	P	C
MBAT 313	Corporate Tax Planning	3	0	0	3
MBAT 314	Working capital Management	3	0	0	3
MARKETING					
Subject Code	Elective -1	L	T	P	C
MBAT 321	Integrated Marketing Communication	3	0	0	3
MBAT 322	International Marketing	3	0	0	3
Subject Code	Elective -2	L	T	P	C
MBAT 323	Digital Marketing	3	0	0	3
MBAT 324	Marketing Research	3	0	0	3
HUMANRESOURCEMANAGEMENT					
Subject Code	Elective -1	L	T	P	C
MBAT 331	Industrial Relations and Labour Laws	3	0	0	3
MBAT 332	Training & Development	3	0	0	3
Subject Code	Elective -2	L	T	P	C
MBAT 333	HR Analytics	3	0	0	3
MBAT 334	Organizational Structure and Change	3	0	0	3
INTERNATIONALBUSINESS					
Subject Code	Elective -1	L	T	P	C
MBAT 341	International Logistics Management	3	0	0	3
MBAT 342	Cross-Cultural Business Management	3	0	0	3
Subject Code	Elective -2	L	T	P	C
MBAT 343	International Business Laws and Treaties	3	0	0	3
MBAT 344	Management of Multinational Corporations	3	0	0	3
MANAGEMENT INFORMATION SYSTEM					
Subject Code	Elective -1	L	T	P	C
MBAT 351	Management Information System	3	0	0	3
MBAT 352	Business Process Reengineering	3	0	0	3

Subject Code	Elective -2	L	T	P	C
MBAT 353	System Analysis and Design	3	0	0	3
MBAT 354	E-Commerce	3	0	0	3
LOGISTICS & SUPPLYCHAINMANAGEMENT					
Subject Code	Elective -1	L	T	P	C
MBAT 361	Fundamental of Logistics and Supply Chain	3	0	0	3
MBAT 362	Designing and Managing Supply Chain	3	0	0	3
Subject Code	Elective -2	L	T	P	C
MBAT 363	Global Supply Chain &out source Manufacturing	3	0	0	3
MBAT 364	International Logistics	3	0	0	3
AGRIBUSINESS MANAGEMENT					
Subject Code	Elective -1	L	T	P	C
MBAT 371	Agribusiness and Rural Environment	3	0	0 0	3
MBAT 372	Food and Agriculture Policy	3	0	0	3
Subject Code	Elective -2	L	T	P	C
MBAT 373	Agribusiness Financial Management	3	0	0	3
MBAT 374	Farm Business Management	3	0	0	3
BUSINESSANALYTICS					
Subject Code	Elective -1	L	T	P	C
MBAT 381	Business Analytics	3	0	0	3
MBAT 382	Block Chain Technology	3	0	0	3
Subject Code	Elective -2	L	T	P	C
MBAT 383	Econometrics	3	0	0	3
MBAT 384	Business Intelligence	3	0	0	3
ENTREPRENEURSHIP & VENTURE DEVELOPMENT					
Subject Code	Elective -1	L	T	P	C
MBAT 391	New Venture Creation	3	0	0	3
MBAT 392	Creativity, Incubation and Innovation	3	0	0	3
Subject Code	Elective -2	L	T	P	C
MBAT 393	MSME &Startup	3	0	0	3
MBAT 394	Business To Business Marketing	3	0	0	3

List of Electives Minor Subjects

FINANCE					
Subject Code	Elective -1	L	T	P	C
MBAT 315	Financial Markets and Institutions	3	0	0	3
MARKETING					
Subject Code	Elective -1	L	T	P	C
MBAT 325	Consumer Behaviour	3	0	0	3
HUMANRESOURCEMANAGEMENT					
Subject Code	Elective -1	L	T	P	C
MBAT 335	Industrial Psychology	3	0	0	3
INTERNATIONALBUSINESS					
Subject Code	Elective -1	L	T	P	C
MBAT 345	International Business Laws and Treaties	3	0	0	3
M ANAGEMENT INFORMATION SYSTEM					
Subject Code	Elective -1	L	T	P	C
MBAT 355	Business Analytics	3	0	0	3
LOGISTICS & SUPPLYCHAINMANAGEMENT					
Subject Code	Elective -1	L	T	P	C
MBAT 365	Fundamental of Logistics and Supply Chain	3	0	0	3
AGRIBUSINESS MANAGEMENT					
Subject Code	Elective -1	L	T	P	C
MBAT 375	Agriculture Economics	3	0	0	3
BUSINESSANALYTICS					
Subject Code	Elective -1	L	T	P	C
MBAT 385	Social & Web Analytics	3	0	0	3
ENTREPRENEURSHIP & VENTURE DEVELOPMENT					
Subject Code	Elective -1	L	T	P	C
MBAT 395	Leading Change in Family Business	3	0	0	3

Note: Minor Elective can be chosen specialization wise only i.e. if any student opt for any particular specialization than he/she has to opt the respective specialization elective only in the consecutive semesters.

IV Semester

S. No.	Subject Code	Category	Subject Name	Maximum Marks Allotted		Total Marks	Contact Hours per Week			Total Credit
				Theory			L	T	P	
				External Marks	Internal Marks					
1.	MBAT 401		Business Ethics and Corporate Governance	70	30	100	3	0	0	3
2.	MBAT 402		Project Management	70	30	100	3	0	0	3
3.	MBAT 403		Entrepreneurship Development	70	30	100	3	0	0	3
4.			Elective Major 3	70	30	100				
5.			Elective Major 4	70	30	100				
6.			Elective Minor 2	70	30	100				
7.	MBAP 407		Master Thesis & Viva-Voce)	150	50	200				
Total				570	230	800				
NSS/NCC										

List of Electives Major Subjects

FINANCE					
Subject Code	Elective -3	L	T	P	C
MBAT 411	Financial Services	3	0	0	3
MBAT 412	Mergers and Acquisitions	3	0	0	3
Subject Code	Elective -4	L	T	P	C
MBAT 413	Financial Derivatives	3	0	0	3
MBAT 414	International Financial Management	3	0	0	3
MARKETING					
Subject Code	Elective -3	L	T	P	C
MBAT 421	Product & Brand Management	3	0	0	3
MBAT 422	Sales Management	3	0	0	3
Subject Code	Elective -4	L	T	P	C
MBAT 423	Rural Marketing	3	0	0	3

MBAT 424	Retail Management	3	0	0	3
HUMANRESOURCEMANAGEMENT					
Subject Code	Elective -3	L	T	P	C
MBAT 431	International Human Resource Management	3	0	0	3
MBAT 432	Corporate leadership	3	0	0	3
Subject Code	Elective -4	L	T	P	C
MBAT 433	Compensation Management	3	0	0	3
MBAT 434	Performance Management	3	0	0	3
INTERNATIONALBUSINESS					
Subject Code	Elective -3	L	T	P	C
MBAT 441	EXIM Financing and Documentation	3	0	0	3
MBAT 442	Global Financial Markets and Instruments	3	0	0	3
Subject Code	Elective -4	L	T	P	C
MBAT 443	Foreign Exchange Management and Currency Derivatives	3	0	0	3
MBAT 444	International Human Resource Management	3	0	0	3
MANAGEMENT INFORMATION SYSTEM					
Subject Code	Elective -3	L	T	P	C
MBAT 451	Enterprise Resource Planning	3	0	0	3
MBAT 452	Knowledge Management	3	0	0	3
Subject Code	Elective -4	L	T	P	C
MBAT 453	Managing IT-Enabled Services	3	0	0	3
MBAT 454	Data Warehousing & Data Mining	3	0	0	3
LOGISTICS & SUPPLYCHAINMANAGEMENT					
Subject Code	Elective -3	L	T	P	C
MBAT 461	Green Logistics	3	0	0	3
MBAT 462	Lean Six Sigma	3	0	0	3

Subject Code	Elective -4	L	T	P	C
MBAT 463	Lean Supply Chain Management and Supplier Relationship Management	3	0	0	3
MBAT 464	Enterprise Resource Planning for Managers	3	0	0	3
AGRIBUSINESS MANAGEMENT					
Subject Code	Elective -3	L	T	P	C
MBAT 471	Agri-Supply Chain Management	3	0	0 0	3
MBAT 472	Food Technology and Processing Management	3	0	0	3
Subject Code	Elective -4	L	T	P	C
MBAT 473	Agricultural Marketing Management	3	0	0	3
MBAT 474	International Agribusiness Trade	3	0	0	3
BUSINESSANALYTICS					
Subject Code	Elective -3	L	T	P	C
MBAT 481	Marketing Analytics	3	0	0	3
MBAT 482	Financial Analytics	3	0	0	3
Subject Code	Elective -4	L	T	P	C
MBAT 483	Advanced Research Methods and Predictive Analysis	3	0	0	3
MBAT 484	Business Optimization and Big Data Analysis	3	0	0	3
ENTREPRENEURSHIP & VENTURE DEVELOPMENT					
Subject Code	Elective -3	L	T	P	C
MBAT 491	Intellectual Property Rights	3	0	0	3
MBAT 492	Family Business Management	3	0	0	3
Subject Code	Elective -4	L	T	P	C
MBAT 493	Entrepreneurial Finance	3	0	0	3
MBAT 494	Social Entrepreneurship	3	0	0	3

Note: The Major electives can be chosen as per the given list semester wise.

List of Electives Minor Subjects

FINANCE					
Subject Code	Elective -2	L	T	P	C
MBAT 415	Mergers and Acquisitions	3	0	0	3
MARKETING					
Subject Code	Elective -2	L	T	P	C
MBAT 425	Digital Marketing	3	0	0	3
HUMANRESOURCEMANAGEMENT					
Subject Code	Elective -2	L	T	P	C
MBAT 435	Human Resource Planning & Development	3	0	0	3
INTERNATIONALBUSINESS					
Subject Code	Elective -2	L	T	P	C
MBAT 445	EXIM Financing and Documentation	3	0	0	3
MANAGEMENT INFORMATION SYSTEM					
Subject Code	Elective -2	L	T	P	C
MBAT 455	Managing IT-Enabled Services	3	0	0	3
LOGISTICS & SUPPLYCHAINMANAGEMENT					
Subject Code	Elective -2	L	T	P	C
MBAT 465	Total Quality Management	3	0	0	3
AGRIBUSINESS MANAGEMENT					
Subject Code	Elective -2	L	T	P	C
MBAT 475	Material Management	3	0	0	3
BUSINESSANALYTICS					
Subject Code	Elective -2	L	T	P	C

MBAT 485	Operations and Supply Chain Analytics	3	0	0	3
ENTREPRENEURSHIP & VENTURE DEVELOPMENT					
Subject Code	Elective -2	L	T	P	C
MBAT 495	Social Entrepreneurship	3	0	0	3

Note: Minor Elective can be chosen specialization wise only i.e. if any student opt for any particular specialization than he/she has to opt the respective specialization elective only in the consecutive semesters.

SEMESTER-I

MBAT 101 PRINCIPLES AND PRACTICES OF MANAGEMENT

Unit1 Introduction

Nature and Purpose, Managing: Science or Art? The Evolution of Management Thoughts, The Function of Manager: Planning, Organising, Staffing, Leading and controlling: an overview. Coordination: The Essence of Management, System approach to Management Process.

Unit2 Planning

Types of Plans: Missions or Purpose, Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets. Steps in Planning, Objectives. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making.

Unit3 Organising

Nature of Organising, Formal and Informal Organisation, Organisation Levels and the Span of Management. Structure and Process of Organisation. Principles of Organising, Line and Staff Authority. Empowerment, Decentralisation of Authority, Delegation of Authority, Organisation Charts.

Unit4 Staffing

Definition of Staffing, an overview of Staffing Function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal, The Peter's Principle.

Unit5 Leading and Controlling

(a)Motivation: McGregor Theory of X and Y, Maslow Hierarchy of Needs Theory, Herzberg's Motivation- Hygiene Theory, Expectancy Theory, Equity Theory, Goal Setting Theory. Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making. Communication: Purpose, Process of Communication, Barriers and Break Downs, Making Communication Effective

(b)Controlling: Concepts and Process, Controlling as a Feed Back System, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.

Suggested Readings

1. Heinz Wehrich, Mark V. Cannice and Harold Koontz, (2009). Management: A Global and Entrepreneurial Perspective, 13thed., TMH. New Delhi
2. Harald Koontz and Heinz Weigh rich, Elements of Management. 9 ed., TMH. New Delhi 2012
3. Stoner James A. F. ,R. Edward Freeman and Daniel R, Gilbert Jr. Management,
4. Stephen P. Robbins and David A. Decenzo, Management; PHI
5. Newman, Summer, Gilbert Management; PHI
6. J S Chandan, Management-Concepts and Strategies- Vikas Publication-NOIDA

S. No.	Course Outcomes (CO's)
1	To illustrate understanding of basic management concepts, principles and practices.
2	To develop strategic planning and decision making strategies in an organization.
3	To summarize the concept and process of organizing
4	To develop an understanding of staffing, leadership, motivation in an organization.
5	To predict the dynamics of controlling and its emerging issues in management.

MBAT 102 FINANCIAL ACCOUNTING

Unit1

Introduction to Financial Accounting

Concepts and Conventions and Postulates of Accounting- Accounting as a Language; Accounting as an Information System, Users of Accounting information, Role of Accounting in Economic Development.

Unit2

Accounting System and Process

Accounting Equation, Transactions and their effects on Accounting and Equation, Classification of Accounts: Owner's Equity, Revenues and Expenses.

Unit3

The Accounting Process

The Journal and its Sub-division, The Ledger, The Trial Balance, The Financial Statements, Computerized Accounting, Introduction to Tally Package, Rectification of Errors.

Unit4

Financial Statement Analysis

The Tools of Analysis, Horizontal Analysis, Vertical Analysis ,Trend Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis, AS-3(Revised).

Unit5

(a)Corporate Accounting: Financial Statement of Companies and Adjustment Entries
(An overview of Corporate Finance)

(b)Accounting: Assets and Liabilities: Depreciation and Amortisation Inventory Valuation and Accounting, Recent Trends in Corporate Reporting and Introduction to Indian Accounting Standards. International Financial Reporting Standards: An overview.

Suggested Readings

1. Robert n Anthony, Hawkins and Merchant, Accounting TMH
2. Chaudhary,A.,FundamentalsofAccountingandFinancialAnalysis,Pearson
3. Ashish Bhattacharyya, Essentials of Financial Accounting, PHI
4. Maheshwari, S Nand Sunil "Financial Accounting: Sultan chand and Sons, New Delhi
5. Monga, GR "Financial Accounting: Concepts and Application", Mayoor Paper Books, New Delhi
6. Tulsian P C "Financial Accounting, Pearson Education

S.No.	Course Outcomes (CO's)
1	To demonstrate the various concepts & steps that organization follow in Financial Accounting so that the organization can deliver the fair position of business to the interested parties and the measures that can be taken for economic development too.
2	To breakdown the accounting process and system through accounting equations so as to analyse the classifications of revenues and expenses.
3	To demonstrate and compare the various steps that we follow in chronological order in which the accounting entries are recorded in books of accounts & the steps to rectify the errors made while recording using the technology as a tool.
4	To synthesize the performance of the organization and analysing the position in the market using various analysis models. And further summarise the actual results of the business so as to how business has performed in the year.
5	To examine the changes occurred in the value of assets through financial statements and clarify as to how organisation can adopt themselves with International Financial Reporting Standards.

MBAT 103 QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH

Unit 1

Definition of Statistics, Characteristics, Functions, Importance, Limitations and Types of Statistics, Uses of Statistics in Functional Areas of Management, Introduction to Sampling.

Classification and Presentation of Data

Frequency Distribution- Discrete and Continuous Frequency Distribution; Diagrammatic and Graphic Representation -Line, Bar, Rectangle and Pie Diagram, Graphs-Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives-Advantages and Limitations of Diagrams and Graph, Tabulation- Types of tables.

Unit2

Measures of Central Tendency and Dispersion

Average-Concept, Types, Mathematical Averages-Arithmetic, Geometric, and Harmonic mean, Position and Locational Averages, Median, Mode. Measures of Dispersion: Range, Quartile Deviation- Mean and Standard Deviation, Variance- Coefficient of Variance- Comparison of various measures of Dispersion, Skewness- Relative Measures of Skewness- Karl Pearson, Bowley, Kelly- Coefficient of Skewness, Kurtosis.

Unit3

Correlation and Regression

Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation, **Spearman's Coefficient of Rank Correlation**; Concurrent Deviation; Regression-Method of Least

Squares, Method of Regression Coefficient, Properties of Regression Coefficient, Partial and Multiple Correlation and Regression Coefficient.

Unit4

Time Series and Forecasting

Time Series- Introduction, Objectives of time Series, Identification of Trend, Variation in Time Series Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation ,Methods of Estimating Trend ,Choosing Appropriate Forecasting Model.

Unit5

Probability and Probability Distribution

Classical and Axiomatic Approaches, Basic Theorems- Addition, Multiplication-Conditional and Bayes Theorem, Random variables and concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson, and Normal, Exponential Distribution and its problems.

Suggested Readings

1. Richard I Levin and David S. Rubin, Statistics for Management, 8ed., New Delhi: Pearson Education, 2011
2. David M. Levine, Timothy C. Kribbeil, Mark Berenson and P. K. Vishawanath, Basic Statistics: A First Course, 5th ed., New Delhi: Pearson Education, 2011
3. G. C. Beri, Business Statistics, Tata McGraw Hill, 2nd ed., (New Delhi), 2005
4. J. K. Sharma, Business Statistics, 2nd ed., (New Delhi): Pearson Education, 2007
5. Gerald Keller Introduction to Statistics (New Delhi): Cengage Learning, 2012
6. Levine, Stephan, Kribbeil and Borenjon, Statistics for Managers using Microsoft Excel, New Delhi: PHI, 2nd Ed., 2007

S.No.	COURSE OUTCOMES(COs)
1.	To develop the students ability to deal with numerical and quantitative issues in business
2.	To enable the use of statistical, graphical and algebraic techniques wherever relevant
3.	To understand the importance of correlation and regression analysis and application of non-parametric tests in hypothesis testing
4.	To comprehend the decision making process under uncertainty using statistical tools
5.	To have a proper understanding of Statistical applications in Management.

MBAT 104 MANAGERIAL ECONOMICS

Unit1 Introduction

Introduction to Managerial Economics, Evolution, Nature, Scope and Significance, Circular Flow in an Economy, Principles, Production Possibility Frontier, Managerial Economics: Micro and Macro Economics.

Unit2 Market Forces: Demand and Supply

(a) Demand Analysis: Theory of demand; Objectives of demand analysis and determinants of demand; theory of consumer behavior; Elasticity of demand and its measurement methods; importance in decision-making.

(b)Supply Analysis: Objective of supply analysis; Determinants of supply, Elasticity of Supply.

Unit3

Production Function and Cost Analysis

Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Cobb Douglas Production Function, Laws of Production and analysis :Empirical Estimates of Production and Cost; short run and Long run average cost curves and their analysis ;Economies and Diseconomies of scale.

Unit4

Organization of the Firm

Pricing Decision: Pricing under different Market Structures: Perfect and Imperfect (Monopoly, Duopoly, Monopolistic Competition, Oligopoly Markets), Pricing Policies and Strategies; Collusive and Non-Collusive Oligopoly ; Baumol's Marries' and O. Williamsons Model.

Unit5

Factor Pricing

Determination of Factor Pricing; Marginal Productivity Theory; Richardian and Modern Theories of rent; Modern Theory of Wage rate determination; Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit; Welfare Economics; Pareto Optimality Conditions; Social Welfare Function.

Note: Numerical Questions should be set on elasticity, break even analysis, demand forecasting and optimum output determination under law of variable proportions.

Suggested Readings

1. Crag W. Paterson, W. Cris Lewis, and Sudhir K. Jain, Managerial Economics, PHI Learning/Pearson, New Delhi,2004.
2. Goel Dean, Managerial Economics
3. G S Gupta, Managerial Economics,2 Edition, Tata McGraw-Hill Publishing Co. Ltd. ,New Delhi, 2011
4. Dominique Salvatore, Managerial Economics in a Global Economy, 4Ed., Cengage Learning,2006
5. D N Dwivedi, Managerial Economics, 4thed.,Vikas Publishing House, NewDelhi,2006
6. Koutsoyiannis A., Modern Micro Economics, MacMillan,2000
7. Paul Samuel son and Nordhaus, Economics, 19 ed. Tata McGraw-Hill, New Delhi
8. H.L .Ahuja, Managerial Economics,S.Chand,2004

S. No	Course Outcomes(CO's)
1	To apply the mixture of the various economic concepts in solving business problems for business efficiency to make the best use of the resources in hand.

2	To analyze and evaluate the effect of demand and supply on market dynamics and to apply concepts of price, cross and income elasticity in business to take correct decisions and create new ideas for the future growth of the company
3	To analyze, demonstrate and take decisions with the help of various tools and concepts to maximize the production at limited or minimum cost and resources available with the company.
4	To analyse evaluate create different pricing policies and apply those pricing decisions in dynamic and different types of market conditions. To judge and improve the management approach as a top level manager for the optimum growth of the organization.
5	To apply and evaluate various theories of factor pricing and determine the reward for the various factors of production required as well as employed in the business.

MBAT 105 BUSINESS ENVIRONMENT

Unit1Introduction

Concept, Significance and Nature of Business Environment. Types of environment, Interaction between Internal and External environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting.

Unit2

Economic Environment

History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Development in New Economics Policy(1991) and its Impact on Business.

Unit3

Politico-Legal Environment

Relationship between Business and Government, Economics, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business.

Unit4

(a)Technological Environment: Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology -Channels, Methods and Limitations.

(b)Demographic and Socio-Cultural Environment: Population Size, Falling Birth Rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

Unit5

Foreign Investment and Trade Regulation

Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade ,Disinvestment in Public Sector Units.

Suggested Readings

1. Cherunilam, Francis – Business Environment, Himalaya Publishing House
2. Paul, Justin – Business Environment, Tata Mc Graw Hill, New Delhi
3. Aswathappa, K., Business Environment and Strategic Management, HP
4. Mukherjee Sampath, Economic Environment of Business.
5. I.C. Dhingra, Indian Economics: Environment and Policy, 25 ed., Sultan Chand & Sons, New Delhi, 2012
6. S.K. Mishra and V.K. Puri, 4th ed., Economic Environment of Business, Himalaya Publishing House, Mumbai, 2011.
7. H.L. Ahuja, Economic Environment of Business – Macroeconomic Analysis, S. Chand

S.NO	Course Outcomes (CO's)
1	To analyze various categories that are constituting the business environment and apply various approaches that are helpful to manage both internal and the external business environment.
2	To apply the various types of policies in economic environment, by applying these policies change the structure of economy and the transition thereof from the past to the present scenario.
3	To apply various constitution provisions & how government play different roles for smooth functioning of an organization & evaluate the importance of CSR in an economy
4	To develop the understanding of technological, demographic social and cultural factors that play an important part for an organization functioning and to evaluate the recent trends in business environment.
5	To demonstrate the various policies of foreign institutions like world bank. Summarize the basics of foreign investments that are helpful for economy and interpret the terms that is related with trade and its regulation

MBAT 106 BUSINESS LAWS

Unit1

Laws of Contract (The Indian Contract Act, 1872)

Concept of Contract, Offer and Acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, Pledge, and agency.

Unit2

The Sale of Goods Act, 1930

Nature of Contract of Sale; Formation of Contract of Sale, Agreement to Sell, Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale, Remedies for Breach, Unpaid Seller and his rights, rights of buyers, Sale by Auction.

Unit3

The Negotiable Instruments Act, 1881

Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder-in-due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument. Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonour and discharge of negotiable instruments.

Unit4

(a)The Consumer Protection Act, 1986: Basic Concepts: Complaint, Complainant, Consumer, Rights of Consumer, Consumer Forums: Their Role, Powers and Functions, Procedure for Consumer Grievance Redressal ,Major Decided Cases.

(b)The Competition Act, 2002: Basic Concepts, Powers of Central Government under the Competition Act, Major Provisions of the Competition Act :Role and Working of Competition Commission of India.

Unit5

The Companies Act

An Overview; Nature and kinds of Companies; Formation of a company; Company Management; Company Meetings.

Suggested Readings

- 1.M.C.Kuchhal –Business Law, Vikas Publishing House, Delhi
- 2.RavindraKumar,Legal Aspects of Business, Cengage learning,NewDelhi,2011
- 3.S.S. Gulsan, Mercantile Law, Excel Books.
- 4.Avtar Singh,Business Laws,Eastern Law Publishing, Lucknow
- 5.MC Kuchhal,Indian Company Law,Shri Mahavir Book Depot,Delhi,2011
- 6.V.K.Agrawal,Consumer Protection:Law and Practice,Bharat Law House, New Delhi, 2012.

S. No	Course Outcomes (CO's)
1	To Assess and apply the fundamental legal rules regarding contractual agreements pertaining to the business world to manage businesses effectively.
2	To interpret and apply the law relating to the sale of goods as a legal advisor in as organisation.
3	To analyse and apply the fundamental legal principles behind negotiable Instruments.
4	To interpret and apply the law relating to consumer protection, and market competition Act.
5	To demonstrate and apply the various legal matters related to the establishment, running and winding up of a company as legal advisor in an organisation.

MBAT 107 PROFESSIONAL BUSINESSCOMMUNICATION

Unit1

Importance of communication skills in Business Management. Types of communication :the media and tools of communication. The Communication Process. Barriers and Gateways to communication.

Unit2

Verbal and Non-verbal Communication

Persona language and body language. Types of managerial speeches: occasional speech; thematic speech. Group Communication in: group discussions, meetings, seminars and conferences. Art of facing interviews in: selection or placement, appraisal, disciplinary committees and exit interviews.

Unit3

Written Communication Skills

Formats for business letters and memos: routine type; sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications .Preparing a professional resume and cover letter, follow-up messages and letters. Internal communication through: memos, minutes, notices, circulars. Writing effective Business Reports; Digital Communication. Power point preparation; Using Web as a source of knowledge Sharing.

Unit4

Recruitment and Employment Correspondence

Drafting the Employment Notice, Job Application Letter; Curriculum Vitae/ Resumes; Joining Interview; Offer of Employment; Job Description; Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.

Unit5

Business and Social Etiquette

Professional conduct in a business setting: workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette.

Language lab class for practical in business communication.

Suggested Readings

1. Kitty O. Locker and Stephen Kyo Kaczmarck, (2007). Business Communication: Building Critical Skills,3/e, TMH. New Delhi.
2. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neeja Pande(2009). Business Communication: Making Connections in a Digital World,11/e. TMH. New Delhi.
3. Booher, Dianna(2001). E Writing: 21st Century Tools for Effective Communication. New York: Pocket Books, Division of Simon & Schuster, Inc.
4. Guffey, Mary Ellen(2006). E-book—Business Communication: Process and Product. 5/e Cincinnati, Ohio: South-Western College Publishing/ Thomson.
5. Randolph H. Hudson and Benard J. Selzler, (2006). Business Communication: Concepts and Applications in an Electronic Age,5/e., Jaico Reprint, Jaico, New Delhi.
6. Bovee, Thill and Schatzman, 'Business Communication Today', Pearsoned. 2007(4ed.)

S. No	Course Outcomes (CO's)
1	Student applies the knowledge by speaking confidently and communicating effectively in different business situations.
2	Student creates correct business letters for both Internal and External business environment.
3	The student creates and designs different letter formats effectively in a realistic way with reference to organizational goals.
4	The student analyses the situation shows professionalism and displays a good Code of conduct at the work place according to the need.

5	The student applies and addresses the group dynamics, business problems by critical analysis of situations.
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MBAT 108 MIS AND COMPUTER APPLICATION IN BUSINESS

Unit1

- (a)**Concept of Computers:** Brief History of Computers, Generation and its Evolution, Characteristics of Computers (Hardware, Software), Criteria for using the Computers, Organizations and Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications.
- (b)**Types of Computers:** Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini – Computers, Main-frame Computer, and Super Computers.

Unit2

- (a)**Input-Output Devices:** Storage Units(Disks, CD-ROM,DVD–RO Magnetic tapes), Memory Types (Cache, RAM,ROM)
- (b)**Data and Information Concepts:** Definition, Meaning and concept of data and information, methods of data processing, data mining and warehousing.
- (c)**Data Communication:** Operating Systems Concepts, Fundamental of Data Communication; Network Concepts and Classification; Introduction to internet and its applications.

Unit3 MS Window

MS Windows, MSOffice (MS Word ,PowerPoint, Excel, Access and Outlook)

Unit4

Information Systems in Global Business Today

The Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Business and technology Trends; Management and Decision Levels; Foundation of information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS.

Unit5

- (a)**Business Application of MIS :**e-commerce, Electronic Payments Systems, Enterprise Resource Planning(ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies :Customer Relationship Management(CRM), Supply Chain Management(SCM), Data Warehousing, Data Mining, Business Information System.
- (b)**Business Expert Systems:** Role of Expert Systems in Complex Decision, Building of Expert Systems, Management of Expert Systems.

Suggested Readings

- 1.Lucas Jr. H C, Information Technology for Management, McGraw Hill, New York,1997
- 2.Kenneth C. Loudon and Jane P. Loudon(2004), Management Information Systems,8/E, Pearson Education
- 3.James A.O. Brien (200),Management Information Systems.5/E, Tata Mcgraw -Hill.
- 4.Saxena S, First Course in Computers;VikasPublication,NewDelhi,2003
- 5.Leaon, Alexis & Mathews- Information Technology, Vikas Publications, 2006.
- 6.Sinha,P K-Fundamentals of Computers ,BPB Publications, New Delhi, 2011.

S.No.	Course Outcomes(COs)
1.	To apply various terminologies used in the operation of computer systems in a business environment.
2.	To apply various terminologies used in the operation of computer systems in a business environment.
3.	To apply various terminologies used in the operation of computer systems in a business environment.
4.	To develop or provide support for MIS according to business organizational needs
5.	To provide support for MIS according to business organizational needs

SEMESTER-II

MBAT 201 ORGANISATIONALBEHAVIOUR

UNIT 1 Introduction

Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

Unit2

(a) Perception, Attitude, and Values: Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect; an overview of Emotions, Values, Beliefs and Attitudes with Managerial Implications.

(b) Learning: Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.

(c) Motivation: Concept, Major Theories and Process of Motivation: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; McGregor's Theory X and Theory Y; Cognitive Evaluation Theory; Goal-Setting Theory; Reinforcement Theory; ERG Theory; Vroom's Expectancy Theory; Job Design Theory; Equity Theory; Integrating Contemporary Theories of Motivation; Culture-Boundedness of Motivation Theories; Managerial Implications of Various Theories; Linking Recognition Programmes and Reinforcement Theory; Linking Employee Involvement Programmes and Motivation Theories.

Unit3

- a) **Personality:** Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organizational Behavior; Locus of Control; Machiavellianism;
- b) **Self-Esteem:** Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations.
- c) **Leadership:** Concept and Functions; Style and Theories of Leadership: Traits, Behavioural and Situational/Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership.
- d) **Stress:** Concept; Consequences and sources; Stress Management: Approaches.

Unit4

(a) Group Behaviour: Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process.

(b)Interpersonal Relationships: Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.

(c)Conflict Management: Concept; Causes; Types; Stages; Effects; Management of Conflicts.

Unit5 (a) Organisation Power and Politics: Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People's Response to Organisational Politics, The Concept of Impressing Management.

(b)Organisational Culture: Concept; Dominant Culture; Strong vs Weak Cultures ; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture.

(c)Organisational Changes: Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.

Suggested Readings

1. Robbins, SP Stephen P., Timothy Judge and Nehasika Vohra, Organisational Behaviour, 12 ed., Pearson Education,2011.
2. Fred Luthans, Organisational Behaviour, 11 ed., Mc Graw Hill,2009.
3. W. Newstrom, John, Organisational Behaviour,10 ed., Tata Mc Graw –Hill 2009.
4. Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, Management of Organisational Behaviour, 8 India, Eastern Economy Edition, 2006.
5. SS Khanka, Organisational Behaviour, S. Chand & Co., New Delhi, 2008.
6. Sanghi Seema, Organisational Behaviour, Pearson, 2011.

S. No.	Course Outcomes(COs)
1.	To apply the conceptual foundation of organisation behaviour.
2.	To develop the working environment for individual for the smooth running of organisation
3.	To analyse inefficiency in individual and apply various measures to improve it in the organisation
4.	To analyze how to develop the team work in the organisation.
5.	To apply how to use organisation power and politics for efficient working

MBAT 202 MANAGEMENT ACCOUNTING

Unit 1 Introduction

Nature, Scope and Importance of Management Accounting; Difference between Financial Accounting and Management Accounting; Difference between Cost Accounting and Management Accounting; Cost Control, Cost Reduction, and Cost Management.

Unit2

Budgeting and Budgetary Control

Concept of Budget and Budgetary Control; Objectives, Merits and Limitations of Budget Administration; Types of Budget: Fixed and Flexible Budgets, Zero-Base Budget, Programme and Performance Budget.

Unit3

Standard Costing

Concept of Standard Cost and Standard Costing; Advantages, Limitations, and Application; Variance Analysis: Calculation of Material Variances, Labour Variances, and overhead Variances, Disposition of Variances.

Unit4

Marginal Costing and Decision-Making

Concept of Marginal Costing, Differential Costing and Absorption Costing, Break-Even Analysis, Use of above Costs in Decision-Making; Make or Buy, Change of Product-Mix, Pricing and Determination of Shut-Down Point.

Unit5

Responsibility Accounting

Concept and Approaches to Responsibility Accounting. Different Responsibility Centres Significance; Divisional Performance Measurement – Financial Measures.

Suggest Readings

1. Charles T. Horngren, Gray L. Sundem, and William O. Stratton, Introduction to Management Accounting, 14th ed., Prentice-Pearson Education, Delhi, 2008
2. Khan, M.Y., and P.K. Jain, Management Accounting, 6 ed., Tata McGraw-Hill, New Delhi, 2009
3. Richard M. Lynch and Robert W. Williams, Accounting and Management: Planning and Control, 3ed., Tata McGraw-Hill, New Delhi, 2005
4. Anthony, Robert N., David f. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, 13ed., Tata McGraw-Hill, New Delhi, 2010

S. No.	Course Outcomes(CO's)
1	To demonstrate the differences between management accounting, financial accounting and cost accounting
2	To develop and apply standards to various types of budget for planning and controlling
3	To understand standard costing and analysis of deviations
4	To apply the concept of marginal costing, and break even concept in various decision making process
5	To analyze cost-volume profit techniques for optimizing managerial decisions, responsibility accounting and importance of responsibility centres.

MBAT 203 Special Foundation Course

Business Analytics

Unit I

Introduction to Business Analytics- Concept. Data Mining Process, Concept of Predictive Analytics, Concept of Prescriptive Analytics, Decision Support Systems

Agri-Business Management

Unit II

Introduction to Agribusiness Management , Agribusiness environment, Key factors of agribusiness environment-finance, infrastructure, legal and regulatory framework, Stakeholders in the establishment of enabling environments-public as well as private roles.

Unit III

Importance of rural community in Indian economy, Status of Employment, Income and Consumption in Rural India, Characteristics of Indian Rural community. Role of Agriculture in Indian Economy.

Logistics & Supply Chain Management

UNIT IV

Introduction to Logistics & Supply Chain Management, Service and manufacturing supply chain dynamics - Evolution of supply chain management - Multiple views and flows - Service supply chains -Manufacturing supply chains - Measures of supply chain performance - Bullwhip effect

UNIT V

Integrated supply chains design - Customer relationship process - Order fulfillment process - Supplier relationship process - Supply chain strategies - Strategic focus - Mass customization -Lean supply chains - Outsourcing and off shoring - Virtual supply chains.

Suggested Readings:

- 1- Gupta,K.B.,Siddiqui,F.andAlam,I.,2014,Rural Management, CBS Publishers and Distributors Pvt. Ltd., Delhi.
- 2- Konig, G. ,Da Silva, C.A. & Mhlanga, N. ,Enabling Environments for Agribusiness and Agro-Industries Development: Regional & Country Perspectives, FAO, Roma(Italia),2013.
- 3- Data Science for Business, Provost and Fawcett: O'Reilly Publication.
- 4- Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel, and Bruce: Wiley Publication.
- 5- Management Science: The Art of Modelling with Spreadsheets, Powell and Baker: Wiley Publication.
- 6- Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson,2010.

Course Outcomes:

S.N	Course Outcomes (CO's)
CO1	To illustrate understanding of Business Analytics concepts& practices.
CO2	To understand Importance of Agri Business in Indian economy
CO3	To summarize the concept and process of Agribusiness Management
CO4	To develop an understanding of Supply Chain Management

MBAT 204 MARKETING MANAGEMENT

Unit 1

Marketing Concept

(a) Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging role of marketing; Marketing Mix.

(b)Marketing Environment: Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.

Unit 2

(a)Consumer Behaviour: Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behaviour; Determinants of Consumer Behaviour; Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision-Making Process in Buying.

(b)Market Segmentation: Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market Selection Strategies; Positioning, Consumer and Industrial Market.

Unit 3

Product Decisions

Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product (Consumer); Adoption Process.

Unit 4

(a)Price Decisions: Pricing as a Marketing Variable-its Role and Importance; Price vs. Non-Price Competition; Factors Influencing Price Determination; Price Setting in Practice; Price Policies and Strategies.

(b)Distribution Channels and Physical Distribution Decisions: Why are Marketing Intermediaries Used? Marketing Channel Functions; Selecting Channels Distribution; +Determining The Intensity of Distribution; Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen; Manufacturer-Distribution Relationship; Retailing and Wholesaling; Logistics of Distribution.

Unit 5

(a)Promotion Decisions: Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods; Advertising; Personal Selling; Public Relations and Sales Promotion.

(b)Legal, Ethical and Social Aspects of Marketing: Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India.

Suggested Readings

1. Kotler Philip and Gray Armstrong: Principles of Marketing, Prentice hall New Delhi
2. Kotler Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice hall New Delhi
3. Ramaswami, V.S and Namakumari, S: Marketing Management Mac Millan India New Delhi
4. Stanton, Shallian J. and Charles Futrell: Fundamentals of Marketing Mc Graw hill New York
5. Rajan Saxena, Marketing Management, 3 ed, Tata MCGraw Hill, New Delhi, 2009

S. No.	Course Outcomes (CO's)
1	To evaluate marketing environment concepts and its evolution
2	Compare and contrast among market segmentation and consumer behaviour concepts
3	To critically analyze the role and concepts of product decisions – Product life cycle, new product development, product pricing
4	To develop the ability of pricing decisions, channel of distribution and physical distribution
5	Helps the students to analyze and develop the understanding of Legal, Ethical and Social Aspects of Marketing

MBAT 205 FINANCIAL MANAGEMENT

Unit 1 Introduction

Nature, Objectives and Scope, Modern Concept of Finance, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision Making, Time Value of Money.

Unit 2

(a)**Cost of capital:** Concept of Value, Present Value, Basic Valuation Models.

(b)**Capital Structure:** Concept, Financial Leverage and its Impact on the Valuation of Firm, Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure.

Unit 3

Investment Decisions

Nature and kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty, Analysis of Real Life Capital Budgeting Decisions - Some Case Studies.

Unit 4

(a)**Dividend Decisions:** Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy.

(b)**Working Capital Management:** Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

Unit 5

Corporate Restructuring

Merger and Acquisitions -Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies relevant for above Topics are required be Discussed.

Suggested Readings

1. Van Horne James C.: Financial Management and Policy, Prentice Hall of India 2nd Ed, 2008.
2. Prashna Chandra: Financial Management. McGraw Hill
3. Pandey, I.M: Financial Management. 9 Ed. Vikas Publishing.
4. Khan and Jain: Financial Management. McGraw Hill.
5. Ross S.A., R.W: Westerfield and J. Jaffe, Corporate Finance, 7 Ed. McGraw Hill.
6. Brealey R.A. and S.C. Myers: Principles of Corporate Finance, McGraw Hill, 6
7. V.Saran, Financial Management, PHI.

S.No	Course Outcomes (CO's)
1	To students analyze the basic concept, conventions and postulates as a important tools for decision making for manager.
2	To students apply various accounting equation by the Manager.
3	To students Develop various accounting statement in organisation by the manager.

4	To students analyze the various accounting statement by the manager.
5	To students apply the knowledge of Indian accounting standards by the managers in corporate.

MBAT 206 HUMAN RESOURCE MANAGEMENT

Unit 1

Introduction to Human Resource Management

(a) Evolution of HRM (b) Objectives and Function of HRM (c) Role and Responsibilities of HR Manager (d) Relevance of HRM (e) Systems approach to HRM.

Unit 2

Acquisition of Human Resource Management

(a) Human Resource Planning: Purpose and Process (b) Recruitment and Selection: Source of Recruitment, Stages in Selection Process (c) Placement, Goals Analysis: Job Description and Job Specification.

Unit3

Developing Human Resources

(a) Training and Development: Training Needs, Training Methods, Application of Computers in Training, Developing Effective Training Programmes (b) Concept of HRD (c) Management Development Programmes.

Unit 4

Performance Appraisal

(a) Concept and Objectives of Performance Appraisal (b) Process of Performance Appraisal (c) Criteria for Performance Appraisal (d) Benefits of Performance Appraisal (e) Limitation and Constraints (f) 360 Degree Performance Appraisal (g) Promotion-Degree, Transfer Air Separation: Promotion, Purpose, Principles and Types; Transfer: Reasons, Principles and Types; Separation: Lay-Off, Resignation, Dismissal, Retrenchment, Voluntary, Retirement Scheme.

Unit5

Motivating Human Resources

(a) Motivation at Work, Major Motivation Theory: An overview (b) Participative Management (c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, Types of Incentives; Incentives schemes in Indian Industries; Fringe Benefits (e) Discipline and Employees' Grievance Redressal.

Suggested Readings

1. Dessler, Gray, and Biju Varkkey, Human Resource Management, 11ed., Pearson Education, New Delhi, 2009
2. David S . Decenzo and Stephen P. Robbins, Personal/Human Resource Management, 3edition, Prentice-Hall of India, New Delhi, 2006
3. K. Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill
4. RS Dwivedi, Managing Human Resources in Indian Enterprises, Galgotia Publishing Co., New Delhi, Latest ed.
5. Biswajeet Pattanayak, Human Resource Management, 3rd ed., Prentice-Hall of India, New Delhi
6. Gomez-Mejia, et al., Managing Human Resources, 3ed., Pearson Education
7. Ivancevich, Human Resource Management, Tata McGraw-Hill

S. No	Course Outcomes(CO's)
1	Examine and apply human resource planning in an organization.
2	Understand and develop career planning & development related activities in the organization
3	Apply the basic concepts of HRD, different approaches to HRD, HRD styles, Structure and competencies for the growth of an organization.
4	Examine the impact of HRD in an organization with the help of various data collecting techniques.
5	Develop organization culture by implementing HRD techniques in Organizations

MBAT 207 PRODUCTION AND OPERATIONS MANAGEMENT

Unit 1 Introduction

Nature and Scope of Production and Operations Management, its Relationship with other Systems in the Organisation, Factors Affecting System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Lastudentt Planning and Analysis.

Unit 2

Production System and Related Concepts

Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

Unit3

Scheduling and measuring Production Activities

Scheduling, Maintenance Management Concepts, TPM, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

Unit4

Material and Inventory Management

An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.

Unit5

Quality in Production and Operations Management

Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

Suggested Readings

1. AdamandEbert,RonaldJ,ProductionandOperationManagement-Concepts,Models&Behaviour,PHINew Delhi
2. Charry SN, Production and Operation Management-Concepts Methods and Strategy, PHI New Delhi 2005
3. Baff .ES, Modern Production Management; John Willey,NewYork1993

4. Garg, Ajay-Production and Operations Management, TMH, Delhi
5. Chase, B Richard, Shankar, R .,Jacobs, F.R., Aquilano, N.J.-Operations and Supply Management TMH, Delhi
6. Pannesseluam, R., Production and Operations Management, PHT, Delhi
7. Martinich, J.S. ,Production and Operations Management, TMH, Delhi
8. Aswathappa, K, Production and Operations Management, TMH, Delhi
9. Madan, Pankaj; Production and Operation Management; New Delhi; Global Vision Publishing 2010
10. William J Stvenson, Operation Management, TMH, NewDelhi 2009

S.NO	Course Outcomes(CO's)
1	Analyze the basics of production management and the relevant and responsible factors
2	Demonstrate & apply the various types of production processes, the essentialities of a product such as its selection, various procedures and its stocking
3	Create the various activities relating to scheduling and measuring of production take place and how control can be obtained on both product and quality
4	Develop various models that deal with inventory, its control, safety and security management in production process.
5	Create supply and logistics, distribution networks and its management

MBAT 208 BUSINESS RESEARCH METHODS

Unit 1 Introduction

Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, Types of Research, the Research Process: An overview.

Unit 2

Research Design

Concept, Types of Research Design, Including Exploratory, Descriptive and Experimental, Research Design Process.

Unit 3

Questionnaire Design and Schedule

Concept of Questionnaire and Schedule, Principles of Designing Questionnaire and Schedule, Limitations of Questionnaire, Reliability Validity of Questionnaire.

Unit 4

Sampling Theory

Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.

Unit5

Data Analysis

Tabulation and Processing of Data, Basic Aspects of Statistical Inference Theory including Hypothesis Testing, Type I and Type II Errors, Applications of T-Test, Z-Test, F-Test, Chi-square Test and ANOVA, Introduction to Computerized Statistical Packages.

Suggested Readings

1. Zikmund: Business Research Methods, Cengage Learning 2011-12
2. Cooper and Schindler :Business Research Methods, Tata Mc GrawHill,2011
3. Saunders: Research Methods for Business:Pearson Education,2010

4. Cooper and Schindler (2010). Business Research Methods, 10th edition. Tata McGraw Hill, New Delhi.
5. Kothari, C.R. (2004). Research Methodology – Methods, 2nd edition. New Age Publications, New Delhi.
6. Mishra, Anil K. (2012). A Hand Book of Research in SPSS, 1st edition. Himalayan Publishing House, Mumbai.
7. Field, A. (2013). Discovering Statistics using IBM SPSS. 4th edition. Sage Publications London.

S. No.	Course Outcomes(COs)
1.	To understand the purpose of research.
2.	To identify and understand potential ethical, empirical and analytical problems plaguing the research process and ways to overcome them.
3.	To identify a business problem/ need, translate it into a research question, and design an appropriate way.
4.	To develop an understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
5.	To have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis and hypothesis testing procedures.

State of Art Seminar :

Practical/Presentation Sessions for Conducting the Seminar on Various Topics Related To Business Management..

SEMESTER III

MBAT 301 STRATEGIC MANAGEMENT

Unit1 Introduction

Meaning, Scope and Importance of Strategic Management

Nature of Strategic Management, Characteristics, Strategic Management Process, Strategic Management Model. Dimension and Levels of Strategy. Role of strategists in business Policy

Unit2

Strategy Formulation

Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Vision, mission and purpose, objectives and goals of a business organisation-Types of strategies –Guidelines for crafting successful business strategies.

Unit3

Environmental Appraisal

External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environment analysis. Internal Analysis: Resource based view of the firm, Capabilities, core competence, value chain analysis, VRHN analysis, distinctive

competency, sustainable competitive advantage and profitability. SWOT Analysis. ,
Synergy.

Unit4

Strategic Analysis and Choice Environmental Threat and Opportunity Profile (ETOP); BCG, TOWS, GE, **Directional Policy** Matrix- Organizational Capability Profile -Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, McKinsey's 7s Framework. Business Level Strategies- Michael Porter's Generic strategies. Functional level strategies.

Unit5

Strategy Implementation and Evaluation

Strategy Implementation: Structure, Systems and People, issues in implementation, **Model of Strategic Implementation**, Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Strategy and Organisation Structure, Different Types of Organisational Structure, Social responsibilities and Ethics-Building a capable organization-Functional issues. Symptoms of malfunctioning of strategy-Operations Control and Strategic Control, An overview of Strategic Evaluation and Control-Measurement of performance- Analyzing variances- Role of organizational systems in evaluation. Strategic Management for non-profit organizations.

Suggested Readings

1. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson(2008), Management of Strategy-Concepts and Cases, 4/e, Cengage Learning, New Delhi.
2. John. A. Pearce II, Richard B. Robinson Jr, Amita Mital, (2008), Strategic Management – Formulation, Implementation and Control, 1/e, Tata McGraw-Hill, New Delhi.
3. Charles.W.L Hill, Gareth R Jones (2005), Strategic Management-An Integrated Approach, 6/e, Biztantra, New Delhi.
4. Thompson A Jr, A. J. Strickland,(2008), Strategic Management, Tata McGraw-Hill Publishing, New Delhi.
5. Upendra Kachru, (2005), Strategic Management-Concepts and Case. Excel Books, New Delhi.
6. Adrian Haberberg, Alison Rieple (2008). Strategic Management –Theory and Application, Oxford University Press, New Delhi.

S.No.	Course Outcomes(COs)
1.	To apply strategies and analyze the role of strategist in business policy of an organization
2.	To formulate strategic policies, plans to take decisions in business related problems
3.	To analyse the internal and external environment of business for the purpose of effective strategic planning.
4.	To evaluate various strategies to develop effective strategies for an organization.
5.	To devise and implement strategic approaches to manage a business successfully in a global context

MBAT 302 INTERNATIONAL BUSINESS MANAGEMENT

Unit I

Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of

MNCs. International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

Unit 2

International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

Unit 3

International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

Unit 4

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee

Unit 5

International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

SUGGESTED READINGS

1. Joshi, R M : International Business, OUP
 2. Hill - International Business, McGraw-Hill
 2. Cherunilam F- International Business: Text and Cases, PHI
 - Reference Books
 1. Aswathappa- International Business, McGraw-Hill
 3. Cherunilam, F - International Trade and Export Management, Himalaya
 4. Daniels - International Business (Pearson)
 4. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)
- Websites: www.ibef.org www.cia.gov.in Course

Course Outcome

S.N	Course Outcome
CO1	To give the student an exposure to the dynamic environment of International Business
CO2	To understand the impact of environment on the International Business Operations of the firm
CO3	To explain the functions and form of the global monetary system
CO4	To explain the role of International organizations and Regional Trade

MBAT 303 HUMAN VALUES AND PROFESSIONAL ETHICS

UNIT-1

Course Introduction - Need, Basic Guidelines, Content and Process for Value Education

Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration–what is it? - its content and process; ‘Natural Acceptance’ and Experiential

Validation- as the mechanism for self exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

UNIT-2

Understanding Harmony in the Human Being - Harmony in Myself Understanding human being as a co-existence of the sentient 'I' and the material 'Body', Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer),

Understanding the characteristics and activities of 'I' and harmony in 'I', Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

UNIT-3

Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society- Undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha)- from family to world family!.

UNIT-4

Understanding Harmony in the Nature and Existence - Whole existence as Co-existence Understanding the harmony in the Nature, Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

UNIT-5

Implications of the above Holistic Understanding of Harmony on Professional Ethics Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state of Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations.

Suggested Readings: :

1. RR Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
2. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
3. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.

4. A N Tripathy, 2003, Human Values, New Age International Publishers.
5. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers , Oxford University Press
6. M Govindrajran, S Natrajan & V. S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
7. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.

S.No	Course Outcomes (CO's)
1	To understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need.
2	To understand the meaning of Harmony in the Self the Co-existence of Self and Body and distinguish between the Self and the Body,
3	Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.
4	Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.
5	To understand the universal human values and morals for social harmony and holistic understanding of harmony on Professional Ethics.

MBAT 304 Management Concepts & Indian Ethos

UNIT-I

Role of Indian Ethos in managerial practice, Management lessons from Vedas, Mahabharata, Kautaliya's Arthashastra, Ethics Vs Ethos, Indian Vs western Management Contemporary issues in Management.

UNIT-II

Management practices from past to present, Different levels of management, Managerial skills, Roles & Functions, Manager and Business environment.

UNIT-III

Planning- Objective of planning, planning process, Types of planning, Types of plans, Corporate planning, Management by Objective, Decision- making- types, process & techniques, making decision effective.

UNIT-IV

Organising & staffing- Meaning of organization, types of organization, Organization structure, Span of management, Line and staff relationship, Departmentation, Delegation- Centralization and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development.

UNIT-V

Directing & Controlling- Principle of directing, Essence of coordination, Basic control process, Different control techniques, Management by exception.

Suggested Readings:

1. Koontz Harold & Weihrich Heinz– Essentials of management (TataMcGrawHill, 5th Edition, 2008)
2. Dr. Premvir Kapoor, Principles and Practices of Management, Khanna Publishing House, Delhi
3. Weihrich Heinz and Koontz Harold-Management: A Global and Entrepreneurial Perspective.
4. James F. Stoner, et al, Management, Pearson Education Delhi, 2008
5. L.M. Prasad-Principles and Practices of Management, Sulatn Chand & Sons, 7th edition, 2007.
6. N M Khandelwal -Indian Ethos & Values for Management-Himalyan Publishing

S.No	Course Outcomes (CO's)
1	Understand the Role of Indian Ethos in managerial practice.
2	Analyse the concepts of different levels of management and Managerial skills
3	Understand the functioning Organising & staffing.
4	Understand the Directing & Controlling in management.

Semester IV

MBAT 401 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Unit 1

Introduction to Business Ethics

An understanding of Ethics, Meaning of Ethics, Def. Of Business Ethics, Ethical Performance, Types of Ethics, Sources of Ethics, Ethics and Business, Importance and Scope of Ethics, Factors influencing Business Ethics, Objective of Business Ethics, Morality and Ethics.

Unit 2

Values, Norms, Beliefs and Standards

Ethical Codes, Managing Ethics, Ethical Activities, Ethical Dilemmas, Whistle Blowing

Unit 3

Ethical Decision

Making the role of Moral Philosophies in Decision Making, Ethical Organisation, Ethical Issues that arise for Managers, Kohlberg's Model, Carrol Gilligan's Model.

Unit 4

Ethical Practices in Business Management

Application in Marketing, Advertising, Finance-Tax Evasion, Lack of Transparency, Preparing False Financial Statement, Speculation and Insider Trading. Application in HR: Mare alike Compensation, and Work Place Harassment of Employee.

Unit 5

Corporate Governance

Introduction, Concept and Need for Corporate Governance, Definitions, Parties to Corporate Governance, Agency Theory, Stewardship Theory, Popular Model for Governance ,Anglo-American Model ,Japanese Model and Indian Perspective of Corporate Governance.

Unit6

Corporate Governance framework

India’s Corporate Governance Framework, SEBI, Company Law and Accounting, CII Code on Corporate Governance, National Code on Corporate Governance (1999), Chandra Committee on Auditing and Governance.

Suggested Readings

- 1.CSVMurthy,*BusinessEthics(Text and Cases)*,Pub. By HPH
- 2.MarianneM. Jennings, *Cases in Business Ethics*, Pubby Cenage Learning
- 3.Prof.(Col) P.S. Bajaj, Dr. Raj Agarwal, *Business Ethics–An Indian perspective*, Pubby Biztantra
- 4.John R. Beatright ,*Ethics and the conduct of business*, Pub. By Pearson Education
- 5.GeetaRani and R K Mishra, *Corporate Governance Theory & Practice*, Pub. By Excel Books
- 6.VSithapathyandRamadeviIyer,*CorporateGovernancePractice&Procedure*,Pub. By Taxman

S.no	Course Outcomes (CO’s)
1	To Interpret and apply business ethics and morality in performing business activities.
2	To Demonstrate and apply value, norms, ethical codes and various ethical activities in a business.
3	To develop and apply moral philosophies in as manager in an organisation decision making.
4	To assess and apply ethical practices in business management in marketing, finance and HRM
5	To Develop and apply various models of corporate governance and its framework in an organisation.
6	To Assess and illustrate corporate governance and accounting code and standards in a business.

MBAT 402 PROJECT MANAGEMENT

Unit1 Introduction

Definitions, Classification, Project risk, Scope, Concepts and Characteristics of Project, Importance of Project Management, Project management-definitions, overview, Project plan, management principles applied to project management, Tools and techniques of project management, Project management life cycles and uncertainty.

Project Planning

Project and Strategic Planning, Scope, Problem Statement, Project Goals, Success criteria, Risk Management ,Approval Process, Social Cost Benefit Analysis, Feasibility Study.

Unit2

Project Organization

Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls, Project Contract Management, Types of Contracts, Fixing the Zero Data.

Unit3

Project Financing

Project Cost Estimation, Sources of Finance, Multiple Project and Constraints.

Unit4

Project Implementation and Monitoring

Project Resource Requirements, Type of Resources, Men, Materials, Finance, Multi-project Resources scheduling, Splitting and Multitasking, Resources Allocation method, Project Monitoring and control, Project network Technique-(PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling-Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews.

Unit5

Project Direction and Control

Project Direction, Types of Project Termination, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures, Features of Future Indian Projects.

Learning Resources

1. *Project management-for 21st century*-Beenet P Lientz, Kathryn- Pearson Academic Press,1995
2. *Project Management*-Denislok
3. *Project management*-David I Cleland-McGraw Hill International Ed,1999.
4. *Project management*-Gopala krishnan-Mc Millian India Ltd.
5. *Project Management*-Harry-Maylor- Pearson Publication
6. *Project Management*-Gray & Larson-Tata McGraw Hill
7. *Project Management*-Prasanna Chandra- Tata McGraw Hill

S. No.	Course Outcomes (CO's)
1	To interpret the tools and techniques of project management & to create a feasibility study of analysing the risk and uncertainty involved in same.
2	To demonstrate the various types of project organization and its hierarchy including the pitfalls in the project team & types of contracts.
3	To examine the project cost estimations and various sources from where the project can be financed.
4	To identify project resources requirement and various methods of allocation and also the techniques required to monitor the project.
5	To predict the evaluation of termination possibilities associated with the project and how it can be controlled. It also focuses on future prospects of Projects.

MBAT 403 ENTREPRENEURSHIP DEVELOPMENT

Unit 1

Foundation of Entrepreneurship Development

Concept and need of entrepreneurship; Characteristics and Types of Entrepreneurship; Entrepreneurship as a career; Entrepreneurship as a style of Management; The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneur.

Units2

Theories of Entrepreneurship

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, Political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs: Challenges and achievements of women entrepreneurs.

Unit3

Business Planning Process

The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/idea; Marketing, Finance, Organisation and management; Ownership; Critical risk contingencies of The proposal; Scheduling and milestones.

Unit4

Project Planning for Entrepreneurs

Technical, Financial, Marketing, Personnel, and management feasibility reports; Financial schemes offered by various financial institution, Like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Foreign currency Financing; Estimation of Financial requirements.

Unit5

Entrepreneurship Development and Government

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programmed, schemes and challenges. Government initiatives and inclusive entrepreneurial Growth.

Suggested Reading

1. Khanna, S. S. ,*Entrepreneurial Development*, S. Chand, New Delhi.
2. Hisrich D. Robert ,Michael P. Peters, Dean A. Sheperd, *Entrepreneurship*,McGraw-Hill,6 ed.
3. Zimmerer W. Thomas, Norman M. Scarborough, *Essentials of Entrepreneurship and Small Business Management*, PHI,4 ed.
4. Holt H. David, *Entrepreneurship: New Venture Creation*, Prentice- Hall of India, New Delhi, Latest edition.
5. Kuratko, F. Donald, Richard M. Hodgetts, *Entrepreneurship: Theory, Process, Practice*, Thomson, 7ed.
6. Desai, Vasant, *Dynamics of Entrepreneurship: New Venture Creation*, Prentice-Hall of India, New Delhi, Latest edition.
7. Patel, V. G., *The Seven Business Crises and How to Beat Them*, Tata McGraw-Hill, New Delhi, 1995.
8. Roberts, Edward B.(ed.), *Innovation: Driving Product, Process, and Market Change*, San Francisco: Jossey Bass, 2002.
9. SIDBI Report on Small Scale Industries Sector, Latest edition.

S.no	Course Outcomes(CO's)
1	Identify the changing roles, traits of entrepreneurs for the growth of entrepreneurship.

2	Assess internal and external factors affecting entrepreneurship and apply theories to overcome them.
3	Analysis of market and develop business plan process.
4	To develop reports and analyse various funding offered by different financial institutes.
5	To Develop the role and schemes of government to support entrepreneurship

FINANCE

Elective-1

MBAT311 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit1

Introduction of Investment

Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling.

Unit2

Introduction of Capital Market

Meaning and Nature of Capital Market, Types, Functions and limitations of Capital Market, Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement.

Unit3

Fundamental Analysis

Technical Analysis and Efficient Market Hypothesis, Economic, Industrial and Company Analysis.

Unit4

Portfolio Analysis

Portfolio Analysis and Selection ,Risk and Return Analysis, Beta, Markowitz and Sharpe Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit5

Portfolio Revision and Evaluations

Portfolio Revision and Portfolio Evaluation, Constant Rupee Value Plan, Constant Ratio Plan, Sharpe and Treynor Measures, Mutual Fund Industry.

Suggested Readings

1. Fischer, Donald, E. And Ronald J. Jordan, *Security Analysis and Portfolio Management*, Prentice Hall India, New Delhi, 6th ed.
2. Ale Chandra, Prasanna, *Investment Management*, Tata McGraw Hill, New Delhi
3. Sharpe, William,
4. Kevin, S. *Portfolio Management*, Prentice Hall India, New Delhi.
5. Avadhani, V. A., *Investment and Security Market in India*, Himalaya Publishing House,
6. Pandey, I. M. *Financial Management*, Vikas Publications, New Delhi ed., 2012.

S.no	Course Outcomes (CO's)
1	To develop the understanding of the concept of investment and security analysis.
2	To demonstrate various securities and the market they trade in and to observe the investment regulations and related ethics and professional conduct.
3	To apply fundamental, technical, economical ,industrial and company analysis in the real world and the theories and evidence for and against the efficient market hypothesis.

4	To develop the ability to understand the concept of portfolio management, models and risk-return relationship for better investment and for interpreting various portfolio performance measures.
5	To analyze various models of portfolio evaluation.

Elective 1

MBAT 312 FINANCIAL MARKETS AND INSTITUTIONS

Unit1

Financial System

Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System- an overview; Globalisation of Financial Markets. Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.

Unit2

Management of Commercial Banks

An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel III Framework and Basel-III; Risk-Rating Agencies; Regulatory framework for Banks.

Unit3

Risk of Financial Inter-Mediation

Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.

Unit4

Risk Management in Financial Institutions

Managing Credit Risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitisation, Derivatives.

Unit5

Management of Non-Banking Financial Institutions and Depositories

Securitisation: Concept, nature, scope, and the implications; DFIs in India: NABARD, State Level Institutions- PCF, IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.

Suggested Readings

1. K Sasidharan, *Financial Services and System* (2008), McGraw-Hill Publishing Company New Delhi.
2. Clifford Gomez, *Financial Markets Institutions and Financial Services*, Prentice-Hall of India, 2008.
3. Anthony Saunders, *Financial Markets and Institutions*, 4 ed., Mc Graw-Hill Publishing Company, New Delhi.

- 4.M.Y.Khan,*Financial Services*,4thed.,McGraw-HillPublishing Company,NewDelhi2008.th
- 5.Anthony Saunders,*Financial Institutions Management-A Risk Management Approach*,6 ed., McGraw-Hill Publishing Company, New Delhi.
- 6.M.Y.Khan,*Indian Financial System*,6 ed., McGraw-Hill Publishing Company, New Delhi,2008.
- 7.Sharma,*Management of Financial Institutions: With Emphasis on Bank and Risk Management*,Prentice-Hall of India,New Delhi.
- 8.L.M. Bhole,*Financial Institutions and Markets*,4 ed., Mc Graw-Hill Co.,NewDelhi,2008.
- 9.Economic-Surveys, Govt. Of India.
- 10.RBI Bulletins

S.No	Course Outcome
1	Defines the functions of financial markets and intermediary institutions.
2	Explains why interest rates changes.
3	Explains Efficient Market Hypothesis.
4	Explains effects of asymmetric information on financial markets
5	Explains the reasons of financial crisis.
6	Explains functions of Banks.
7	Distinguishes effects of money market tools on the financial system.
8	Explains the structure of banking industry.
9	Explains functions of investment banks.

Elective 2

MBAT 313 CORPORATE TAX PLANNING

Unit1

Basic Concepts

Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST);Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax; GAAR.

Unit2

Corporate Tax in India

Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.

Unit3

Tax Planning

Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Divided Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Owner Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with reference to Distribution of Assets at the time of Liquidation.

Unit4

Special Provisions Relating to Non-Residents

Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax Planning.

Unit5

Tax Planning with Reference to Business Restructuring

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.

Suggested Readings

- 1.Ahuja,Grish,and Ravi Gupta,*Corporate Tax Planning and Management*,BharatLawHouse,Delhi.
- 2.Singhania,Vinod K., Kapil Singhania,and Monica Singhania, *Direct Taxes Planning and Management*,Taxmann Publications Pvt.Ltd.,New Delhi.
- 3.Pagare,Dinkar,*DirectTaxPlanningandManagement*,SultanChandandSons,NewDelhi.
- 4.S P Goyal, *Direct Tax Planning*, Sahitya Bhawan,Agra
- 5.Bare Acts of Relevant Enactments

S.N	Course Outcome
1	Identify the relevant provisions of the Income Tax Act as it applies to the taxation of corporations
2	Prepare a reconciliation of accounting income and income for tax purposes
3	Apply the relevant sections of the Income Tax Act to compute taxable income and tax payable for a corporation
4	Prepare computerized Corporate income tax returns for a wide variety of situations
5	Describe the issues and apply the appropriate provisions related to the taxation of corporate investment income
6	Identify tax planning opportunities and challenges for corporations

Elective 2

MBAT 314 WORKING CAPITAL MANAGEMENT

Unit 1

Concept and meaning of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – theories of working capital

Unit 2

Approaches to estimation of working capital – operating cycle approach.

Management of inventories – determination of optimum inventory – lead time – Safety stock – EOQ approach

Unit 3

Management of receivables – credit and Collection policy – Credit standards – Credit terms – Credit analysis – management of payables – Maturity matching.

Unit 4

Management of cash – Accelerating cash inflows – Managing collections – Concentration banking – lock box system – Control of disbursements – models for determining optimum level of cash – inventory model, stochastic – Cash budgeting – Investment of surplus cash.

Unit 5

Sources of working capital finance – Approaches to optimum mix of funds – trade credit, accrual accounts – money market instruments, commercial paper, Certificate of deposits – Bill discounting and factoring – Inter corporate loans – short term bank loans.

SUGGESTED READING MATERIALS:

1. Working Capital Management by Hrishikes Bhattacharya, PHI publication.
2. Working Capital Management by R.P. Rustagi, Taxman Publication.
3. Financial Management by Prasanna Chandra, McGraw Publications.
4. Financial Management by I.M. Pandey, Vikas Publishing House.

SN	Course Outcome
1	Identify working capital management considerations for permanent components, the impact of sales/production schedules and liquidity versus risk.
2	Solve financial ratios that measure profitability, asset utilization, liquidity, and debt utilization.
3	Prepare a cash budget and explain its various uses by a firm
4	Identify the cash flow cycle of the firm
5	Differentiate the risks and profitability of financing assets in terms of hedging
6	Analyze the major elements of cash management

Elective 3

MBAT 411 FINANCIAL SERVICES

Unit1

Financial Services

Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund based, Characteristics and Role of Financial Intermediaries.

Unit2

Depositories and Financial Services

Commercial Banks and their Changing Role, Functioning of Banks, Financial Services and Banking System. Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds-Financial Services and Their Role.

Unit3

Merchant Banking and Venture Capital

The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India-Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital-The Concept and Characteristics, Growth of Venture Capital Services in India.

Unit4

Leasing:

Concept, Types, Legal and Tax Aspects, Factoring in India, Hire-Purchase, Lease Structuring. **Factoring:** Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting. **For-faiting:** Meaning and Mechanism of For-faiting.

Unit5

Credit Rating Services

Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.

Suggested Readings

1. Bhole L.M.: *Financial Institutions and Markets*, 4th ed., McGrawHillCo. New Delhi, 2008.
2. Anthony Saunders, *Financial Markets and Institutions*, 4 ed., McGraw Hill Publishing Company, New Delhi.
3. Khan M.Y.: *Financial Services and System* (2008), McGraw Hill Publishing Company, New Delhi.
4. Clifford Gomez, *Financial Markets, Institutions Management-A Risk management Approach*, 6 ed., McGraw Hill Publishing Company New Delhi.
5. M. Y. Khan *Indian Financial System*, 6 ed., McGrawHill Publishing Company, New Delhi, 2008.
6. Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk management*, Prentice Hall of India, New Delhi.

S.no	Course Outcomes (CO's)
1	To develop the understanding of the concept of various types of financial services in India.
2	To demonstrate the role and functions of commercial banks in Indian Financial system and knowledge of depositories surrounding the financial services.
3	To analyze the role played by merchant bankers and how venture capital services grow in India.
4	To analyze the problems related to leasing, hire purchase, factoring, forfeiting and bill discounting.
5	To develop the understanding of credit rating and process adopted by various institutions.

Elective 3

MBAT 412 MERGERS AND ACQUISITIONS

Unit1

Introduction

Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers- operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle- Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorbtion Reconstruction and Takeover.

Unit2

Corporate Restructuring

Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)-Management Buy Outs-Master Limited Partnerships- Employees Stock Option Plans(ESOP).

Unit3

Mergers and Acquisition Process

Process of Merger Integration- Process of Merger Integration-Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M&A decision.

Unit4

Valuation

Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation-Valuing relative Contribution- Valuing Comparables- Valuation of the Target's Equity-Precedent Acquisition; Valuing Operating and Financial Synergy –Valuing Corporate Control-Valuing of Leveraged Buy Outs (LBO)-Methods of Financing Mergers-Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision.

Unit5

Defensive Strategies in Restructuring

Accounting for Amalgamation- Polling Interest Method-Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures; Strategies of Take over bid White Knights- White Square- Crown Jewel-Pacman's Strategy-Golden Parachute- Poison Pills Strategy–Coercive Offers and Defense- Financial Defensive Measures-Anti takeover Amendments.

Suggested Readings

1. Weston.F,Chung. K, and Hoag, S. (2008). *Mergers, Restructuring and Corporate Control*, Prentice-Hall of Indian Pvt. Ltd.,New Delhi.
2. Patrick A. Gaughan (2007). *Mergers, Acquisitions and Corporate Restructurings*,4/eWiley India,NewDelhi.
3. Narayanan, P.and Vikram,Nanda(2003), *Finance For Strategic Decision Making-What non-Financial managers Need to Know*, Jossey-Bass, Wiley India.
4. Reuid Jonathan,(2005). *Mergers and Acquisitions* , Kogan Page.
5. Robert Brown(2007), *Applied Mergers and Acquisitions* ,John Willey and Sons.
6. Kevin K. Boeh and Paul W. Beamish (2007). *Mergers and Acquisitions: Text and Cases*. Sage Publications, New Delhi.

SN	Course Outcomes
1	Explain the rationale behind the use of mergers and acquisitions by a firm's managers, the key pitfalls and recommendations for maximizing the chances for long-term success.
2	Develop integrative, adaptive planning frameworks for use before, during and after a negotiation by applying a thorough understanding of negotiation concepts, theories and principles
3	Critically compare the concepts and principles of financial valuation and negotiation in relation to managerial decision-making
4	Apply industry-accepted valuation methods (DCF, relative valuation, and precedent transactions) to analyse international merger, acquisition and related transactions, including those with a cross-border and international context

5	Utilise appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes
6	Work as part of an effective team to prepare a financial valuation and a negotiation plan

Elective 4

MBAT 413 FINANCIAL DERIVATIVES

Unit 1

Financial Derivatives

Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative contracts and Market Liquidity.

Unit2Future--

Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Clearing House, Theories of Future Prices. Hedging Concepts– Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Index Futures.

Unit3

Financial SWAPS

Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.

Unit4

Financial Options

Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts.

Option Models

Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.

Unit5

Carry Trades and speculative Derivatives-Economic Derivatives, Market Expectations, Carrytrade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging – objective and Process.

Suggested Readings

1. David A. Dubofsky and Thomas W. Miller, J. R. Derivatives: *Valuation and Risk Management*, Oxford.
2. Vohra, N.D. and Bagri, B. R., *Future and Options*, TMH
3. Kumar, *Financial Derivatives*, PHI.
4. Marshall & Bansal: *Financial Engineering*, a complete guide to Financial Innovation, PHI.
5. Mishra, Bishnupriya, Debasis, S, *Derivatives and Risk management*, Excel Books.
6. Bhalla V. K, *Investment Management Security Analysis and Portfolio Management*– S. Chand

S.no	Course Outcomes (CO's)
1	To evaluate financial environment concepts and its evolution
2	Compare and contrast among finance segmentation and consumer behaviour concepts
3	To critically analyze the role and concepts of financial derivatives.
4	To develop the ability of stock pricing decisions, channel of distribution and physical distribution.

Elective 4

MBAT 414 INTERNATIONAL FINANCIAL MANAGEMENT

Unit1

Financial Management in Global Perspective: Development in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

Exchange Rate Determination : Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

Unit2

Foreign Exchange Market

Structure; Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets. **Fisher's Effect.**

Unit3

Risk Exposures and Their Management

Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.

Unit4

Financial Foreign Operations

Internationalisation Financial Markets, Euromarkets, Special Financing Vehicles, Designing a Global Financial Strategy.

Unit5

International Financial Markets: International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions. **Multinational Working Capital Management:** Management of Cash, Inventory and Accounts Receivable in Global Context, Inter-Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

Suggested Readings

1. Shapiro AC: *Multinational Financial Management*: PHI
2. Levi, Maurice: *International Finance*, Routledge, 2009
3. Eiteman, David K: Arthur Stone Hill and Michael H. Moffett, *Multinational Business Finance*, Pearson, 2008
4. Vij, Madhu: *International Financial Management*, Excel Publications, 2006
5. Apte: *International Financial Management* : PHI
6. Seth, A.K.: *International Financial Management*

S.no	Course Outcomes (CO's)
1	to analyze the understanding of developments in international financial market.
2	to demonstrate nature and functioning of foreign exchange market
3	to illustrate the foreign exchange risks and to identify risk management strategies
4	To analyse, apply and evaluate information within the global financial environment of international financial market.
5	To explore the international sources of long term finance and management of multinational working capital.

Marketing Elective -1

MBAT 321 INTEGRATED MARKETING COMMUNICATIONS

Course Objective: This course introduces students to the basic concepts of marketing communication which includes advertising and sales promotion and how business organisations and other institutions carry out such activities.

Course Outcome:

1. This course introduces students to the basic concepts of marketing communication which includes advertising and sales promotion and how business organisations and other institutions carry out such activities.
2. Insight into the importance of marketing communications planning and objective setting in relation to consumer decision making processes.
3. Insight into the importance of marketing communications planning and objective setting in relation to consumer decision making processes.

UNIT I

INTRODUCTION TO ADVERTISEMENT -Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration – Advertisement campaigns.

UNIT II

ADVERTISEMENT MEDIA - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.

UNIT III

DESIGN AND EXECUTION OF ADVERTISEMENTS - Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio, T.V. and Web advertisements – Media Research – Concept Testing– Measuring impact of advertisements.

UNIT IV

INTRODUCTION TO SALES PROMOTION - Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

UNIT V

SALES PROMOTION CAMPAIGN - Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions

TEXT BOOKS:

1. Semenile, Allen, O’Guinn, Kaufman Advertising and Sales Promotions – An Integrated Brand Approach -6 th Edition, Cengage Learning. (2012).
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing Communication, Prentice Hall of India, New Delhi, 6 th edition, 2013.
3. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, ,2nd edition, 2008.
4. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 7 th edition, 2011.
5. Julian Cummings, Sales Promotion, Kogan Page, London 2003.
6. E. Betch and Michael, Advertising and Promotion, McGraw Hill, 7 th edition, 2003.
7. Jaishri Jefhwaney, Advertising Management, Oxford, 2013.
8. V.S.Padmanabhan, H.S.Murthy. Advertising and Sales Promotion (An Indian Perspective) Anes Books Pvt.Ltd -2011.

Elective -1

MBAT 322 INTERNATIONAL MARKETING

Unit 1

Introduction to International Marketing

Nature Scope and Significance of International Marketing; International Marketing Distinguished from Domestic Marketing. Exporting, International Trade and International Business, International Business, International Marketing Management Process an Overview.

Unit 2

International Marketing Environment

Geographic, demographic, economic, politic, legal, Socio-cultural environments; their nature and effect on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), regional economic groupings European Union(EU), NAFTA, ASEAN, facilities and incentives for exporters.

Unit 3

International Product/ Market Selection and Entry Modes

Selection of Products, Selection of Market, various modes of entry into international markets and their evaluation, export licensing franchising, Contracting, Joint venture, setting up wholly owned subsidiary.

Unit 4

International Product Planning and Pricing

Product in international context, Standardisation vs. adoption decision, other considerations; Packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods and process, price quotations and related considerations.

Unit 5

International Distribution and Promotion

Types and functions of foreign distribution channels, selection of middlemen, distribution logistics-transportation and warehousing decisions, International advertising- standardization vs. adaptation, Selection of media, Selection of agency, Measuring advertising effectiveness.

Suggested Reading

1. Cateroa, R, Phillip, *International Marketing*, Tata McGraw Hill,2006
2. Vern Terpestra, *International Marketing*,Cengage Learning,2010
3. RC Varshney and B.Bhattacharya, *International Marketing- Indian Perspective*, Sultan chand& Sons New Delhi,2006
4. Fayerweather, J, *International Marketing Management*, Sage Publication,2006
5. Jain Subhash, *International Marketing Management*, Cengage Learning,2005

Course Outcome:

SN	CO
1	To Understand well the concept of International Marketing
2	To appreciate International Product Planning & Pricing
3	To Imbibe the understanding of International Promotion & Distribution

Elective -2

MBAT 323 Digital Marketing

Unit 1

Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.

Unit 2

Social Media Marketing -Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing. Introduction to Face book, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns.

Unit 3

Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search engine marketing, mobile marketing, video marketing, and social-media marketing. Marketing gamification, Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).

Unit 4

Designing Organization for Digital Success: Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies
Unit 5

Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation,

Course Outcome

CO1. Students will develop an understanding of digital and social media marketing practices.

CO2. Students will develop understanding of the social media platforms

CO3. Students will acquire the skill to acquire and engage consumers online.

CO4. Students will develop understanding of building organizational competency by way of digital marketing practices and cost considerations.

CO5. Students will develop understanding of the latest digital practices for marketing and promotion.

Suggested Readings

1. Moutsy Maiti: Internet Marketing, Oxford University Press India

2. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).

3. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).

4. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).

5. Tracy L. Tuten & Michael R. Solomon : Social Media Marketing (Sage Publication)

Elective -2

MBAT 324 MARKETING RESEARCH

Unit 1 Introduction

Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

Unit 2

Marketing Research Design

Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

Unit 3

Data Collection

Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination.

Unit 4

Data Analysis and Interpretation

Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods. Non-parametric tests: One Sample tests (Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminant analysis.

Unit 5

Reporting the Results and Ethical Issues in Marketing Research

Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports. Ethical Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting.

Suggested Readings

1. Naresh K Malhotra, Satyabhushan Dash, (2009). *Marketing Research- An Applied Orientation*, 5/e, Pearson Education, New Delhi.
2. Donald S. Tull, Del I. Hawkins, (2009). *Marketing research –Measurement & Method*, PHI Private Limited, NewDelhi.
3. Donald R. Cooper, Pamela S Schindler, (2007). *Marketing Research-Concepts and Cases*. Tata McGraw-Hill Publishing Company Limited, NewDelhi.
4. Hair, Bush, Ortinau, (2006). *Marketing Research*, 3/e, Tata McGraw-Hill Publishing Company Limited, NewDelhi.
5. Nigel Bradley, (2007). *Marketing research –Tools and Techniques*. Oxford University Press, New Delhi.

Elective -3

MBAT 421 PRODUCT & BRAND MANAGEMENT

Course Outcome:

1. The focus of this course is on decisions about how a company can build and manage its products so that they are profitable to the company
2. To understand at the same time adequately meet target customers' needs and wants.
3. To synchronize product and brand management processes.

Unit 1

Introduction to Product & Product Related Concepts: Product Management & Scope Marketing Organization & Types, Marketing Planning: Components of Marketing Plan Defining the Competitive

Set: Levels of Market Competition, Methods for Determining Competitors Category Attractiveness
Analysis: Aggregate Market Factors, Category Factors, Environmental Analysis

Unit 2

Competitor Analysis: Sources of Information, Assessing Competitors' Current Objectives & Strategies, Differential Advantage Analysis Customer Analysis: Purpose, Segmentation Criteria, Market Potential & Sales Forecasting, Methods of Estimating Market & Sales Potential

Unit 3

Developing Product Strategies, PLC, Product Strategies Over the Life Cycle Managing New Product Development, Product Modification, Line Extension & Brand Extension

Unit 4

Brands & Brand Management, Branding Challenges & opportunities, Concept of Brand Equity, Strategic Brand Management Process: Introduction & Phases, Identifying & Establishing Brand Positioning: Building A Strong Brand, Positioning Guidelines

Unit 5

Planning & Implementing Brand Marketing Programs: Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of IMC for Brand Building, Leveraging Secondary Brand Associations to Brand building, Measuring & Interpreting Brand Performance: Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity, Growing & Sustaining Brand Equity: Designing & Implementing Branding Strategies Managing Brands Over Time

Reference Text:

- 1 Product and Brand Management, Tapan K. Panda, Oxford University Press
- 2 Donald R. Lehmann and Russell S. Winer, (2004). Product Management, McGraw Hill Higher Education, 4th edition
3. Kapferer J.N., 2008. The New Strategic Brand Management, 4th edition, United Kingdom, Kogan page Publishers
- 4 Kotler. P., Pfoertsch W., Michi I., 2006. B2B Brand Management. Springer Berlin. Springer

Elective -3

MBAT 422 SALES MANAGEMENT

Course Outcome:

1. To understand the process of sales management
2. To identify the role and responsibilities of sales manager
3. To appreciate the concept of sales force and its responsibilities
4. To understand the nuances of Personal selling

Unit 1 Introduction

The Nature and Importance of Personal Selling, Nature of Sales Management Situation where Personal Selling is more effective than Advertising, Types of Selling situations, Types of Sales Persons, Application of AIDA Model in Personal Selling.

Unit 2

Process of Personal Selling

Process of Effective Selling; Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post-Sale Activities, Qualities of a Successful Sales person with reference to B-2-C, B-2-BMarketing.

Unit 3

Controlling the Sales Effort

Sales Forecasting; Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis.

Unit 4

Managing the Sales Force

Recruitment and Selection, Training and Development, Compensation and Innovation, Direction and Suspension, Performance Appraisal of Sales Personnel.

Unit 5

Emerging Issues in Selling Aspects

Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling.

Suggested Readings

1. Richard R. Still, Edward W. Cundiff, Norman A.P Govani 5th ed., *Sales Management: Decision, Strategies and Cases*, Pearson Education, New Delhi,2009.
2. Rosann L. Spiro, William J. Stanton, Gregory A. Rich 11th ed., *Management of a Sales Force*,Tata McGraw Hill, New Delhi 2008
3. Mark W. Johnston, Greg W. Marshall, *Sales Force Management*, 8th ed. TMH, N.Delhi,2007
4. Charles Fatrell, *SalesManagement*.

Elective -4

MBAT 423 RURAL MARKETING

Course Outcome:

1. To understand the concept of Rural Market & rural customer
2. To identify the process of Rural Marketing
3. To understand the marketing mix in rural markets
4. To understand the innovations being done for rural markets

Unit 1

Introduction to Rural Markets

Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure : Demographic, Physical, Economic Environment.

Unit 2

Understanding the Rural Consumer

Rural Community in India, Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior – Cultural, Social, Technological, Economic and Political.

Unit 3

Marketing Mix in Rural Markets

Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.

Unit 4

Innovation in Rural Markets

Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, Emergence of Organised retailing in Rural India, Key Drivers of Organised Retail, Cases in organised retail: Operative Models adopted by Indian Companies.

Unit 5

Future of Rural Marketing

Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments – Tractors, Engines, Pump Sets, Marketing of Agricultural products, improvement Measures taken by the Government – Initiatives by Co-operative and Private Sector, Present Scenario- Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism.

Suggested Readings

1. Rama Bijapurkar (2007), *We are like That Only, the logic of Consumer India*, Penguin Books
2. Prahalad C.K (2008), *Fortune at the Bottom of the Pyramid*, Pearson Publication
3. R V Badi, N V Badi, *Rural Marketing, 2008*, Himalaya Publishing House.
4. U C Mathur, *Rural marketing, Text and Cases, 2008*, excel books
5. CSG Krishnamacharyulu, Lalitha Ramakrishnan, *Cases in Rural marketing, An Integrated Approach, 2006*, Pearson Publication

Elective -4

MBAT 424 RETAIL MANAGEMENT

Course Outcome:

1. To understand the concept of Retail management
2. To identify the importance of Retail Environment
3. To appreciate the importance of Strategic Retail Planning
4. To understand the nuances of Retail Operations

Unit 1

Retailing Environment

An Overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers and Ethical Security Issues in Retail, The Global Retail Market, Opportunity in Retailing, Multi Channel Retailing.

Unit 2

Strategic Retail Planning

Strategic Retail Planning Process, Understanding the Retail Customer, Delivery Value through Retail Formats, Role of Customer Services and Relationship Marketing in Retail, Retail Location and Site Decision, Retail Buying, Retail Market Segmentation, Evaluation Areas for Retail Locations, Concept of Product Life Cycle.

Unit 3

Retail In India

Evolution of Retail in India, Drivers of Retail Change in India, The Size of Retail in India, Retail Formats in India, FDI in Retail, Challenges to Retail Development in India.

Unit 4

Retail Mix

Product Merchandizing, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi Channel Retailing, Managing Retail Services, Category Management, Merchandise management Process Overview, Considerations in setting up a Retail Prices, Store Design Objectives and Visual Merchandizing.

Unit 5

Retail Operations

Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations – size and place allocation, Store Maintenance, Inventory Management, retail Management Information Systems.

Suggested Readings

1. SwapnaPradhan, *Retailing Management*, text and Cases, Second Edition, Tata McGraw Hill Publications.
2. Barry Berman, Joel R.Evans, *Retail Management*, A Strategic Approach, Tenth Edition, 2008, PearsonEdition.
3. C Bajaj, *Retail Management*, Oxford Publication, SecondEdition
4. Dairs& Ward: *Managing Retail Consumption*, John Wiley & Sons
5. Levy & Wertz: *Retailing Management*, Irwin

HUMAN RESOURCE MANAGEMENT

Elective -1

MBAT 331 INDUSTRIAL RELATION AND LABOUR LAWS

UNIT 1

Introduction

Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Unions; Employers' Organization; ILO in IR; ILO its Role, Functioning and Contributions, Industrial Relations machinery in India

UNIT 2

Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of

Liberalization ; Concept, objectives, functions and role of Trade Unions in collective bargaining;
Problems of Trade Unions

UNIT 3

Labour problems: Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial Unrest, Strikes and Lock-Out, Settlement of Industrial Dispute, Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM), Conciliation, Arbitration, Adjudication, Collective Bargaining.

UNIT 4

Labour legislations: Historical perspective; Impact of ILO; Indian constitution Abolition of Bonded and Child Labor, Important provisions of: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act, Important Provisions of Industrial Dispute Act and Factories Act.

SUGGESTED READINGS:

- 1) Monappa A- Industrial Relations (Tata McGraw-Hill, 2002)
- 2) C.S. Venkata Ratnam- Industrial Relations (Oxford Pub., 2008)
- 3) Srivastava S C- Industrial Relations and Labour Laws (Vikas, 4th edition) 2000.
- 4) Mamoria CB, Mamoria, Gankar- Dynamics of Industrial Relations (Himalayan Publication, 2003)
- 5) Bare Acts

Elective -1

MBAT 332 TRAINING & DEVELOPMENT

Course Outcome: The objective of the course is to make the students understand the importance of training and development of individuals in modern organizations and familiarize with the process involved in training and development.

Unit I: Training and Learning Training: Concept, Need and Importance of Training in Modern Organizations, Training Vs Development Learning: Principles of Learning, Conditions for Effective Learning, Learning Cycle, Learning Process, Learning Curve Training Process: Training Needs Assessment- Components of Training Needs Analysis, Sources of Data for Training Needs Analysis.

Unit II: Design of Training Programme Principles of Training Design, Training Design Process, Outlining Programme Sequences and Themes, Approaches to Programme Design

Unit III: Implementation of Training Programme Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post Training Support for Improved Performance at Work; Training Methods, Training Aids

Unit IV: Training Evaluation Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick's Evaluation Model; Recent Trends in Training and Development

Suggested Readings:

1. Lynton, R.P. & Udai Pareek (2011). Training for Development. New Delhi: Vistaar Publications.

2. Raymond, A. N. (2010). Employee Training and Development. New Delhi: Tata McGrawHill Publications.
3. Rao, P.L. (2008). Enriching Human Capital through Training and Development. New Delhi: Excel publications.
4. Naik, G.P. (2008). Training and Development: Text, Research and Cases. New Delhi: Excel Books.
5. Sahu, R. K. (2010). Training for Development. New Delhi: Excel Books.

Elective -2

MBAT 333 HR ANALYTICS

Course Outcomes:

- CO1 - It helps to analyse appropriate internal and external human resource metrics benchmarks and indicators.
- CO2 - Operate relational databases and make recommendations regarding the appropriate HRIS to meet organization's human resource needs.
- CO3 - Employ appropriate software to record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information).
- CO4 - Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods
- CO5 - Manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization.
- CO6 - In employee engagement, to measure the outcomes driven by data profiling.
- CO7 - In identifying metrics that influence attrition, and modelling the data for lowering attrition
- CO8 - In identifying the impact of L&D, through Evidence-based management, in enhancing employee performance
- CO9 - In ranking employees for their career progression roadmap
- CO10 – Identifies the data requirement and analysis.

UNIT I

Introduction to HR Analytics:

Basics of HR Analytics: Concept and Evolution of HR Analytics & data sources - HCM: 21Model. Use of workforce analytics to improve decision making. Analytics and Prediction. Introduction to HR Metrics and predictive analytics.Importance of HR Analytics. Data Analytic techniques using software packages. Future of Human Resource Analytics.HR Metrics and HR Analytics; Intuition versus analytical thinking.

UNIT II

Creating business understanding for HR initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics.

UNIT III

Forecasting budget numbers for HR costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions

UNIT IV

Predictive modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning.

UNIT V :

Communicating with data and visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues

TEXT BOOK :

1. Jac Fitz-Enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom.
2. Gene Pease, Boyce Byerly and Jac Fitz-enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, John Wiley & Sons
3. The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments: Predicting the Economic Value of Your Company's Human Capital Investments Hardcover – Import, 1 Jun 2010, Jacfitz-Enz

Elective -2

MBAT 334 ORGANISATIONAL STRUCTURE AND CHANGE

Unit 1

Introduction

Concept of Organizational Structure, Organisational Culture, Concept and Importance of Organisational Change; Organisational Environment Specific and General.

Organisational Efficiency and Effectiveness

Concept of Efficiencies, Measurement of Efficiency and Effectiveness and effectiveness Internal Systems Approach, External Resources Approach and Technical Approach of Organisational Effectiveness, Organisational Effectiveness and Technology.

Unit

2Structure

e

Meaning, Types and Designing, Kinds of Organizational Structure, Functional, Divisional (Geographic and Market), Line and Staff Committee Organization, Matrix Structure; Network Structure and Boundary- Less Organizations, Organizational Design and Strategy in Changing Global Framework.

Unit 3

Organisational Change

Concepts and Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organisational Change, Resistance to Organizational Change- Organisational and Individual, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organisation, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring.

Unit 4

Concept of Organisational Development, History of Organisation Development, Phases and Foundations of Organisational Development, Values, Assumptions and Beliefs in O.D

Managing Changes: Action Research-Diagnosing The Organization, Determination of Desired

FutureState, Implementing Action, Evaluating Action, Institutionalizing Action Research, Systematic Innovations.

Unit 5

Organisational Transformation

Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth.

O.D Techniques to deal with Resistance To Change, O.D Techniques to promote Change;

O.D. intervention: Human Process Interventions, Structure and Technological Interventions and Strategy Interventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – Inter-Group Development – Innovations – Learning Organisations.

Suggested Readings

1. Wendell L. French Cecil H. Bell, Jr.: *Organisational Development*, McGraw-Hill. 6/e,2005.
2. Ian Palmer, Richard Dundford, Gib Akin, *Managing Organisational Change: A Multiple Perspectives Approach*, McGraw-Hill, 2/e,2009.
3. Barbara Senior, Jocelyne Fleming - *Organisational Change*, Pearson Education, New Delhi 3/e,2009
4. Gareth R., Mary Mathew – *Organisational Theory, Design and Change*, Pearson Education, New Delhi 5/e,2008.

Elective -3

MBAT 431 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Unit-I

Global Business Environment and Human Component

Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. Cross Cultural Research Methodology and Hofstede Study.

Unit-II

Cross Cultural Management

Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Teams.

Unit-III

International Human Resource Management

Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing Global, Diverse Workforce. Human Resources in a Comparative Perspective

Unit- IV

International HRM

International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation.

Unit -V

Key issues in International Labour Relations

Approaches to International Compensation, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.

Text Books:

1. Doweing, P.J. – *International Dimensions of Human Resource Management End Edition*, Words Worth.
2. G. Hofstede – *Cultures Consequence; International Differences in Work related Values* – Sage.
3. Deresky – *International Management*, PHI/Addison Wesley.
4. Aswathappa, *Human Resource and Personnel Management*, TMH.
5. Meraic, Dand Puffer, S. *Management International cross Exercises and Reading* St. Paul .West Publish.
6. Mangaraj, S., *Globalization and Human Resource Management*, Excel Books.
7. S.C. Gupta – *Textbook of International HRM* – Macmillan.
8. Tayeb – *International HRM* – Oxford.
9. Dowling, Welch & Schuler, *International HRM*, Excel Books

S.no	Course Outcomes (CO's)
1	Identify and create different strategies for managing the cultural differences
2	To analyse and manage people of different cultures.
3	Create the strategies to execute the functions of HR in accordance with the organisational goals and link it to workplace diversity
4	Apply the knowledge and playing a significant role in MNC's.
5	To analyse and address the major employee issues and grievances and solving them according to the standard procedures

Elective -3

MBAT 432 CORPORATE LEADERSHIP

Unit-I

Organisational Leadership

Introduction, importance and scope of corporate leadership. Leadership traits, Functions and Theories, Leadership Styles in Indian Organisations, Leadership Effectiveness.

Unit- II

Communication

Business communication-Types, Medias, Objectives, Models, Process, Importance Understanding Barriers to communication and ways to handle and improve barriers. Presentation skills-Its Purpose in business world. Reading and writing Skills- Importance of Reading And Writing, Improving Writing Skills through Understanding and Practicing Notice, E-mail, Tenders, Advertisement, Formal Letter. Listening skills-its importance as individual and as a leader or as a worker, its types, Barriers to Listening & Remedies to improve Listening Barriers. Non Verbal Communication.

Unit- III

Power and Politics

Meaning of Power and Politics, Distinction between Power and Authority, Bases or Sources of Power, Acquisition and Symbols of Organisational Politics.Reasons of Organisational Politics, Managing Organisational Politics. Influencing: Power, Politics, Networking and Negotiation

Unit- IV

Team Leadership

Leader / Follower Relations, Team Leadership and Self-Managed Teams, Leadership of Culture and Diversity and Learning Organisation. Enhancing Morale and Motivation. Time Management, Job Frustration, Stress Management,

Unit-V

Ethics in Leadership, Strategic Leadership and Managing Crises and Change, Emerging Trends in Corporate Leadership.

Text Books:

1. (5th edition) (2010). Author: Peter Northouse. Sage press. *Leadership in Organisations*. (7th edition). (2009). Author: Gary Yukl. Prentice-Hall.
2. *Leadership:Enhancing the Lessons of Experience*. (7th edition). (2010). Richard L. Hughes, Ginnett, &Curphy. McGraw-Hill/Irwin.
3. *Effective Leadership*. (3rdEdition). (2007). Author Lussier/Achua. Thomson.

S.no	Course Outcomes (CO's)
1	Analyze the effectiveness of corporate leadership & corporate leadership style in Indian organizations.
2	Explain various methods of business communication & importance of listening skills.
3	Examine the role and effects of power and politics
4	Analyze the importance of team leadership and time management
5	Apply ethics in corporate leadership and articulate the emerging trends in corporate leadership.

Elective -4

MBAT 433 COMPENSATION MANAGEMENT

Unit-I

Introduction

Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Economic and

behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards.

Unit -II

Job Evaluation: Processes and Schemes

Salient features of Job Evaluation – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking ;Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

Unit-III

Wages and Salary Administration

Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; *Design of a pay roll system (using Accounting software)*. Legal Constraints on Pay System.

Unit-IV

Compensation Strategies

Job based pay, Skill based pay, competency based pay, market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance'. Compensation as a retention strategy.

Unit-V

Rewarding Performance and Executive Compensation

Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Taylor's differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension-understanding kinds of pension. Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad.

International Compensation. Practical Orientation (Lab. Sessions)

Text Books:

1. Richard.I. Henderson (2005). *Compensation Management in Knowledge-based World*. Prentice-Hall.
2. Thomas.P.Plannery, David.A.Hofrichter&Paul.E.Platten (2002). *People, Performance & Pay:Dynamic Compensation for Changing Organizations*. Free Press.
3. Michael Armstrong & Helen Murlis (2005). *Reward Management: A Handbook of Remuneration Strategy and Practice*. 5/e, Kogan Page, London.
4. Edwarde.E. Lawler III (2000). *Rewarding Excellence: Pay Strategies for the New Economy*. Jossey – Bass, California.
5. Singh B.D. (2007). *Compensation and Reward Management*, Excel Books, New Delhi.
6. Tapomoy Deb (2009). *Compensation Management: Text and Cases*, Excel Books, New Delhi.

Elective -4

MBAT 434 PERFORMANCE MANAGEMENT

Unit 1

Introduction

Meaning, Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system., Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management, Performance Management and its Organisational implications Legal and Ethical Perspectives in Performance Management.

Unit 2

Measuring Performance

Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management.

Unit 3

Behavioural Issues and Employee Development

Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

Unit4

Performance Consulting Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, designing and using performance relationship maps, contracting for performance consulting services, implementing organization-wide performance improvement. Performance evaluation and corporate failure: Alternative views of performance measurement; Non-financial performance indicators and predicting and preventing corporate failure.

Unit 5

Current Developments and Emerging Issues in Performance Management Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS- Appraisal, Communication and Interview, Performance feedback and counseling. Talent Management

Suggested Readings

1.Herman Aguinis (2007). *Performance Management*. PearsonEducation.

2.Lance A. Berger and Dorothy (2007). *The Talent Management Hand Book*. Tata Mc-GrawHill

3.Rao T.V. (2007). *Appraising and Developing Managerial Performance*. ExcelBooks.

INTERNATIONALBUSINESS

Elective -1

MBAT 341 INTERNATIONAL LOGISTICS MANAGEMENT

Unit 1

Global Logistics

Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.

Unit2

Components of Logistics

Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling

Unit 3

General Structure of Shipping and Developments in Ocean Transportation

Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems andProspects.

Unit 4

Air Transportation

Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects.

Unit 5

Supply Chain Management

Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR

Suggested Readings

1. Asopa, V.N: *Shipping Management: Cases and Concepts*, Macmillan, NewDelhi.
2. Desai, H.P: *Indian Shipping Perspectives*, Anupam Publications,Delhi.
3. Khanna, K.K.: *Physical Distribution*, Himalaya Publishing,Delhi.
4. Bowersox ,Donal J and Closs , David J: *Logistical Management*, Tata McGraw Hill, NewDelhi.
5. Shipping Documents and Reports,UNCTAD
6. Sople, V V: *Logistics Management*, Pearson, NewDelhi
7. Agarwal, D K: *Text Book of Logistics and Supply Chain Management*, Macmillian, NewDelhi
8. Muthiah ,Krishnaveni: *Logistics and World Sea Borne Trade*, Himalaya Publishing House, Mumbai
9. Chopra, Sunil. Meindl, Peter and Kalra, D V: *Supply Chain Management*, Pearson, NewDelhi

Elective -1

MBAT 342 CROSS CULTURAL BUSINESS MANAGEMENT

Unit 1

Globalization and Culture

Globalization in Cross Cultural Context, Factors that promoted Globalization.

Unit 2

Introduction to Culture

Meaning; Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede's, Attitudinal, Trompenaar's, GLOBE Project; Managing Multiculturalism: Problems and its Management.

Unit 3

Cross Culture Communication

Cross Cultural Communication; Dimension of Cross Cultural Communication; Cross Cultural Negotiation Process and Style; Variables of Cross Cultural Negotiations.

Unit 4

International HRM and Cross Cultural Issues

International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams.

Unit 5

Comparative Management

Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits.

Suggested Readings

1. Deresky Helen, *International Management: Managing Across Borders and Cultures*, 4th Ed, Prentice Hall India
2. EsennDrlarry, Rchildress John: *The Secret of a Winning Culture - Building High- Performance Teams*, Prentice Hall India, NewDelhi
3. Cashby Franklin, *Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company Into A High-Performance Organization*, Cashby Franklin, Prentice Hall India, NewDelhi
4. Journals- *International Journal of Cross Cultural Management*
5. Hodgetts, Richard M. and Luthans, Fred: *International Management*. Tata McGraw Hill, New Delhi.
6. Cullen, John B : *International Management a Strategic Perspective*, Cengage Learning, Delhi

Elective -2

MBAT 343 INTERNATIONAL BUSINESS LAWS AND TREATIES

Unit 1

Legal Framework of International Business

Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.

Unit 2

Regulatory Framework of WTO

Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.

Unit 3

Implications of WTO to Important Sectors

GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Frame work relating to Electronic Commerce.

Unit 4

Regulatory Framework and Taxation

Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues.

Unit 5

Indian Laws and Regulations Governing International Transactions

FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.

Suggested Readings

1. Lew, Julton D.M and Clive Stand brook (ed.), *International Trade Law and Practice*, Euromoney Publications, London.
2. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: *International Business*, Environments and operations.
3. Schmothoff C.R: *Export Trade – The Law and Practice of International Trade*.
4. Motiwal OP, awasthi HIC: *International Trade – The law and Practice*: Bhowmik and company, New Delhi.
5. Kapoor ND: *Commercial Law*; Sultan Chand & Co. NewDelhi.
6. Subarao: *“International Business”* Himalaya Publishing House, NewDelhi.

Elective -2

MBAT 344 MANAGEMENT OF MULTINATIONAL CORPORATIONS

Unit1

International Management

Internationalization: Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs.

Unit2

Growth and Development of MNCs

Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles.

Unit3

Organizational Design and Structure of International Corporations

Global Organization Structure; Locus of Decision Making and Control; Head quarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition.

Unit4

International Business Strategy

Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management.

Unit5

Indian Perspectives and Policy

Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FIIs.

Suggested Readings

- 1.Hodgetts, Richard M. And Luthans, Fred: International Management. Tata McGraw Hill, New Delhi.
- 2.Koonts and Whelrich: Management: The Global Perspective, Tata McGraw Hill, New Delhi.
3. Nagandhi ,Anant .R: International Management, Prentice Hall of India Ltd., New Delhi.
- 4.Thakur, Manab, Gene E. Burton and B.N. Srivastava: International Management: Concepts andCases, Tata McGraw Hill, New Delhi.
- 4.Christoppher, Bartlett and Sumantra Ghoshal, Transnational Management: Text and Cases, Tata McGraw Hill, New Delhi
- 5.Deresky,Helen: International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India, New Delhi

Course Outcomes

- 1 To understand the implications of operating across national borders
- 2 To analyse different combinations of international strategies and organisational structures
- 3 To analyse how different aspects of the organisational environment affects knowledge development and transfer
- 4 To tackle problems related to controlling and managing foreign operations
- 5 To understand the roles of, and challenges facing, MNC subsidiaries and headquarters

Elective 3

MBAT 441 EXIM FINANCING AND DOCUMENTATION

Unit1Introduction

Export and Import documentation; Foreign exchange regulations ;including FEMA,IS/ISO9000 and new ISO 14000 accepted quality certificates; Quality Control and pre-shipment inspection; Export trade control; Marine insurance; Commercial inspection and practices.

Unit2

Export Procedures

General excise clearances: Role of Clearing and following agents; shipment of export cargo. Export credit, Export credit guarantee and policies ; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

Unit3

Import Procedures

Import Licensing policy; Actual user Licensing; Replenishment Licensing; Import-export passbook; Capital goods Licensing; Export houses and trading houses, Import of unrestricted and restricted items, Customer guarantee, Green channel for import cargo clearance.

Unit4

Export Incentives

Overview of export Incentives- ECGC, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation for export incentives.

Trading Houses, Export and trading houses schemes: Criteria, Procedures and Documentation; Policy and Procedures for EOU/FTZ/EPZ/SEZ units, Exim Bank.

Unit5

Export and Import Financing

Nature, General Guidelines, Classification Pre-shipment Finance with classification, Packing credit limits with documents ECGC Formalities, Scrutiny of Packing credit application amount and disbursement. Repayments and sharing of Packing credits, Substitution of export contracts, Pre-shipment in Foreign currency, Factoring Services, Post-shipment Finance.

Suggested Readings

- 1.Cherian and Parab: Export Marketing, Himalaya Publishing House, New Delhi.
- 2.Government of India: Handbook of Procedures, Import and Export Promotion, New Delhi.
- 3.Rathod, Rathor and Jani: International Marketing, Himalaya Publishing House, New Delhi.
- 4.Export-ImportManual,Nabhi Publication, New Delhi.
- 5.Government of India: Export Policy, Procedures, etc (VolumesI,II and III) New Delhi.
- 6.Khurana P.K-Export Management, Galgotia Publication.

Course Outcomes

- 1 Develop various documents for import and export and apply various regulations and standards for smooth functioning of trade.
- 2 Develop& apply clearances process by using various policies and methods that are used for export from various countries
- 3 Develop the import licensing policy and evaluate various steps like export houses and trading houses, import of restricted and unrestricted items.
- 4 Analyse various export incentives, policy procedures for smooth functioning of various units like EOU/FTZ/SEZ
- 5 Apply & evaluate various guidelines and formalities required for export and import financing and how to fulfill various formalities like factoring science and substitution of like export set by government

Elective 3

MBAT 442 GLOBAL FINANCIAL MARKETS AND INSTRUMENTS

Unit 1

Global Financial Markets

International Financial Market, European Financial Market Functions, Structure, Participants, Depository Receipts Market, Commercial papers-Market.

Unit 2

Euro Currency Market

Creation of Euro Dollar, Global Currency Markets (with Size and Structure); Asian Markets- Transactions, Regulatory Systems and Measure Instruments.

Unit 3

International Money Markets

GDR's, ADR's, IDR's, Euro Bonds, Euro Loans, Euro Issues, Commercial papers, Repos, Derivatives, Floating rate instruments, Euro deposits, Loan Syndication, Money Market Institution(IMF, IBRB, Development Banks).

Unit 4

Global Capital markets

Equity, Euro Equity Markets, debt Market, Emerging Market Assets, world capital market and Financial Sector Reforms in India.

Unit 5

Foreign Portfolio Investment

As an alternative Sures, Foreign currency Flows and Asset prices; Techniques of Portfolio Investment, Landing Capital Flows Recipients, and Portfolio of capital Flows Financial Innovations Stock market Bubbles, Financial Crashes and Scams in international capital Markets.

Suggested Readings

1. Shapiro, A.C: Multinational Financial Management, Prentice Hall of India, New Delhi
2. Buckley, Adrian: Multinational Finance, Prentice Hall of India, New Delhi.
3. Maurice, Levi: International Finance, McGraw Hill, Int., Ed., New York.
4. Bhalla V.K: Investment- Security Analysis- S.Chand (New Delhi) Management and Portfolio Management.
5. Henning C.N., Piggot, W. and Scott, W.H: International Financial Management, McGraw Hill, Int. Ed., New York.
6. P.G: Global Financial System, TMH, Delhi.
7. Apte P.G: Global Financial System; TMH, Delhi

Course Outcomes

1. To list and distinguish the different financial instruments available to an investor
2. To compare global financial markets
3. To explain the features of equity, debt, and derivative instruments • Define traditional and alternative asset classes
4. To discuss different trading venues and mechanics of securities trading
5. To discuss the current trends affecting today's financial markets

Elective 4

MBAT 443 FOREIGN EXCHANGE MANAGEMENT AND CURRENCY DERIVATIVES

Unit 1

The Foreign Exchange Market

Organisation- Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI.

Unit 2

Exchange Rates

Exchange Rate System- Gold Standard- Bretton Woods- Fixed Vs Floating Exchange Rate systems- Determinants of Exchange Rates- Exchange Controls.

Unit 3

Foreign Exchange Transactions

Purchase and sales transactions – Spot vs Forward transactions- Forward Margines- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins.

Unit 4

Exchange Rates

Principal types of Ready Merchant Rates- ready rates based on cross rates, Forward exchange contracts – Execution of Forward contracts – Cancellation and Extensions – Dealing position- Exchange Position – Cash position.

Unit 5

Currency Derivatives as Hedging Mechanism

Currency Forwards- Currency Futures – Currency Option – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

Suggested Readings

1. Alan C Shapiro: Multinational Financial Management, Prentice Hall, New Delhi.
2. Francis Cherunilam: International Economics, Tata McGraw Hill Pub Ltd, New Delhi.
3. Ian H Giddy: Global Financial Markets, AITBS Publishers and Distributors, New Delhi.
4. C Jeevanandam, Foreign Exchange: Practice, Concepts, Sultan Chand & Sons, New Delhi.
5. Vijayabhaskar P and Mahapatra B., Derivatives Simplified, Response Books, Sage Publications, New Delhi
6. Apte P.G – Global Financial System, TMH.

Course Outcomes

1. To understand how the foreign Exchange Market operates
2. To understand the principles of Currency valuation
3. To explain techniques that can be used to hedge foreign exchange risk
4. To understand the role of conventions in exchange rates quotation and trading in foreign exchange markets
5. To understand the principles and procedures relating to Forex markets and different types of currency derivatives and its operations.

Elective 4

MBAT 444 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Outcome:

1. To familiarize the students with HR management in Global perspective.

- 2.To make the students understand the complexity of workforce diversity in international context.
- 3.To make the students aware of the international labor relations.
- 4.To help develop an understanding of expatriate's recruitment & training programs.

Unit 1:

International Human Resource Management-Overview, Developments leading to International HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, Organisational Structure and HRM, International Human Resource Planning. Case Studies

Unit 2

Staffing Practices in International Human Resource Management, Recruitment and Selection for Overseas Assignments, Global Staffing Practices, International Transfers and Repatriation Strategies, Training and Development in International Context, International Performance Management, Global Compensation Practices. Case Studies

Unit 3

Industrial Relations and International Practices in Industrial Relations, Shifts in IHRM and IR, International Strategic Human Resource Management, International Labour Standards, Global Unions, Regional Integration and Framework Agreements. Case Studies

Unit 4

Equal Opportunity and Diversity Management in Global Context. Sensitivity to Cultural Diversity, Global Organisation Structures, Emerging Trends in Employee Relations and Employee Involvement, Convergence or divergence in personnel management in developed and developing economies, Case Studies

Unit 5

Emerging Trends in International HRM, HR/IR issues in MNCs and Corporate Social Responsibility, Case Studies

Suggested Readings:

- 1.Peter J Dowling, Marion Fosting, Allen D Engle Sr- International Human Resource Management (Cengage learning)
- 2.Anne – WilHarzing, Ashly H Pinnington- International Human Resource Management (Sage Publication)
- 3.PL Rao – International Human Resource Management (Excel Books)
- 4.P SubbaRao – International Human Resource Management (Himalaya Publishing)
- 5.K Ashwathappa&Sadhna Dash – International Human Resource Management (McGraw Hill Education)

MANAGEMENT INFORMATION SYSTEM

Elective-1

MBAT 351 MANAGEMENT INFORMATION SYSTEM

Course Outcome:

1

Unit 1

Information System in Business

Introduction to Information System; System Concepts; System & Sub System; System Feed back; Types of Information System; Applications; System Development Life Cycle (SDLC) Managing Data Resources

Introduction; Organizing Data in a Traditional File Environment; Data Base Management System; Data Base Environment; The range of Data Base Applications; Integration of Information; Role of Enterprise Resource Planning (ERP); Customer Relationship Management; Work Group Integration; Integration of Different Systems; Information System Organizations & Business Processes.

Unit 2

Management of Information Systems, Technology, and Strategy The Technology: Computer and Computer Processing; Role of Information Technology in Organization; Information System and Strategy; Strategic Analysis.

End User Computing (EUC)

Introduction; End User Computing Tools; End User Systems Tools; The Information Center, Office Automation; Office Information System (OIS); Aspect of OIS; Applications of Office Automation.

Unit 3

Electronic Communication System Electronic Conference; Electronic Meeting Systems; Electronic Discussions; Electronic Publishing; Introduction to Networks; Network Basics; LAN Basics; Internet Working; ISDN Basics; Network Management.

Unit 4

Business Telecommunications Telecommunication and Network; The Internet and World Wide Web (WWW); E Business; Applications on EBusiness; Transaction Process System (TPS); Operational Information Systems Tactical and Strategic Level Information Systems Introduction; Tactical Accounting and Financial Information Systems; Tactical Marketing Information Systems; Strategic Marketing Information Systems; Strategic Production Information Systems; Tactical Human Resource Information Systems; Strategic Human Resource Information Systems; Managing Knowledge in the Organization.

Unit 5

Enterprise Information System (EIS) Use of Information systems in Various Business Processes; Role of IS in Cross Functional Systems and EIS;

Information Systems for Managerial Decision Support and Strategic Advantage Information, Management and Decision Making; Decision Support Systems (DSS); Group Support Systems; Executive support Systems

Suggested Textbooks:

1. Management Information Systems by Jaiswal and Mittal, Oxford University Press
2. Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia
3. Management Information Systems by C.S.V.Murthy
4. Management Information Systems by Laudon, Laudon, Dass, Pearson Education Asia.

Elective-1

MBAT 352 BUSINESS PROCESS REENGINEERING

Course Outcome:

1. Understand how business processes can be radically improved, dramatically
2. Reducing process cycle time and cost, improving the quality of the process products or outcomes. the principles and tools of systems analysis and design
3. Learn how to help organizations fundamentally rethink the way they do their work in order to dramatically improve customer service, cut operational costs, and become world class competitors.

Unit I

Definition: Nature, Significance & Fundamentals of BPR, Overview of BPR. Need and Benefits of business process reengineering (BPR) BPR and Information Technology: Relationship between BPR and Information Technology, Role of Role of information technology (IT) Major issues in process redesign

Unit II

Business vision and process objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.

Unit III

BPR Implementation Methodology: Reasons for implementation of BPR, Different steps to be taken for BPR implementation, Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, BPR Model, Performance Measurement of BPR

Unit IV

Typical BPR activities within phases: Change management, Performance management. Lean Manufacturing and Environment. Enterprise Resource Planning: Need Characteristics and Benefits of ERP. Functional Information System: Marketing, Production, Material Management, Accounting and Finance, HRM

Unit V

Practical: Case studies on BPR. Discussion on how actually BPR works in the organization.

Reference Text:

- 1 R. Radhakrishnan S.Balasubramanian Business Process Reengineering PHI
- 2 Vikram Sethi William R. King Organisational Transformation through Business Process Reengineering Pearson
- 3 B.R.Dey Business Process Reengineering and Change Management Wiley
- 4 Dr. Charles W.Zamzow Business Process Reengineering Galgotia
- 5 K. Shridhara Bhatt Business Process Reengineering Himalaya
- 6 Henry J Johansson, H J Johansson, Mo Business Process Reengineering John Wiley

Elective-2

MBAT 353 SYSTEM ANALYSIS AND DESIGN

Course Outcome:

- CO 1: Understand the Systems and its characteristics
CO 2: Knowledge about the Information Systems
CO 3: Knowledge of System Development Life Cycle
CO 4: Applying the phases of SDLC in business information system development
CO 5: Analysing the impacts of information system on business

Unit 1

Systems: Concept & Characteristics of a System, Elements of System, Types of Systems, Information Management and Information System. System Development Life Cycle: Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance. Case Studies

Unit 2

Systems Planning and Investigation: Basis for Planning in Systems Analysis, Dimensions of Planning, Initial Investigation, Needs Identification. Case Studies

Unit 3

Requirement Specification: Determining the User's Information Requirements, System Requirement Specification. Feasibility Analysis: Study and Considerations in Feasibility Analysis, Feasibility Report. Case Studies

Unit 4

Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary; Process Modeling: Structured English, Decision Tree & Decision Table; Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

Unit 5

Information Security: Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet; Security Risk Management: Intrusion Detection, Disaster Recovery Plan, Cryptography, Authentication, Information Security Policy, Creating a secure environment, Internet Security Standards. Case Studies

Suggested Texts:

1. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
2. Shah-Software Engineering & SAD (Wiley Dreamtech)
3. Grienstein and Feinman- E-commerce – Security, Risk Management and Control (TMH, 2nd Ed.)
4. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)
5. Singh B –Network Security (PHI Publication, 1st Ed.)

Elective-2

MBAT 354 E-COMMERCE

Unit 1.

E-Commerce /E-Business: Introduction, Advantages and Disadvantages, Benefits, Features, Business models of E-Commerce, Model based on revenue models, Implementation Ecommerce business, Infrastructure Requirement for E-Commerce, Different types of Networking for E-Commerce, Internet, Extranet and Intranet, Intelligent System, Risk of Ecommerce, Security for E-Commerce, Security Standards, Firewall, Cryptography

Unit 2.

M-Commerce: Definition, Classification, Advantages and Disadvantages, Benefits, Pitfalls of

M-Commerce, Hand Held Devices, Mobility and Commerce, Mobile Computing, Wireless Web, Payment Mode.

Unit 3.

E-Strategy: Overview, Strategic Methods for developing E-Commerce, E-Advertisement, Payment Mode, E-Cheque, E-cash, E-Threats and Protection

Unit 4.

ERP and SCM: Definitions-ERP, CRM, SCM, Concept of ERP, Evolution of ERP, Scope and Problem of ERP selection and Implementation, Selection of ERP process, Feature of Commercial Software, Concept of CRM, Features, Applications, SRM portal, SCP tools, SCE, Framework, Internet's Effect on Supply Chain Power

Unit 5.

E- Marketing/ Digital Marketing: E-shopping, Role, Policies, Online Marketing and Offline Marketing, SEO,SMM,SEM, Meta Tags, Content Marketing, Marketing in Digital Age, Telemarketing, Commercial packages for E-shopping Portal. EDI: Introduction, Definition, Features, Benefits, Application, Model, Protocol

Suggested Readings:

1. Drop-shipping E-commerce Business Model 2019: Steven Sparrow
2. Electronic Commerce: Gray P. Schneider
3. E-Commerce Website Optimization: Dan Croxson-John, Johann van Tonder
4. Electronics Commerce –Technologies and Applications: Bhaskar Bharat, TMH
5. Frontiers of Electronic Commerce: Kalakota ,Whinston, Pearson Education
6. E-Commerce : Strategy Technologies and Applications: Whiteley, David, TMH

Elective-3

MBAT 451 ENTERPRISE RESOURCE PLANNING

Course Outcome :

- To understand the business process of an enterprise
- To grasp the activities of ERP project management cycle
- To understand the emerging trends in ERP developments
- Knowledge of ERP implementation cycle
- Awareness of core and extended modules of ERP

Unit 1

Introduction

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

Unit 2

ERP Solutions And Functional Modules

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

Unit 3

ERP Implementation

Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation Consultants, Vendors and Employees.

Unit 4

Post Implementation

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

Unit 5

Emerging Trends On ERP

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics- Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

References :

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2014.
5. Mahadeo Jaiswal and Ganesh Vanapalli, first edition,ERP Macmillan India, 2013
6. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, second edition Prentice Hall of India, 2009. 7. Summer, ERP, Pearson Education, 2016

Elective-3

MBAT 452 KNOWLEDGE MANAGEMENT

Course Outcome:

- 1-Learn the Evolution of Knowledge management.
- 2-Use the knowledge management tools.
- 3-Develop knowledge management Applications.
- 4-Design and develop enterprise applications.
- 5-Be familiar with some case studies.

Unit 1

Introduction

An Introduction to Knowledge Management - The foundations of knowledge management-including cultural issues- technology applications organizational concepts and processes-management aspects- and decision support systems. The Evolution of Knowledge management : From Information Management to Knowledge Management - Key Challenges Facing the Evolution of Knowledge Management - Ethics for Knowledge Management.

Unit 2

Creating The Culture Of Learning And Knowledge Sharing

Organization and Knowledge Management - Building the Learning Organization. Knowledge Markets: Cooperation among Distributed Technical Specialists – Tacit Knowledge and Quality Assurance.

Unit 3

Knowledge Management-The Tools

Telecommunications and Networks in Knowledge Management - Internet Search Engines and Knowledge Management - Information Technology in Support of Knowledge Management - Knowledge Management and Vocabulary Control - Information Mapping in Information Retrieval - Information Coding in the Internet Environment - Repackaging Information.

Unit 4

Knowledgemanagement-Application

Components of a Knowledge Strategy - Case Studies (From Library to Knowledge Center, Knowledge Management in the Health Sciences, Knowledge Management in Developing Countries).

Unit 5

Future Trends And Case Studies

Advanced topics and case studies in knowledge management - Development of a knowledge management map/plan that is integrated with an organization's strategic and business plan - A case study on Corporate Memories for supporting various aspects in the process life -cycles of an organization.

Text Book:

1. Srikantiah.T. K., Koenig, M., “Knowledge Management for the Information Professional” Information Today, Inc., 2000.
2. Nonaka, I., Takeuchi, H., “The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation”, Oxford University Press, 1995.

Elective-4

MBAT 453 MANAGING IT-ENABLED SERVICES

Course Outcome:

- CO1 To acquaint the student with Internet security and cyber laws.
- CO2 To understand the conceptual framework of IT enabled services
- CO3 To be aware about Service Quality & Customer Satisfaction
- CO 4 To understand the strategic framework of IT Enabled services

UNIT I

Service: A Conceptual Framework, Strategic Planning for Services, Services Marketing Mix, Customer Behavior and Services, STP Strategies in Service Marketing, Service Delivery Process

UNIT II

Information Technology and Service Management, IT Enabled Services: Strategic Framework.

UNIT III

Overview of IT Enabled Service: Call Centre, Medical Transcription, Data Processing and Back Office Operation, Web Enabled Education, Content Development and Multimedia Animation, GIS Services. Ventures in IT Enabled Services and Business Process Outsourcing.

UNIT IV

IT Enabled Services: Banking, Insurance. IT Enabled Customer Interaction Services, Call Centre. IT Services: Enterprises Wide Integration, Networking Services, Database Management Services, IT Consulting Services.

UNIT V

Measuring Service Quality and Satisfaction, Customer Relationship Management, Web Enabled Services, Health Care Services, Travel and Tourism Services, Hospitality Services, Telecom Services, Transportation Services, Infrastructure Services.

SUGGESTED READINGS

- 1.Services Marketing: Integrating customer focus across the firm. Valarie A Zeithaml, Dwayne D Gremler, Mary Jo Bitner, Ajay Pandit, 2008. Tata Mc Graw Hill
- 2.Information Technology Enabled Customer Service. Edited by Tapio Reponen, 2002, Idea Group Publishing, 978- 1591400486.
- 3.Effective IT Service Management, Rob Addy, Springer, 2007
4. IT Service Management-An Introduction, Jan Van Bon, Georges Kemmerling, Dick Pondman, ItsMF-Canada, 2002, ISBN 9789080671348

Elective-4

MBAT 454 Data Warehousing & Data Mining

Course Outcome:

1. Understand the concepts of Data Warehousing
2. Understanding how Data warehouses can be used for decision support, trend analysis, business forecasting etc.
3. Understand how Data mining transforms data into intelligent business insight.
4. Understand the knowledge discovery process including data selection, cleaning, coding, using different statistical pattern recognition and machine learning techniques, and reporting and visualization of the generated structures.
5. Compare the various approaches to data warehousing and data mining implementations

Unit 1

Data Warehousing concepts: Introduction to Data warehousing, Difference between DWH and OLTP-based DBMS environments Development Process: DW development life cycle, DW development Methodologies, DW Process framework, Data Warehouse Design, Detailed Dimensional Modeling, Reporting and Query tools, ,Data Extraction, Transformation and Loading Process, Meta Data Management, Data Marts, OLAP

Unit 2

Data Mining concepts: Data Mining fundamentals: Data types & Functionalities, Patterns in Data, Types of Data Mining, Data Preprocessing, cleaning, integration and reduction

Unit 3

ASSOCIATION RULE MINING AND 9 18 CLASSIFICATION Mining Frequent Patterns, Associations And Correlations – Mining Methods – Mining Various Kinds Of Association Rules – Correlation Analysis – Constraint Based Association Mining – Classification And Prediction – Basic Concepts – Decision Tree Induction – Bayesian Classification – Rule Based Classification – Classification By Back Propagation – Support Vector Machines – Associative Classification – Lazy Learners – Other Classification Methods – Prediction

Unit 4

CLUSTERING AND TRENDS IN DATA MINING Cluster Analysis – Types Of Data – Categorization Of Major Clustering Methods – K-Means– Partitioning Methods – Hierarchical Methods – Density-Based Methods –Grid Based Methods – Model-Based Clustering Methods – Clustering High Dimensional Data – Constraint – Based Cluster Analysis – Outlier Analysis – Data Mining Applications. Overview of Text Mining, Web mining & Multimedia Data Mining

Unit 5

Practical: Hands on training on the concepts taught using tools such as XML Miner & WeKA Students are required to make presentation on applications of Data mining in business areas like Risk management and targeted marketing, Customer profiles and feature construction, Medical applications, Scientific Applications etc.

Suggested Textbook:

1. Alex Berson and Stephen J. Smith, Data warehousing, data mining & OLAP, McGrawHill
- 2 Jiawei Han and Micheline Kamber, Data Mining Concepts And Techniques, Elsevier
- 3 George M. Marakas, Modern data mining warehousing, mining and visualization, Pearson
- 4 Soumendra Mohanty, Data Warehousing: Design, Development and best practices McGrawHill
- 5 Paulraj Ponnaiah, Data warehousing fundamentals Wiley
- 6 Ralph Kimball, The Data warehouse Life cycle tool kit, Wiley
- 7 Alan R Simon, Steven L Shaffer, DW and BI for e-Commerce, Morgan Kaufman Publication
- 8 Jeffrey Hoofer , Mary B. Prescott Modern database management systems, Pearson Education
- 9 Sam Anahory & Dennis Murray Data warehousing in the real world, Addison Wesley

LOGISTICS & SUPPLYCHAINMANAGEMENT

Elective-1

MBAT 361 FUNDAMENTAL OF LOGISTICS AND SUPPLY CHAIN

Course Outcomes:

1. To understand the strategic role of logistics management
2. To study the important modes of logistics operations
3. To Know supply chain techniques in an international perspective.
4. Able to understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.
5. Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization globally.

Unit 1

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships.

Unit 2

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships.

Unit 3

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR;

Unit 4

Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.

Unit 5

Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing Customs Formalities- Clearing , Distribution to Units.

Text Books:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Pierre David, “International Logistics”, Biztantra.
5. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.

Elective-1

MBAT 362 DESIGNING AND MANAGING SUPPLY CHAIN

Unit 1

STRATEGIC FRAMEWORK TO ANALYZE SUPPLY CHAINS

Understanding the Supply Chain, Supply Chain Performance: Achieving Strategic Fit and Scope, Supply Chain Drivers and Obstacles

Unit2

SUPPLY CHAIN NETWORK

Designing the Distribution Network in Supply Chain, Network Design in the Supply Chain, Network Design in an Uncertain Environment

Unit 3

PLANNING DEMAND AND SUPPLY IN A SUPPLY CHAIN

Demand Forecasting in a Supply Chain, Aggregate Planning in the Supply Chain, Planning Supply and Demand in the Supply Chain

Unit 4

PLANNING AND MANAGING INVENTORIES IN A SUPPLY CHAIN

Managing Economies of Scale in the Supply Chain: Cycle Inventory, Managing Uncertainty in the Supply Chain: Safety Inventory, Determining Optimal Level of Product Availability

Unit 5

SOURCING, TRANSPORTING, AND PRICING PRODUCTS

Sourcing Decisions in a Supply Chain, Transportation in the Supply Chain, Pricing and Revenue Management in the Supply Chain

TEXT BOOKS:

1. Pierre David, International Logistics: The Management of International Trade Operations Paperback – Import, 1 Dec 2013.
2. John Mangan, Chandra Lalwani, “Global Logistics and Supply Chain Management”, Tim Butcher John Wiley & Sons, 2nd Edition, 2011.

REFERENCE BOOKS:

1. David Simchi, Levi, Philip Kaminsky, Ravi Shankar, “Designing & Managing the Supply Chain”, Tata McGraw Hill, 14th Edition, 2010.
2. Ross D.F, “Competing through Supply Chain Management”, Chapman & Hall, 6th Edition, 2009.
3. WoodsD,A. Barone,P.Murphy, D.Wardlow, “International logistics”, Chapman & Hall, 1998

Course Outcomes

1. Design about sales and operations planning process
2. Learn how to use physical inventories and cycle counting
3. Plan about supply chain sourcing.
4. Gain knowledge about the distribution requirements planning.
5. Illustrate on the various modes of transportation and the selection decisions

Elective-2

MBAT 363 GLOBAL SUPPLY CHAIN & OUT SOURCE MANUFACTURING

UNIT1.

INTRODUCTION

International Logistics and Supply chain management: meaning and objectives, importance in global economy, Characteristics of global supply chains,: Supply chain relationship to business performance, Key tasks of logistics and supply chain managers, Role of Government in controlling international trade and its impact on Logistics and supply chain

SUPPLY CHAIN STRATEGY: Supply chain as a competitive advantage, Global Supply chain strategy, Structuring supply chain capabilities, Business matching supply chain design with business strategy

UNIT 2.

TRANSPORTATION:

Strategic importance of transport in global logistics, Logistical objectives of transport, International Ocean, Air Transportation, and Land Transportation: types, characteristics and salient features, Intermodal transportation in international operations, Factors influencing mode and carrier selection decision.

INVENTORY FLOW AND MODELING: Approaches to Inventory Management in Global Supply Chain Management; Distribution Resource Planning; Symptoms Of poor inventory management, Modeling in Supply chain: inventory models, safety stock determination for service level, and lead time; forecasting models, routing problem

UNIT 3

OUTSOURCING AND LOGISTICS SERVICE PROVIDERS

Intermediaries and Alliances in Global Logistics, Meaning of 3 PL and 4 PL service providers, Role in Global logistics, types of services, Considerations for hiring 3PL and 4 PL service providers Concept and need of outsourcing, Determinants for outsourcing decisions, Role of outsourcing in global supply chain management
CUSTOMER SERVICE: The marketing and logistics interface, Customer service and customer retention, Service driven logistics systems, customer service priorities and standards, Customer service strategy

Unit 4

PLANNING GLOBAL SUPPLY CHAIN

Planning the global supply chain, Network design for global supply chain management, Risk management in the global context, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains

GLOBAL TRADE ENVIRONMENT: Global trade environment: various trade blocks/FTZ and their impact on supply chain management, Customs and Regulations, Trade Documentation, International Contracts, Terms of Trade and Term of Payment, International Currency, INCO terms, Logistical packaging, Containerization.

Unit 5

PERFORMANCE MEASUREMENT AND TRENDS

Dimensions of Performance Metrics, Approaches/tools for Performance Measurement, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains, Impediments to improve Performance, Trends, in International supply chain management

Books Recommended:-

1. Douglas Long International Logistics: Global Supply Chain Management Springer- Verlag New York, LLC;2004
2. Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
3. Alan Branch Global Supply Chain Management in International Logistics Routledge2007
4. Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium Blackwell Publishing 2006
5. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishers

Course Outcomes

At the end of the course, the students will be able to:

- 1 State the factors influencing global market forces.
- 2 Apply understanding of the global implications of supply chain management and List the issues in international supply chain management.
- 3 Clarify the regional and cultural differences in logistics.
- 4 Understand meaning of 3 PL and 4 PL service providers and its role in Global logistics
5. Understand the importance of outsourcing in global supply chain management

Elective-2

MBAT 364 INTERNATIONAL LOGISTICS

Unit1

Global Logistics

Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.

Unit2

Components of Logistics

Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling

Unit 3

General Structure of Shipping and Developments in Ocean Transportation

Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects.

Unit 4

Air Transportation

Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier - Consignee Liabilities; Indian Air Industry: Problems and Prospects.

Unit 5

Supply Chain Management

Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR

Suggested Readings

1. Asopa, V.N.: *Shipping Management: Cases and Concepts*, Macmillan, New Delhi.
2. Desai, H.P.: *Indian Shipping Perspectives*, Anupam Publications, Delhi.
3. Khanna, K.K.: *Physical Distribution*, Himalaya Publishing, Delhi.
4. Bowersox, Donal J and Closs, David J: *Logistical Management*, Tata McGraw Hill, New Delhi.
5. Shipping Documents and Reports, UNCTAD
6. Sople, V.V.: *Logistics Management*, Pearson, New Delhi
7. Agarwal, DK.: *Text Book of Logistics and Supply Chain Management*, Macmillan, New Delhi
8. Muthiah, Krishnaveni: *Logistics and World Sea Borne Trade*, Himalaya Publishing House, Mumbai
9. Chopra, Sunil. Meindl, Peter and Kalra, DV.: *Supply Chain Management*, Pearson, New Delhi

Elective-3

MBAT 461 GREEN LOGISTICS

Unit 1

Green Logistics and Transportation

Green Logistics and Transportation, Definitions of Green Logistics, Critical drivers of Green Logistics. Green transportation and logistics practices – Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics, Assessing the environmental impacts of freight transport: Introduction, Environmental impacts, Environmental standards, measuring the environmental impact of freight transport.

Unit 2

Green Purchasing and Warehousing

Green Procurement and Purchasing – Definitions of green purchasing – Drivers of green purchasing – Green purchasing strategies – Green purchasing performance measurement –Green Supplier Development and Collaboration.

Introduction to warehousing- its meaning and concept, Scale of the environmental impact, Increasing resource intensity, Framework for assessing the environmental impact of warehouses, Ways of reducing the environmental impact.

Unit 3

Reverse Logistics For The Management of Waste²⁴²

Meaning and concept of reverse logistics, Waste management in the context of reverse logistics, The impact of waste treatment legislation, Reuse, refurbishment markets and take-back schemes, Managing waste as part of a sustainable reverse process

Unit 4

E-Business, E-Logistics And The Environment

Meaning and Concept; Business-to-business (B2B), Business-to consumer (B2C), Restructuring of the supply chain, the environmental impact of e-commerce.

Unit 5

Public Policy Perspective

The role of government in promoting green logistics- Introduction, Objectives of public policy on sustainable logistics, Policy measures, Reducing freight transport intensity, Shifting freight to greener transport modes, Improving vehicle utilization, Increasing energy efficiency, cutting emissions relative to energy use, Government sponsored advisory and accreditation programmes.

Recommended Textbook:

1. McKinnon, A. Browne, M. Whiteing, A. (2015). Green Logistics: improving the environmental sustainability of logistics. (3rd edn). London: Kogan Page. (eBook available).

Other Reading:

1. Beamon B. (1999). Designing the green supply chain. Logistics Information Management. Vol. 12, No. 4, pp. 332-342
2. Dale S. Rogers and Ronald Tibben-Lembk. (2001). An examination of reverse logistics practices. Journal of Business Logistics. Vol.22, No. 2, pp.129-148
3. Nouria I., Y. Frein, A. B. Hadj-Alouane. (2013). Optimization of manufacturing systems under environmental considerations for a greenness-dependent demand. International Journal of Production Economics. DOI: 10.1016/j.ijpe.2013.12.024.

Course Outcomes

1. Students will be able to explain environmental issues about logistics and supply chain management.
2. Students will be able to discuss the reasons and challenges for green logistics activities.
3. Students will be evaluate how operations are interlinked with green logistics activities.
4. The students will be able to analyze supply chain's effects on the environment.
5. Student will be able to combine their theoretical knowledge with practical knowledge.

Elective 3

MBAT 462 LEAN SIX SIGMA

Unit1

Lean Manufacturing: Principle and tools

Evolution of Just-In-Time and Lean Manufacturing – Principle – Seven wastes – Just-In-Time (JIT)

– One-Piece or Continuous Flow – Kanban or Pull System – Basic tools such as 5S, Kaizen, Poka-Yoke and Single-Minute Exchange of Dies (SMED)

Unit 2

Technique: Value stream mapping

Value Stream Mapping (VSM) – Material and Information Flow – VSM symbols – Identification of Product or Product Family – Current-State Mapping – Future-State Mapping by key questions – Plan and Implementation.

Unit 3

Six sigma

Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts.

Unit 4

DMAIC: TOOLS

Define – Measure – Analyze – Improve – Control – SIPOC model – VOC – CTQ – Seven Quality or SPC tools such as Pare Analysis, Cause and Effect Diagram, Control Charts etc. – Process Capability Analysis such as C_p , C_{pk} – Design of Experiments (DoE).

Unit 5 Lean

six Sigma

The Synergy of Six Sigma and Lean – Lean Six Sigma – Principle – Lean tools in DMAIC – Implementation of Lean Six Sigma.

Text Books:

1. Feld, W. M., Lean Manufacturing tools, Techniques and How to Use Them, St. Lucie Press, Florida,2000.
2. Michael L. George, et al., The Lean Six Sigma Pocket toolbox: A Quick REFERENCES Guide Nearly 100 tools for Improving Process Quality, Speed, and Complexity, McGraw-Hill,2005.

References:

1. Rother, M. and Shook,J.,Learning see: Valuestrean mapping create value and eliminate muda, The lean enterprises institute Brookline, Massachusetts, USA,1999.
2. Liker, J., The yota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw-Hill Education,2004.
3. Pyzdek, T. and Keller, P. A., The Six Sigma Handbook, Fourth Edition, McGraw-Hill Professional,2014.
4. George, M. L., Rowlands, D. and KastleB.,What is Lean Six Sigma 1st Edition, McGraw-Hill Education,2003.

Course Outcomes

- 1) Illustrate the seven principles of Lean Six Sigma
- 2) Gain and extensive knowledge base of Six Sigma
- 3) Distinguish between the importance of eliminating waste, reducing defects, and improving process flow.
- 4) Apply DMAIC thinking to improvement

5) Gather, analyze, and interpret data using flow charts, Ishikawa and SIPOC diagrams, and value stream maps

Elective 4

MBAT 463 LEAN SUPPLY CHAIN MANAGEMENT AND SUPPLIER RELATIONSHIP MANAGEMENT

Unit- 1

Introduction To The Lean Supply Chain

Analyzing the Lean supply chain maturity model, Evolution of the Lean supply chain, Essential problem-solving skills for the Lean supply chain professional, Value-stream mapping for the Lean supply chain

Unit- 2

Understanding And Responding To The Market

Indispensable Lean "Voice of the Customer" tools, Expert tips for Lean demand management planning and target costing, Top Lean tools and techniques for product and process design

Physical And Virtual Lean Supply Chain Design

Vital risk management factors, Lean sourcing: applying Lean thinking and leveraging supplier capabilities, Lean logistics planning: integrating the logistics; 3PL, cross-docking, milk runs and proximity

Unit- 3

Lean Suppliers, Channels And Customers

Impact of globalization on the Lean supply chain, Must-know enterprise resource planning (ERP) vocabulary, structure and principles, Leveraging ERP in supply chain planning, Successful sales and operations planning, Proven Lean supply chain tools for the perfect order

IT And Communications For The Lean Supply Chain

Crucial Lean IT elements for the Key business-process management (BPM) tools to support Lean supply chain control and execution

Unit –4 Lean Demand Management And Execution

Transforming your organization in to a Lean SCM culture, Fundamentals of TAKT time, flow and changeover, Lean data management, Leveraging "theory of constraints" thinking in the Lean supply chain

Unit –5lean Supply Chain Execution

Assuring the quality of products, services and information in the Lean supply chain, Lean inventory optimization, Lean supply chain accounting and metrics

Continuous Improvement In The Lean Supply Chain

Powerful Kaizen programs for Lean SCM, Dot Company Lean simulation, Human development in Lean SCM: getting the "people" part right

Recommended Books:

1. Douglas Long International Logistics: Global Supply Chain Management Springer- Verlag New York, LLC;2004
2. Philippe-Pierre Dornier, PanosKouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
3. Alan Branch Global Supply Chain Management in International Logistics Routledge2007
4. Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium Blackwell Publishing 2006

5. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishers

Course Outcomes

1. To understand issues & challenges in implementing & developing lean manufacturing techniques from TPS & its contribution for improving organizational performance.
2. Apply lean techniques to bring competitive business culture for improving organization performance
3. Analyze how lean techniques can be applied to manufacturing & service industry
4. Developing lean management strategy for Supply chain management
5. Analyzing how lean technique can create value generation for organization.

Elective 4

MBAT 464 ENTERPRISE RESOURCE PLANNING FOR MANAGERS

Course Outcome :

- To understand the business process of an enterprise
- To grasp the activities of ERP project management cycle
- To understand the emerging trends in ERP developments
- Knowledge of ERP implementation cycle
- Awareness of core and extended modules of ERP

UNIT I

INTRODUCTION

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

UNIT II

ERP SOLUTIONS AND FUNCTIONAL MODULES

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

UNIT III

ERP IMPLEMENTATION

Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation Consultants, Vendors and Employees.

UNIT IV

POST IMPLEMENTATION

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V

EMERGING TRENDS ON ERP

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics- Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

REFERENCE TEXT :

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2014.
5. Mahadeo Jaiswal and Ganesh Vanapalli, ERP, Macmillan India, 2013
6. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, second edition Prentice Hall of India, 2009.
7. Summer, ERP, Pearson Education, 2016

AGRIBUSINESS MANAGEMENT

Elective-1

MBAT 371 AGRIBUSINESS AND RURAL ENVIRONMENT

Unit1

Introduction to agribusiness environment, Key factors of agribusiness environment - finance, infrastructure, legal and regulatory framework, Stakeholders in the establishment of enabling environments - public as well as private roles.

Unit2

Importance of rural community in Indian economy, Status of Employment, Income and Consumption in Rural India, Characteristics of Indian Rural community. Role of Agriculture in Indian Economy.

Unit3

Structure of Agriculture - Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector.

Unit4

Rural Socio- economic change, Land Reforms, Agrarian transition - Pre-green revolution and post-green revolution, rural financial inclusion as well as exclusion, Rural technological inclusion as well as exclusion. Rural Urban Migration and its impact on agriculture, Globalization and rural economy, Impact of Media on Rural Culture.

Unit5

Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries.

Suggested readings:

1. Deshpande, R.S. and Arora, S., 2010, Agrarian crisis and farmers suicides. Sage publications, Delhi.
2. Gupta, K.B., Siddiqui, F. and Alam, I., 2014, Rural Management, CBS Publishers and Distributors Pvt .Ltd. ,Delhi.
3. Konig, G., DaSilva, C.A. and Mhlanga, N., 2013, Enabling environments for agribusiness and agro-industries development: Regional and country perspectives ,FAO, Roma (Italia).
4. Palanithurai, G. and Ramesh, R., 2011, Globalisation and rural development. Concept publishing company, Delhi.
5. Sabharwal, D., 2002, New Technology and Agrarian Change, Sanjay Publication, Delhi.

6.Singh,K.,2009,RuralDevelopment:Principles,PoliticsandManagement, Sage Publications India Pvt. Ltd. ,Delhi.

S.no	Course Outcomes (CO's)
1	To illustrate understanding of basic agribusiness concepts, principle practices.
2	To understand Importance of rural community in Indian economy
3	To summarize the concept and process of agribusiness
4	To develop an understanding of Structure of Agriculture
5	To predict the dynamics of Rural Socio-economic change and Land Reform and to focus on emerging trends in agribusiness with aspect to production, marketing and exports.

Elective-1

MBAT 372 FOOD AND AGRICULTURAL POLICY

Unit1

Agricultural and Economic Development, Role of Agriculture in Economic/Rural Development, Theories of Agricultural Development, Population and Food supply, Need for sound Agricultural Policies, Planning for Agricultural Growth-Agricultural Policy and Programmes under Planning Periods

Unit2

Policy on Agrarian Reforms: Abolition of intermediaries, Tenancy Reform, Ceiling of Agricultural Land holdings, Impact of Land Reforms on Farming Community, Fragmentation of Landholdings.

Unit3

Agricultural Price Policy, Role of CACP ,state intervention :Concept of Minimum Support Price and Procurement Price. Reforms in Agricultural Produce Marketing Committee Act- Direct marketing, contract farming, private markets etc.

Unit4

Attainment of Self Sufficiency in Food grains: Policy initiatives in respect of Agricultural Inputs (Water, Seed, Fertilizer Policy), Promotion of Plant nutrients, Fertilizer subsidy, Agricultural Credit and Insurance; Enforcement of Minimum Wage in Agriculture, policy options for sustainable agricultural development, Agricultural taxation.

Unit 5

Government policy and problems in marketing of food products in current scenario.

Suggested Readings:

- 1.Acharya,S.S.and Agarwal,N.L.,1994, Agricultural Prices-Analysis and Policy. Oxford and IBH Publishing, Delhi

2. Bhaumik, S.K., 2008, *Reforming Indian Agriculture: Towards Employment Generation and Poverty Reduction: Essays in Honour of G.K. Chadha*, Sage Publications India Private Limited, Delhi.
3. Gandhi, V. P. and Patel, N.T., 2006, *Reform of the Subsidy Regime Implications for the Agriculture Sector: Review Study on Fertilizer, Seed, Diesel and Credit Subsidies*, IIM Ahmedabad
4. Ganesh-Kumar, A., Gulati, A. and Cummings Jr, R., 2007, *Food grains Policy and Management in India* retrieved from <http://www.igidr.ac.in/pdf/publication/PP-056.pdf>
5. Singh, K., 2009, *Rural development: Principles, Politics and Management*. Sage Publications India Pvt. Ltd., Delhi.

S.no	Course Outcomes (CO's)
1	To illustrate understanding of basic agribusiness concepts, principles and practices also to understand Importance of rural community in Indian economy
2	To summarize the concept and process of agribusiness
3	To develop an understanding of Structure of Agriculture
4	To predict the dynamics of Rural Socio-economic change and Land Reforms
5	To know government policies with regard to agriculture and the difficulties in marketing of food products.

Elective-2

MBAT 373 AGRIBUSINESS FINANCIAL MANAGEMENT

Unit 1

Role and Importance of Agricultural Finance. Financial Institutions and credit flow to rural /priority sector. Agricultural lending– Direct and Indirect Financing- Financing through Co-operatives.

Unit2

NABARD and Commercial Banks and RRBs .District Credit Plan and lending to agriculture/ priority sector. Micro-Financing and Role of MFI's- NGO's, and SHG's.

Unit3

Lending to farmers–The concept of 3C's, 7P's and 3R's of credit. Estimation of Technical feasibility, Economic viability and repaying capacity of borrowers and appraisal of credit proposals. Understanding lenders and developing better working relationship and supervisory credit system. Credit inclusions– credit widening and credit deepening.

Unit4

Risks in financing agriculture. Risk management strategies and coping mechanism. Crop Insurance programmes–review of different crop insurance schemes–yield loss and weather based insurance and their applications.

Unit 5

Precautions and procedural formalities of financing: pre, progress and post financing requirements, Reserve Bank of India (RBI) guidelines

Suggested Readings:

- 1.Chandra, P., 2000, Financial Management. Tata McGraw Hill.
- 2.Khan,M.Y.and Jain,P.K.,2004,Financial Management :Text, Problems and Cases. Tata McGraw Hill.
- 3.Nelson, A.G.andMurrey,W.G.,1988,Agricultural Finance, Kalyani Publ.
4. Pandey, I. M.,1997,Financial Management, Vikas Publ .House.
5. Rais,A.,2012,Agriculture,Rural Banking and Micro Finance in India.New Century Publ.
6. Reddy,S.,Ram,R.,Sastry,N.T.V.and Devi,B.,2009,Agricultural Economics. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi.

S.no	Course Outcomes (CO's)
1	To illustrate Role and Importance of Agricultural Finance
2	To understand the applications of NABARD
3	To summarize the concept of 3C's, 7P's and 3R's
4	To predict the Risks in financing agriculture
5	To understand various precautions and formalities of financing also and guidelines given by RBI

Elective-2

MBAT 374 FARM BUSINESS MANAGEMENT

Unit1

Nature, scope, characteristics and role of farm business management ;farm management decisions; farm management problems, Types and Systems of Farming.

Unit2

Principles of farm management decisions –principle of variable proportion, cost principle, principle of factor substitution, law of equi marginal returns, opportunity cost principle, etc.

Unit3

Tools of farm management and farm business analysis- farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

Unit 4

Farm machinery selection for different farm size and for different agro climatic conditions, scheduling of farm operations for higher efficiencies, indices of machine performance.

Unit5

Management of farm resources–Land, Labour, Farm machinery, Farm building, etc.; Risk and uncertainty in farming- sources of uncertainty in farming, management strategy to counteract uncertainty and decision making process in farm business management under risks and uncertainty.

Suggested Readings:

1. Heady, E.O. and Jensen, H., 1960, Farm Management Economics, Prentice Hall.
2. Johl, S.S. and Kapoor, T.R., 1973, Fundamentals of Farm Business Management, Kalyani Publ.
3. Kahlon, A.S. and Singh, K., 1992, Economics of Farm Management in India. Allied Publ.
4. Panda, S.C., 2007, Farm Management and Agricultural Marketing, Kalyani Publ.
5. Raju, V.T. and Rao, D.V.S., 2015, Economics of Farm Production and Management, Oxford and IBH Publ.

S.no	Course Outcomes (CO's)
1	To illustrate characteristics and role of farm business management
2	to apply the farm management decisions
3	To summarize the concept of Tools of farm management and farm business analysis
4	To know the selection criteria of farm machinery, size under various agro climatic
5	To predict the Management of farm resources

Elective-3

MBAT 471 AGRI-SUPPLY CHAIN MANAGEMENT

Unit1

Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.

Unit2

Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management .Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases ,Contract/ Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirement Planning, Just in Time(JIT), Vendor Managed Inventory(VMI).

Unit3

Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.

Unit4

Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management-Benchmarking: introduction, concept and forms of Benchmarking.

Unit 5

Issues in marketing and customer service with special reference to agri business: changing environment the importance of CRM, Gap analysis for customer service management, efficient customer response planning for uncertainty, product costing for uncertainty.

Suggested Readings:

1. Acharya,S.S.,andAgarwal,N.L.,2011, Agricultural marketing in India. Oxford and IBH.
2. Altekar, R. V., 2006, Supply Chain Management: Concepts and Cases.PHI.
3. Chopra,S.,Meindl,P. and Kalra,D.V.,2016,Supply chain management: Strategy, Planning, and Operation, Pearson Education India.
4. Monczka,R., Trent,R. And Handfield,R.,2002, Purchasing and Supply Chain Management. Thomson Asia.
5. Van Weele,A.J.,2000, Purchasing and Supply Chain Management Analysis, Planning and Practice, Vikas Publ. House.

S.No	Course Outcomes (CO's)
1	To illustrate characteristics of Agricultural Supply Chain
2	To analyse the Demand Management in Supply Chain
3	To summarize the concept of Agri Logistics Management
4	To predict the Concept of Information Technology
5	To forecast the issues in marketing and customer service (CRM) with reference to agri

ELECTIVE- 3

MBAT 472 FOODTECHNOLOGYANDPROCESSINGMANAGEMENT

Unit 1

Present status of food industry in India; organizational structure of agro-industry ;major dimensions of agro based industries; unit operations of food industry; deteriorative factors and their control, Laws and regulation related to food industry

Unit 2

Principles of food preservation and 'processing ;preservation through temperature reduction, water removal, radiation, heat processing, fermentation and use of preservatives, technology of extrusion, solvent extraction, refining and hydrogenation, food additive and toxicology.

Unit 3

Management of functional areas of food processing units-capacity planning, sourcing of raw material, Analysis of costs in food organization, Storage, Packaging, Transportation and Distribution of food products. Risk management, quality management in food industry- quality standards and ISO

Unit 4

HACCP- - Prerequisites; GMP/GHP, Cleaning and Sanitation, Pest Control, Recall Procedures. Principles and steps of HACCP Plan, Hazard Identification, Risk assessment Risk communication with communication agencies and Hazard analysis, CCP Decision Tree, HACCP Plan.

Unit 5

Case studies on project formulation in various types of food industries –milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc.

Suggested Readings:

1. Acharya, S.S. and Agarwal, N.L., 2011, Agricultural Marketing in India, Oxford and IBH.
2. Clute, M., 2017, Food Industry Quality Control Systems, Crc. Press, London.
3. Singh, D. And Singh, D., 2015, Food Processing and Preservation. Shree Publishers and Distributors, New Delhi.

S.No	Course Outcomes (CO's)
1	To understand different food processing techniques and their management.
2	To analyse the Principles of food preservation and processing
3	To summarize the concept of functional areas of food processing units
4	To understand new concept i.e., HACCP which is implemented by food industry to maintain the quality of product.
5	To predict the Concept of project formulation in various types of food industries

Elective-4

MBAT 473 AGRICULTURAL MARKETING MANAGEMENT

Unit 1

Meaning and scope, agricultural marketing and economic development; Agricultural market structure– meaning, components and dynamics of market structure; marketing strategy–meaning & significance, formulation of marketing strategy; agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer's behaviour.

Unit 2

Product management- product management process and decisions, new product development – significance and classification of new product, stages and estimation of demand of new product; product life cycle.

Unit 3

Pricing policies and practice for agribusiness- determinants of price, objectives of pricing policies and pricing methods. Promotional management- advertising planning and execution; sales promotion; grading and standardization.

Unit 4

Distribution management- storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries–roles and functions; distribution channels involved in agribusiness, APMC Act,.

Unit 5

Retail marketing in the modern age; Importance of e-commerce, business environment for retailing, the digital age and the new global culture for retailing with special reference to food retailing in local, national and global context.

Suggested Readings

1. Acharya, S.S. and Agarwal, N.L., 2011, Agricultural Marketing in India. 4th Ed. Oxford and IBH.
2. Kohls, R.L. and Uhj, J.N., 2005, Marketing of Agricultural Products. 9th Ed. Prentice Hall.
3. Kotler, P., 2002, Marketing Management-Analysis, Planning, Implementation and Control. Pearson Edu.
4. Krishnamacharyulu, C. and Ramakrishan, L., 2002, Rural Marketing. Pearson Edu.
5. Ramaswamy, V.S. and Nanakumari, S., 2002, Marketing Management. 2nd Ed. Mac Millan India.

S.No	Course Outcomes (CO's)
1	To understand components and dynamics of agricultural market structure
2	To analyse the process and decisions of Product management
3	To summarize the concept of Pricing policies and practice for agribusiness
4	To predict the Concept of storage and warehousing
5	To know the concept of retailing and importance of e commerce in agribusiness

ELECTIVE- 4

MBAT 474 INTERNATIONAL AGRIBUSINESS TRADE

Unit1

International trade– basic concepts, Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India. WTO and its implications for Indian economy in general and agriculture sector in particular.

Unit2

TRIPS, TRIMS quotas, anti-dumping duties, quantitative and qualitative restrictions, tariff and non-tariff measures, trade liberalization, subsidies, green and redboxes, issues for negotiations in future in WTO; Countervailing Duty Measures and carbon trade, SPS Agreement. Regional economic groupings

Unit3

Composition of India's foreign trade policy; India's balance of payments; interregional Vs international trade; tariffs and trade control; exchange rate; the foreign trade multiplier. Export promotion institutions with special emphasis on EPCs and commodity boards, MPEDA, APEDA and service institutes. Role of ECGC in insurance

Unit4

Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries, export procedures & documentations. International marketing-market entry

methods, international product planning, pricing, promotion, distribution, problems of exporters, legal dimensions of international marketing.

Unit5

Institutional infrastructure for export promotion in India, export assistance, State trading in imports and exports, working of the State trading organisations in India

Suggested Readings:

- 1.Anant,K.,Sundaram and Stewart,B.J.,2010,The International Business:Text and cases, PHI.
- 2.BhallaV.K.,1993,International Economy-Liberalisation Process.Anmol, New Delhi.
- 3.Cherunilam,F.,2010,International Business- Text and Cases.PHI.
- 4.Economic Survey of India(various issues), Ministry of Finance, GOI.
5. Eiteman, D. K. and Stopnehill,A.L.,1986,Multinational Business Finance.

Addition Wesley, New York.

- 6.Paul,J.,2013, International Business.PHI.
- 7.SubbaRao, P., 2008,InternationalBusiness Text and Cases.HPH.

S.No	Course Outcomes (CO's)
1	To understand International agricultural trade market structure
2	To analyse the quantitative and qualitative restrictions
3	To summarize the concept of India's foreign trade policy
4	To predict the Concept of Foreign demand, supply side analysis
5	To summarise about export promotion, export assistance role of state trading

BUSINESS ANALYTICS

Elective-1

MBAT 381 BUSINESS ANALYTICS

Unit 1

Introduction To Business Analytics(BA)

Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

Unit 2

Managing Resources For Business Analytics

Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

Unit 3

Descriptive Analytics

Introduction to Descriptive analytics- Visualising and Exploring Data- Descriptive Statistics- Sampling and Estimation- Probability Distribution for Descriptive Analytics- Analysis of Descriptive analytics

Unit 4

Predictive Analytics

Introduction to Predictive analytics- Logic and Data Driven Models- Predictive Analysis Modeling and procedure-Data Mining for Predictive analytics.Analysis of Predictive analytics

Unit 5

Prescriptive Analytics

Introduction to Prescriptive analytics-Prescriptive Modeling-Non Linear Optimisation-Demonstrating Business Performance Improvement.

Suggested Readings

- 1.Marc J.Schniederjans,Dara G.Schniederjans and Christopher M.Starkey,"Business Analytics Principles,Concepts and Applications- What, Why, and How" ,Pearson Ed,2014
- 2.Christian Albright S and WayneL.Winston,"Business Analytics-Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015.
- 3.JamesR. Evans, "Business Analytics- Methods, Models and Decisions",Pearson Ed,2012.

COURSE OUTCOMES:

- 1.Ability to understand the role of Business Analytics in decision making
- 2.Ability to identify the appropriate tool for the analytics scenario
- 3.Ability to apply the descriptive analytics tools and generate solutions
- 4.Understanding of Predictive Analytics and applications
- 5.Knowledge of Prescriptive Analytics and demonstrating business process improvement

Elective-1

MBAT 382 BLOCK CHAIN TECHNOLOGY

UNIT I INTRODUCTION

Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance,Turing Complete. Cryptography: Hash function, Digital Signature-ECDSA, Memory Hard Algorithm, Zero Knowledge Proof.

UNIT II BLOCKCHAIN & APPLICATIONS

Introduction to Block chain, Gartner's Hype Curve and Evolution of Block chain Technology, Block chain Need & Genesis, Key Characteristics of Blockchain, Blockchain Structure, Blockchain types and Network, Mining and Consensus, How Blockchain Works, Bitcoin Whitepaper, Understanding Bitcoin, Components of a Block, Forks: soft & hard forks, Ummer blocks, Different forks from Bitcoin, Wallets, Transactions, Public & Private keys, Blockchain Applications: Internet of Things, Medical Record Management System, Do-main Name Service and future of Blockchain.

UNIT III CRYPTOCURRENCY

History, Distributed Ledger, Bitcoin protocols –Mining strategy and rewards, Ethereum-Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Sidechain, Namecoin. Cryptocurrency Regulation: Stakeholders, Roots of Bitcoin, Legal Aspects-Cryptocurrency Exchange, Black Market and Global Economy.

UNIT IV ETHEREU

Need of Ethereum, Ethereum Foundation, Ethereum Whitepaper, How Ethereum Works, Ethereum network, Ethereum Virtual Machine, Transactions and Types, Mining & Consensus, Smart Contracts.

UNIT V HYPER LEDGER FABRIC

Hyperledger, Hyperledger Fabric, Comparison between Fabric & Other Technologies, Fabric Architecture, Components of Hyperledger Fabric, Advantages of Hyperledger Fabric Blockchain, How Hyperledger Fabric Works.

Suggested Readings:

1. Imran Bashir, Mastering Blockchain, Packt Publishing, March 2017
2. Debajani Mohanty, BlockChain: From Concept to Execution, BPB Publications, 2nd edition, 2018
3. Artemis Caro, Blockchain: Bitcoin, Ethereum & Blockchain: The Beginners Guide to Understanding the Technology Behind Bitcoin & Cryptocurrency, 2017
4. Andreas M. Antonopoulos, Gavin Wood, Mastering Ethereum: Building Smart Contracts and D Apps, O'REILLY, 2018
5. Nitin Gaur, Luc Desrosiers, Venkatraman Ramakrishna, Petr Novotny, Dr. Salman A. Baset and Anthony O'Dowd, Hands-on Blockchain with Hyper ledger, Packt Publishing, 2018.

Course OUTCOMES:

1. Ability to apply the concepts of FinTech and critically evaluate its role in financial services.
2. Ability to apply the concept of new generation commerce and new operating models for banks.
3. Knowledge to use the concepts of FinTech in wealth management, personal finance management, crowdfunding and crowdinvesting.
4. Apply the concept of cryptocurrencies, risk associated with crypto market and cost involved.
5. Critically evaluate the role of FinTech in financial services and understand recent developments such as Distributed ledger for identification, Identification for Unbanked-Unique identification system in India, Cybercrime, Cybersecurity categories

Elective-2

MBAT 383 ECONOMETRICS

Course Objective:

- To understand the importance of econometrics with statistical concepts, regression analysis, time series and forecasting

Unit 1

Introduction

Historical perspective of Econometrics – Econometrics – Importance of Econometrics – Types of Econometrics – Methodology of Econometrics

Unit 2

Basic Statistical Concept

Probability – Hypothesis Testing – Univariate Statistics – Bivariate Statistics – Analysis of Variance – Correlation

Unit 3

Regression Analysis

Historical origin of the term regression – The modern interpretation of regression – Statistical versus deterministic relationships – Regression versus causation – Regression versus correlation – Two Variables Regression analysis

Unit 4

Time Series

Basics of Time Series Box – Jenkins Methods – Error Measurements – Univariate Time Series Modelling.

Unit 5

Econometric Forecasting

Forecasting with moving averages, linear trend, exponential trend – Forecasting with linear regression – Classical time series decomposition – Measures of forecast performance: Mean square error and root mean square error

Text Books:

1. Gujarati D & Porter D. Basic Econometrics 5th edition, McGraw-Hill Education, India, 2008

REFERENCE BOOKS:

1. Gujarati D. Econometrics By Example Indian, Palgrave Macmillan, India, 2012.
2. Kaur N. & Shyamala A. A text book on Econometrics, Vishal Publishing, India, 2013.
3. Stock J. & Watson M. Introduction to Econometrics, Pearson Education, India, 2015.

S.no	Course Outcomes (CO's)
1	To understand the basis of econometrics.
2	To understand the role of econometrics in policy framing.
3	To construct econometric models for estimating future sales.
4	To construct econometric models for estimating future sales.
5	To conduct research surveys through multiple regression and multiple correlation.

Elective-2

MBAT 384 BUSINESS INTELLIGENCE

Course Objective: Business Analytics is a set of techniques and processes that can be used to analyze data to improve business performance through fact-based decision-making. The objective of this subject is to introduce the Business Intelligence methods that support the decision process in business operations.

Unit 1

Introduction

Business Intelligence: definition, concept and need for Business Intelligence, Case studies BI Basics: Data, information and knowledge, Role of Mathematical models

Unit 2

Analytics Strategy

Business Analytics at the strategic level: Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource.

Unit 3

Data Mining

Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis.

Unit 4

Data Warehousing

Business Analytics at Data Warehouse Level, Designing physical database, Deploying and supporting DW/BI system

Unit 5

Business Intelligence

Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, CLAP, SQA, decision engineering. BI Tools: Concept of dashboard. BI Applications in different domains- CRM, HR, Production

Text Books:

1. Turban, Sharda, Decision Support and Business Intelligence Systems, Delen, Pearson, 9th Edition, 2014

References:

1. Olivia Parr Rud, Business Intelligence Success Factors Tools for aligning your business in the global economy, John Wiley and Sons, 2009

2. Steve Williams and Nancy Williams, The Profit impact of Business Intelligence, Morgan Kauffman Publishers! Elsevier, 2007

3. Gert H.N. Laursen, Jesper Thorlund, Business Analytics for Managers: Taking Business Intelligence beyond reporting, Wiley and SAS Business Series. 2010

S.no	Course Outcomes (CO's)
1	To understand the concept of business intelligence.
2	To understand the role of business analytics at strategic and functional level.
3	To understand use of business analytics and Statistical tools for future goals.
4	To understand the role of data warehousing and designing of physical database.

5	To study the development of business intelligence in different domains CRM, HR, Production.
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Elective-3

MBAT 481 MARKETING ANALYTICS

Unit1

Introduction To Marketing Analytics

Evolution and Scope of Analytics. Data for Marketing Analytics. Decision Models–Descriptive, Predictive and Prescriptive Models. Problem Solving and Decision making process.

Unit 2

Data Management

Exploring Data; Frequencies; Descriptive Statistics Cross tabulations; Independent Samples t-Test; One-Way ANOVA Simple Regression and Correlation, Multiple Regression to Forecast sales, Modelling Trend and Seasonality, Ratio to Moving Average Method

Unit 3

Customer Segmentation And Valuation

Analytics for Segmentation–Introduction to Cluster analysis multivariate method. Estimation, Model performance and validation of assumptions for Cluster analysis. Customer Value Analysis, Customer Lifetime Value-Conjoint Analysis

Unit 4

Metrics And Measurements Analytics

Product and Price analytics- Conjoint Analysis-Pricing – Estimating Demand Curves and Optimize Price Retailing Analytics- Allocating Retail Space and Sales Resources-Market Basket Analysis. Advertising and Promotion Analytics-Promotion Analytics-Measuring the effectiveness of Advertising

Unit 5

Web Analytics

Search Engine Optimisation-Tracking the success of SEO.Webmetrics-Google Adwords, Advertising & Analytics.

Suggested Readings:

- 1.Evans,J.R.(2012).Business analytics methods,models and decisions.New Jersey:Pearson, Upper SaddleRiver.
- 2.Sorger, Stephan.—Marketing Analytics:Strategic Models and Metrics. Admiral Press/ CreateSpace, 2013
- 3.Cases and data sets for hands on learning. Pearson Education.
- 4.Grigsby,M. (2015). Marketing Analytics:A Practical Guide to Real Marketing Science.Kogan Page Publishers.
5. Sathi,A.(2014).Engaging customers using bigdata: how Marketing analytics are transforming Business. Palgrave Macmillan.
- 6.Rao, P. H. (2011). Predictive modelling for strategic marketing. New Delhi. Prentice Hall India

COURSE OUTCOMES:

- 1.This course will provide with an introduction to marketing analytics.

- 2.To show the benefits of using a systematic and analytical approach to marketing decision-making.
- 3.To help students develop analytic competencies pertaining solving of marketing problems
- 4.To study various tools for generating marketing insights from empirical data in such areas as segmentation, targeting and positioning, satisfaction management, Customer lifetime analysis, customer choice, and product and price decisions using conjoint analysis
- 5.To understand the recent practices scientific and empirical approach by case studies

Elective-3

MBAT 482 FINANCIAL ANALYTICS

Course Outcomes:

- CO1 - Provide solutions assessments and validation to a broad range of financial securities concepts including t-bills, bonds, debentures, common and preferred shares, equities and financial derivatives.
- CO2 - Document, manage, understand and communicate all aspects of the personal financial process and its components and steps.
- CO3 - Use a financial calculator in determining the time value of money.
- CO4 - Understand fundamental and technical analysis and discuss investment theory and financial economics and strategic decision making through planning.
- CO5 - Understand data mining principles and techniques: Introduce DM as a cutting edge business
- CO6 - Intelligence method and acquaint the students with the DM techniques for building competitive advantage through proactive analysis, predictive modelling, and identifying new trends and behaviours.
- CO7 - Learning how to gather and analyze large sets of data to gain useful business understanding.
- CO8 - Learning how to produce a quantitative analysis report/memo with the necessary information to make decisions.
- CO9 - Describing and demonstrating basic data mining algorithms, methods, and tools
- CO10 - Identifying business applications of data mining

UNIT 1:

Introduction to Financial planning

Financial planning – meaning, Scope, Objectives and Characteristics – Factors influencing financial planning – Essentials, Significance and limitations of financial planning – Estimation of capital requirement – Over capitalization and under capitalization – Time value of money.

UNIT 2:

Financial planning system and model

Steps in financial planning - Principles of financial plan – Risk return trade off – Financial planning system in a firm – Strategic decision making and planning –Strategic financial planning – Constructing a financial model.

UNIT 3:

Data mining

Data mining – Evolution – Steps in data mining – Data warehouse – Techniques in data mining – Applications targeted in data mining – Major issues –Data pre-processing – Data warehousing – Difference between traditional database and data warehouse –Multi dimensional data model –

Market based analysis – Classification and prediction of data

UNIT 4:

Decision tree and Cluster analysis

Decision tree - Cluster analysis – Time series data mining - Graph mining – Social network analysis – Multi relational data mining – Spatial data mining – Multimedia data mining – Audio and video and text data mining – Web usage mining – Applications of data mining – Trends in data mining.

UNIT 5:

Data Modelling – meaning and concept – Data modelling objects – data modelling development cycle – Steps to create a data model – Data modeller role – model versioning – modelling standards – Data modelling reports – data modelling relationships – types.

REFERENCES:

1. General Principles of Financial Planning Textbook, John Keir
2. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India Pvt.Ltd. 2005.
3. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
4. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2nd Edition, 2011
5. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
6. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011

Elective-4

MBAT 483 ADVANCED RESEARCH METHODS AND PREDICTIVE ANALYSIS

Course Objectives: Students will engage in a range of learning activities, with an emphasis on problem based learning focusing on the application of data analysis techniques for addressing the research questions at the heart of their own research projects.

Unit 1

Conceptual foundations of research

Meaning of research and scope of research methodology, Identification of problem area, Formulation of research questions, Typology of Research Designs. Overview of quantitative research, Logic of Inquiry, Construction of theories, Conceptual framework in quantitative research. Introduction to Academic Writing, Structure of Academic Writing, Reading for Research, Academic Styles, Plagiarism, Publication, Online Resources. Specific Research Methodology

Unit 2

Sampling Design and Tools

Sampling: Process and Types sampling; probability and non probability sampling, Validity: Internal and external validity, Threats to Validity: Threats to internal validity and external validity, balancing internal and external validity. Reliability: Factors influencing reliability.

Unit 3

Multivariate Designs and Analysis

Introduction to Multivariate methods and analysis, Discriminant Analysis Multiple, logistic and hierarchical regression Factor analysis, structural equation modeling (SEM) ,Meta analysis, Mediation Analysis, Canonical Analysis. Advantages of multivariate strategies

UNIT 4

Predictive analysis Simple linear regression

Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals Multiple linear regression: Coefficient of multiple coefficient of determination, Interpretation of regression coefficients, Categorical variables, heteroscedasticity, Multi-collinearity, outliers, Autoregression and Transformation of variables

UNIT 5

Logistic and Multinomial Regression

Logistic function, Estimation of probability using logistic regression, Deviance, Wald Test, Hosmer Lemshow Test Forecasting: Moving average, Exponential smoothing, Trend, Cyclical and seasonality components, ARIMA (autoregressive integrated moving average). Application of predictive analytics in retail, direct marketing, health care, financial services, insurance, supply chain, etc.

Text Books:

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

References:

1. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
2. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

S.no	C o u r s e O u t c o m e s (C O ' s)
1	Understand appropriate and relevant fundamental and applied evidence based knowledge and undertake lifelong learning to improve personal and professional practice.
2	Demonstrate a capacity to employ a variety of approaches and procedures to research to permit judgements and decisions to be supported by appropriate evidence that places practice within a global and local context
3	Maintains tolerance and respect for individuals and groups from diverse backgrounds, holding diverse values, adhering to professional expectations and demonstrating ethical behaviour
4	Describes the important methodological and design issues underlying applied human research
5	Analyze, and interpret the data using specific statistical tools

Elective-4

MBAT 484 BUSINESS OPTIMIZATION AND BIG DATA ANALYSIS

Course Objective:

- To provide foundational knowledge associated with the domain of business optimization and analytics
- To familiarise the students with all concepts of optimisation techniques
- To understand the simulation for analytics
- To describe the big data analytics

Unit 1

Modeling Overview: processes, Big Data, Models. Productivity and efficiency. Classification of models. Sensitivity analysis. The seven- step modelling process. Spreadsheet modeling. Excel’s pivot function.

Unit 2

Linear Programming Linear Programming, Introduction to Linear Programming (LP). Graphical representation. Basic assumptions. The simplex algorithm. Infeasibility and Unboundedness. Production problem example. Production scheduling. Bond portfolio optimization. Extracting additional meaning from LP models: shadow prices, sensitivity analysis

Unit 3

Visualization, Organization/sources of data , Importance of data quality . Dealing with missing or incomplete data, Data Classification.

Unit 4

Decision modeling, Optimization Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization, Goal programming; pareto optimality and trade-off curves; the Analytic Hierarchy Process (AHP)

Unit 5

Process Mining, Concept and content of workflow logs; discovering the underlying process; discovering exceptions. Process Mining (Course Notes).ProM - process mining toolkit

Text Books:

- Winston, Wayne L. and S. Christian Albright, “Practical Management Science.” Pacific Grove, CA: Duxbury, 2001 (3rd edition). (W&A)
- VasantDhar and Roger Stein (1997), Seven methods for transforming corporate data into business intelligence. Upper Saddle River: Prentice Hall.
- Kelton, W. David, et al. (2006). Simulation with Arena, McGraw-Hill Professional (5th edition).
- Weske, Mathias (2007), Business Process management: Concepts Languages and Architectures. Berlin: Springer-Verlag.

S.no	Course Outcomes (CO's)
1	To recognize the fundamental concepts of Optimization and Business applications of Optimization.
2	To understand the operations research techniques for analytics.
3	To understand the role of visualization and data classification.
4	To identify the different dimensions data for big data analytics.

ENTREPRENEURSHIP & VENTURE DEVELOPMENT

Electives 1

MBAT 391 NEW VENTURE CREATION

Course Outcome:

1. Assess the various opportunities available for business; understand the various market and industry structure & Business Idea development.
2. Analyze the firm's external environment, competitive environment, and opportunities available and preparing DPR to tap the same.
3. Identify the areas of risk in research commercialization and/or introducing new technologies or other innovations into a market
4. Evaluating the various strategies for expansion of the business and growth of a business at global level among different economies and culture
5. Prioritize social sensitivities and ethical considerations while creating new ventures.

Unit 1

Business Idea: New venture typologies, Creating and identifying opportunities, Techniques for exploring change, Techniques for exploring product inadequacies,
Getting Sensitized with industry and market: Defining the market / industry, Market / industry concentration and geographic spread, Estimating market size, SWOT analysis, Screening and selecting appropriate option
Value proposition and market segmentation: New venture creation framework, Generic business models and competitive advantage, Niche business model, Internet business model, Characteristics of good business model, Low cost market testing

Unit 2

Value proposition and branding: Identifying target customers, Defining value proposition, Differentiation through branding, Sustainable entrepreneurship,
Mission statement Developing marketing mix: Product features and benefits, Channels of distribution, Cost, price and volume; pricing decisions, Sales force planning and allocation Communicating the value proposition: Communications media, Social networks, Guerilla marketing, Publicity, PR and advertising, Developing a communications campaign, CRM

Unit 3

Growth and expansion: Market development, Sales agencies and franchisees, Entering into foreign markets, Product development, product portfolio, Diversification, acquisition
Managing operations: Marketing activities, Retail activities, Internet business activities, Service business activities
Managing and leading people: Attracting the right people, Using professional advisors, Team building, Organizational structure, design and control, Shaping Culture, Leadership and management ,Entrepreneurial leadership

Unit 4

Preparing and using financial forecasts: Forecast sales turnover, income statement and costs, Forecast breakeven point, SMART Performance metrics,

Valuing the business Business Plan: Difference between business model and business plan, Purpose of a business plan, Structure and components of a business plan, Using the business plan to seek finance, Harvesting the business, Effective business presentation

Unit 5

Practical: Students should prepare a business plan for a hypothetical new business venture.

Suggested Readings:

- 1 Paul Burns New Venture Creation: A Framework for Entrepreneurial Start-ups MacMillan
- 2 David H. Holt Entrepreneurship: New Venture Creation Pearson
- 3 Marc H. Meyer, Frederick G. Crane New Venture Creation: An Innovator's Guide to Entrepreneurship MacMillan
- 4 A Sahay, V Sharma Entrepreneurship and new Venture Creation Excel
- 5 Bruce R. Barringer, R. Duane Ireland Entrepreneurship: Successfully Launching New Ventures Pearson
6. Stephen Spinelli, Robert J. Adams New Venture Creation: Entrepreneurship for the 21st Century McGraw Hill
7. Arya Kumar Entrepreneurship: Creating and Leading an Entrepreneurial Organization Pearson

Electives 1

MBAT 392 Creativity, Incubation and Innovation

Course Outcome:

1. Discover the processes and tools of developing breakthrough innovations
2. Analyze the challenges that members of society and specifically entrepreneurs face in today's dynamic business environment.
3. Create breakthrough innovations to manage the challenges faced.
4. Investigate innovations at the global stage and propose their adoption locally.
5. Build ventures that are socially relevant and have widespread impact on the overall growth of the society
6. Design necessary systems for efficient transfer of technology for swift replication of innovation for faster adoption at grass root level.

Unit 1

Basics of Creativity, Incubation and Innovation, Creativity, How Business Incubators Work, Innovation, Innovation = Creativity + Commercialization, Myths surrounding creativity The Business Incubator Players, The Property Developers, Government and Local Government, The Academics, The Corporate Ventures, The Entrepreneurs, The Venture Capitalists, The Business Angels, The Consultants, Variations on a Theme, Incubator Associations

Unit 2

Creativity Tools and Techniques, Lateral Thinking, Enablers and Barriers to Creativity, Creative Personality, Brainstorming, Entrepreneurial Creativity, Characteristics of Creative Groups, Three Components of Individual Creativity, Time Pressure and Creativity, Steps for Increasing Your Own Creativity

Unit 3

Types of Innovation, Incremental and Radical Innovation, Factors that Favour Incremental Innovation, Service Innovations, Innovations in Processes, Moving Innovation to Market, The Idea Funnel, Stage-Gate Systems, Extending Innovation through Platforms

Unit 4

Management of Technology, Technology for Survival and Growth, Innovate or Abdicate, Change or Perish, Strategic Management of Technology, Strategic Technology Management System, Technology Forecasting, Technology Generation, Asset Protection and Timing of Innovation and Technology, Methods to Protect Technological Knowledge, Patents, Secrets, Etc, Models and Strategies of Market Timing for Innovations, Technology Maturity, Obsolesce and Discontinuities, Technology Maturity, Technology Obsolescence, Technological Discontinuities

Unit 5

Practical, Bringing examples of break-through innovation and successful business built around such innovations to class for discussion. Experimenting with new idea and trying to access its acceptability among the various stakeholders

Suggested Readings:

1. Harvard Business Review Managing Creativity and Innovation: Practical Strategies to Encourage Creativity Harvard Business Press Latest Edition
2. Colin Barrow Incubators: A Comprehensive Guide to the World's New Business Accelerators John Wiley & Sons Latest Edition
3. Bettina von Stamm Managing Innovation, Design and Creativity John Wiley & Sons Latest Edition
4. Tarek Khalil Management of Technology: The Key to Competitiveness and Wealth Creation McGraw Hill Latest Edition
5. Vijaykumar Khurana Management of Technology and Innovation Ane Books Pvt. Ltd Latest Edition

Elective 2

MBAT 393 MSME & Startup

Course Outcome:

1. Relate the various opportunities available based on MSME start up schemes and their basic requirements
2. Identify and analyze the firm's internal environment, competitive environment, and firm's suitability/eligibility to tap the benefits of supports or fund available under different govt schemes and initiatives.
3. Recommend opportunities in the global markets for MSMEs and start-ups.
4. Infer the distinguishing parameters of culture influencing start-ups.
5. Illustrate social and ethical sensitivity towards the challenges faced by small firms.
6. Develop better communication skills required to comprehend different documents and prepare Project reports
7. Understanding of global environment from export & import opportunity and importance of customised solutions to different economy as well as leadership for successful entrepreneurship venture will help students to see bigger and holistic picture of environment and thus improvises it's leadership as well as team spirit

Unit 1

Introduction of MSME: Introduction of MSMED Act 2006, Ministry of MSME, MSME rules and regulations for Manufacturing Enterprises and service Enterprises (How to Set up new unit, arranging

finance, unit development, export promotion), Overview of MSME sector in India, Major Challenges faced by MSME in India

Unit 2

Major Schemes for MSME: SME Division Schemes, Development Commissioner (DC-MSME) Schemes, National Small Industries Corporation (NSIC) Schemes, ARI Division Schemes, SIDBI Schemes, NABARD Schemes

Unit 3

Industries Commissionerate: Overview of Industries Commissionerate, Functions of Industries Commissionerate, Activities of Industries Commissionerate

District Industry Centre (DIC): Overview of DICs, Activities of DICs, Functions of DICs

Government Initiatives for Ease of Doing Business: Different schemes by government for EODB, Various Initiatives taken by the government, Reforms for Ease of doing business

Unit 4

Start-up India Schemes: Introduction of start-up India schemes, Action plan of the scheme, Rules and regulations / eligibility of the scheme

EXIM Bank: Introduction of EXIM Bank, Services provided under EXIM Bank, Financial Products provided by the EXIM Bank

Unit 5

Practical: Students should visit MSMEs and understand their challenges and opportunities, their operations and access to sources of funds.

Suggested readings:

1. IIBF Micro, Small and Medium Enterprises in India Taxmann 2017

2. R. Srinivasan, C.P. Lodha Strategic Marketing and Innovation for Indian MSMEs Springer 2017

3. Links:

<https://msme.gov.in/>

<https://msme.gov.in/Media-and-press-release/e-book>

<https://www.startupindia.gov.in/>

<https://www.eximbankindia.in/>

Elective 2

MBAT 394 Business to Business Marketing

Course Outcome:

1. Develop an understanding of the typicality involved in marketing products and services to various types of business organizations
2. Analyse the firm's external environment, competitive environment, and opportunities available
3. Distinguish the differences that exist across various economies and cultures
4. Formulate various strategies for expansion of the business at global level.
5. Adapt the business objectives and practices and align them with a larger social objective of inclusive growth
6. Develop highly effective communication skills required to manage all stakeholders across the organization

Unit 1

Introduction to B2B Marketing: Business marketing, Business market customers, Characteristics of business markets, Organizational buying and buying behaviour, The buying process Organizational

markets of India: Organizational and business markets, Government as a customer, Commercial enterprises, Commercial and institutional customers

Unit 2

Segmenting business markets Business marketing planning: Strategic role of marketing, Components of a business model Product strategy: Product policy, Industrial product strategy, Technology adoption, Building B2B brands, Product support strategy

Managing innovation and NPD: Management of Innovation, Managing technology, Determinants of new product performance

Unit 3

Managing service for business markets: Understanding the customer experience, Delivering effective customer solutions, Marketing of solutions

Pricing in B2B marketing: Pricing process, Competitive bidding

Managing marketing communications for business markets: B2B Advertising, Digital marketing, Trade shows, exhibitions, business meets, Managing the sales force o Deployment analysis

Unit 4

Managing Channels: Business marketing channels and participants, Channel design and management decisions, E-commerce for business marketing channels, Market logistics decisions, B2B logistics management

Marketing of Projects: Characteristics of project management, Competitive bidding for projects, PPP Projects

Implementation of marketing strategy: Successful strategy implementation and the strategy implementation fit. Building a customer driven organization, Strategy map

Ethical issues in B2B Marketing.

Unit 5

Practical: At a small organization of a personal acquaintance. The students should study the buying process that they adopt while purchasing for business. How they prepare quotes for business clients. Students should study the conditions and technicalities mentioned in the tender invitations.

Suggested Readings:

1 Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh B2B Marketing: A South Asian Perspective Cengage 2014, 11th ed.

2 Sharad Sarin Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed.

3 Tom McMakin, Doug Fletcher How Clients Buy: A Practical Guide to Business Development for Consulting and Professional Services Wiley

4 James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, Business Market Management (B2B): Understanding, Creating, and Delivering Value; Pearson 2010, 3rd ed

5 Robert Vitale, WaldemarPfoertsch, Joseph Giglierano Business to Business Marketing Pearson 2011

6 Krishna K Havaldar Business Marketing: Text and Cases McGraw Hill 2014, 4th ed.

Elective 3

MBAT 491 Intellectual Property Rights

Course Outcome:

- 1.Assessing the fundamental legal principles relating to confidential information, copyright, patents, designs, trademarks and unfair competition.
- 2.Compare and contrast the different forms of intellectual property protection in terms of their key differences and similarities.

3. Identify, apply and assess ownership rights and marketing protection under intellectual property law as applicable to information, ideas, new products and product marketing
4. Assess current and emerging issues relating to the intellectual property protection, including those relating to indigenous knowledge or culture, information technology especially the distribution of material on the internet, biotechnology and international trade
5. Develop commitment to rules regarding disclosure of information to the appropriate authorities
6. Create a substantial piece of written work that engages in thoughtful analysis of an intellectual property issue

Unit 1

Overview of Intellectual Property: Introduction to IPR Need for intellectual property right (IPR) WTO provisions under TRIPs World Intellectual Property Organization (WIPO) IPR in India – Genesis and Development of IPR, Regulatory and institutional framework.

Unit 2

Patents: Need for patent, Macro-economic impact of the patent system, Classification of patents in India, Classification of patents by WIPO, Categories of Patent, Special Patents, Patent document, granting of patent, Rights of a patent, Patent Searching, Patent Drafting, filing of a patent, different layers of the international patent system, Utility models. Copyright: Overview of Copyright, Importance of Copyrights, Process for copyright, Related rights. Industrial Designs: Overview of Industrial Designs, Protection of Industrial Designs

Unit 3

Trademarks & Trade Secret: Overview of Trademarks & Trade Secret, Importance of Trademarks & Trade-secret, Rights of Trademark & Trade Secret, Types of Trademarks, Registration process for Trademark & Trade Secret, Duration of Trademark and trade secret. Geographical Indications: Overview of Geographical Indications, Importance of Geographical Indication Protection.

Unit 4

IPR for MSME in India. Enforcement of intellectual property rights: Infringement of intellectual property rights Enforcement Measures Intellectual property Audit Emerging Trends in IPR.

Unit 5

Practical: Students should identify Indian case studies and Indian Court cases filed by entrepreneurs in relation to IPRs.

Suggested Readings:

- 1 David Bainbridge Intellectual Property Pearson 2018
- 2 Dr. R. Karuppasamy, H.C. Bindusha A Practical Approach to Intellectual Property Rights Himalaya Latest Edition
3. Bharti S. Dole, Dilip M. Sarwate Management Perspectives on IPR Vishwakarma Publications 2016
4. Subbaram N.R. Handbook of Indian Patent Law and Practice S. Vishwanathan Latest Edition
5. R. Anita Rao & Bhanoji Rao Intellectual Property Rights – A Primer. Eastern BookCo. Latest Edition
6. Vishnu S. Warriar Understanding Patent Law Lexis Nexis Latest Edition
- 7 The Law Of Intellectual Property Rights Shiv Sahai Singh Eastern BookCo. Latest Edition

Elective 3

MBAT 492 Family Business Management

Course Outcome:

1. Demonstrate a detailed understanding of the various family business models and structures and their complexities

2. Ability to appreciate and inspect the interpersonal dynamics of family business, manage conflicts and bring professionalism to family business management.
3. Ability to manage the impact of the transgenerational values and culture on conduct of multigenerational family business
4. Display sensitivity towards the need to develop fundamental principles, values and norms that influence culture and business ethics of a family enterprise
5. Develop skills for unambiguous communication & interaction between family and non-family managers of the business.

Unit 1

Family Business Management – Basics: Uniqueness & Dynamics – People, Women in Family Business, Systems & Life Cycles, Structural Management of the Family Business, Family Complexity, Culture and Value Systems, Business Complexity, Effects of Complexity on the Family Business Structure.

Unit 2

Family Business Models: Captain Model, Emperor Model, Family Team Model, Professional Family Model, Corporation Model, Family Investment Group (FIG) Model, Comparative Analysis of the Models

Mindset and Structure: How Thoughts Influence Deeds?

Unit 3

Professional Management of Family Business: Non-family Managers, Non-Executive Directors, Professional Advisors & Consultants, The role of balanced board of directors Family

Governance in multigenerational family firms: Change and adaptation in family business, Trans-generational value creation, Changing roles of family members

Conflict Management: Social Structure in family Business, Interpersonal dynamics in family business, Justice Perceptions, Types of conflicts, Conflict dynamics and conflict management strategies

Unit 4

Succession Planning: Understanding Succession Planning, Defining Objectives, Choosing the Right Ownership Structure, Promoting Stewardship, Getting help from Board of Directors Management of Succession: Management Succession Issues, Employment of Family Members, Grooming Family Managers to be Successors, Assessing Family Member Managers, Compensation for Family Members, Managing Family Disagreements, Integrating the Family Component in Business Planning

Unit 5

Developing Successors: Preserving Company Values, Support for Senior Managers, Help for Employees, Suppliers, Customers, From Second to Third Generations

Transferring Control and Ownership: Match Ownership to Control, Tools for Transferring Ownership, Trusting the Firm to Trustees, Incentives for Nonfamily Caretakers

Letting Go: The Deep Reasons for Founders Resistance, Letting Go with Grace and Style

Suggested Readings:

1 Zellweger Thomas Managing the Family Business – Theory & Practices Edward Elgar Publishing Ltd 2017

2 Peter Leach Family Businesses – The Essentials Profile Books Ltd. 2007

3 Alberto Gimeno, Gemma Baulenas & Joan Coma-Cros Family Business Models – Practical Solutions for the Family Business Palgrave Macmillan 2010

4 Mark Fischetti The Family Business Succession Handbook Family Business Publishing Co. Latest Edition

5 Tom Hubler The Soul of Family Business Lilja Press 2018

6 K. LeCouvie, J. Pendergast Family Business Succession Palgrave Macmillan 2014

Elective 4

MBAT 493 Entrepreneurial Finance

Course Outcome:

1. Students will be able to determine the sources of funds required at various stages of business.
2. Students will be able to analyse and forecast the financial performance of the business
3. Students will be able to comprehend the funding options available globally and apply the suitable options in Indian context
4. While applying the investment strategies, Students will have to think about the welfare of the stakeholders and maximise the wealth of shareholders
5. Students will be able to effectively communicate with the equity and debt investors

Unit 1

Introduction to Finance for Entrepreneurs: • Understanding the financing needs of the start-up • Stages and Types of Financing • Sources and types of capital • Introduction to Bootstrapping and Incubation

Unit 2

Basics of Financial Management from the start-up perspective: • Cost of Capital • Financial Statements and Ratio Analysis • Risk and Return

Unit 3

Sources of Funding: • Long term sources of funding such as equity capital, preference share capital, debentures and bonds, term loans • Raising entrepreneurial finance through angel investors, venture capital, crowdfunding, private equity etc. (Only basic understanding of these options. • Short term sources of funding for Working capital requirement such as trade finance, working capital loan, commercial paper, factoring etc. • Government Schemes for Financing the start-ups

Unit 4

Preparing the Integrated Financial Model including cost of capital, means of financing, projected profit and loss account, projected cash flow statement, projected balance sheet, key ratios and application of capital budgeting techniques (Payback period, NPV, IRR)

Unit 5

Practical: Students should be able to prepare an integrated financial model covering the concepts learnt throughout the course.

Suggested Readings:

- 1 Steven Rogers, Roza E. Makonen Entrepreneurial Finance McGraw Hill 2014 / 3rd
- 2 J. Chris Leach, Ronald W. Melicher Entrepreneurial Finance Cengage Learning 2017 / 6th
- 3 Janet Kiholm Smith, Richard L. Smith, Richard T. Bliss Entrepreneurial Finance: Strategy, Valuation and Deal Structure Stanford University Press 2011
- 4 Gary Gibbons, Robert D. Hisrich, Carlos M DaSilva Entrepreneurial Finance A Global Perspective SAGE Publishing 2014 / 1st
- 5 Prasanna Chandra Finance Management McGraw Hill 2017 / 9th
- 6 Vasant Desai The Dynamics of Entrepreneurial Development and Management Himalaya 2011/ 6th

Elective 4

MBAT 494 Social Entrepreneurship

Course Outcome:

This course will provide an opportunity to the students to understand - social entrepreneurship and entrepreneurial opportunities - culture, models and approaches of social entrepreneurship and - Scope for social Entrepreneurship in India and enterprise creation

UNIT I:

SOCIAL ENTREPRENEURSHIP • Social entrepreneur – factors impacting transformation into social entrepreneur • The characteristics of social entrepreneurs • The four distinctions of social entrepreneurship

UNIT II:

FORMS OF SOCIAL ENTREPRISES • Profit and non-profit Proprietorships – partnership - company • Non-Governmental organisation - Society – Trust and Company (sec. 25) registration • Factors determining selection of forms of registration

UNIT III:

SUSTAINABLE DEVELOPMENT • Concept of Sustainable Development and its importance • Factors affecting sustainable development - Environmental costs and its economic value - The Political Challenge and development Issues in India • The Millennium Ecosystem Assessment - International Influences

UNIT IV:

OPPORTUNITIES FOR SOCIAL ENTREPRENEURS • Methods of sensing opportunities and fields of opportunities • Assessing and prioritising opportunities • Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds - PPP

UNIT V:

SUCCESSFUL SOCIAL ENTREPRENEURSHIP INITIATIVES • Study of successful models like Grameen Bank – Aravind Eye Care System's – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj

Reference Text:

1. Bide Amar (2012), Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union, <http://ec.europa.eu/eurostat>
2. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
3. Gopalkrishnan (2014) The Entrepreneur's Choice: Cases on Family Business in India, New Delh, Routledge taylor& Francis Group.
4. Kaliyamoorthy and Chandrasekhar (Eds:2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.
5. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited.
6. Heggade (1998)Developing Rural Women Entrepreneurship, New Delhi, Mohit Publications

Minor Elective-1 :

FINANCE

MBAT 315 FINANCIAL MARKETS AND INSTITUTIONS

Unit1

Financial System

Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalisation of Financial Markets. Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.

Unit2

Management of Commercial Banks

An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Frame work and Basel-III; Risk-Rating Agencies; Regulatory framework for Banks.

Unit3

Risk of Financial Inter-Mediation

Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.

Unit4

Risk Management in Financial Institutions

Managing Credit Risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitisation, Derivatives.

Unit5

Management of Non-Banking Financial Institutions and Depositories

Securitisation: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions- PCF, IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.

Suggested Readings

1. KSasidharan, *Financial Services and System* (2008), McGraw-Hill Publishing Company New Delhi.
2. Clifford Gomez, *Financial Markets Institutions and Financial Services*, Prentice-Hall of India, 2008.
3. Anthony Saunders, *Financial Markets and Institutions*,4 ed., McGraw-Hill Publishing Company, New Delhi.
- 4.M.Y.Khan, *Financial Services*,4thed.,McGraw-HillPublishing Company,NewDelhi2008.th
- 5.Anthony Saunders, *FinancialInstitutionsManagement-ARiskManagementApproach*,6 ed., McGraw-Hill Publishing Company, New Delhi.
- 6.M.Y.Khan, *IndianFinancialSystem*,6 ed., McGraw-Hill Publishing Company, New Delhi,2008.
- 7.Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk Management*, Prentice-Hall of India,NewDelhi.
- 8.L.M. Bhole, *Financial Institutions and Markets*,4 ed., McGraw-Hill Co.,NewDelhi,2008.
- 9.Economic-Surveys, Govt. Of India.
- 10.RBIBulletins

S.No	Learning Outcome
1.1	Defines the functions of financial markets and intermediary institutions.

1.2	Explains why interest rates changes.
1.3	Explains Efficient Market Hypothesis.
1.4	Explains effects of asymmetric information on financial markets
1.5	Explains the reasons of financial crisis.
1.6	Explains functions of Banks.
1.7	Distinguishes effects of money market tools on the financial system.
1.8	Explains the structure of banking industry.
1.9	Explains functions of investment banks.

MARKETING

MBAT 325 CONSUMER BEHAVIOUR

Unit1

Introduction Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments.

Unit 2

Consumer as an Individual

Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Processing.

Unit 3

Consumer in Social and Cultural Settings

Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behavior; personal influences and diffusion of innovation; Impact of Media and Globalization.

Unit 4

Consumer Decision Process

Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behavior models; consumerism; organizational buying behaviour.

Unit 5

Consumer Satisfaction

Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

Suggested Readings

1. Schiffman and Kanuk: *Consumer Behaviour*, PHILearning
2. Engle, Blackwell and Minriad: *ConsumerBehaviour*
3. Zaltman and Wallendorf: *ConsumerBehaviour*
4. Mellot, Douglas W. Tr. :*ConsumerBehaviour*
5. Loudon and Della Bitta: *ConsumerBehaviour*
6. Benneton: *ConsumerBehaviour*

HUMAN RESOURCE MANAGEMENT

MBAT 335 INDUSTRIAL PSYCHOLOGY

Unit 1

Industrial Psychology

Introduction, Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organisational Psychology, Industrialisation in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Psychological Testing: Utility, Reliability and Validity.

Unit 2

Individual at Workplace

The role of the Psychologist in Industry, Occupational Psychology: Study of Behaviour in work situation and application of Psychological principles to problems of selection, Placement, Counseling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Job Satisfaction.

Unit 3

Industrial Behaviour

Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.

Unit 4

Industrial Efficiency

Efficiency at Work: the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work,. Personal Factors; Age Abilities, Interest, job Satisfaction. Working Environment: Noise, Illumination, Atmospheric Conditions. Job Analysis, Performance Management, Training and Development. Accident and Safety: The Human and Economic Costs of Accidents, Accident Record and Statistics, The Causes of Accidents Situational and Individual Factors related to Accident Reduction.

Unit 5 Contemporary Issues

Grievances and Grievance handling Procedure. Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations.

Suggested Readings

1. Tiffin, J and McCormic E.J.: *Industrial Psychology, (Prentice Hall)*, 6th Edn., 1975
2. McCormic E.J.: *Human Factors Engineering and Design (McGraw Hill)*, 4th Edn., 1976
3. Mair, N.R.F.: *Principles of Human Relations*
4. Gilmer: *Industrial Psychology*
5. Ghiselli and Brown: *Personnel and Industrial Psychology*
6. Myer: *Industrial Psychology*
7. Dunnette, M.D.: *Handbook of Industrial and Organisational Psychology*
8. Blum and Taylor: *Industrial Psychology*
9. Sinha G.P. and P.R.N. Sinha, *Industrial Relations and Labour Legislations*, New Delhi,

INTERNATIONAL BUSINESS

MBA 345 INTERNATIONAL BUSINESS LAWS AND TREATIES

Unit 1

Legal Framework of International Business

Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.

Unit 2

Regulatory Framework of WTO

Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.

Unit 3

Implications of WTO to Important Sectors

GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Frame work relating to Electronic Commerce.

Unit 4

Regulatory Framework and Taxation

Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues.

Unit 5

Indian Laws and Regulations Governing International Transactions

FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.

Suggested Readings

3. Lew, Julton D.M and Clive Stand brook (ed.), *International Trade Law and Practice*, Euromoney Publications,London.
4. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: *International Business*, Environments and operations.
7. Schmothoff C.R: *Export Trade – The Law and Practice of International Trade*.
8. Motiwal OP, awasthi HIC: *International Trade – The law and Practice*: Bhowmik and company, NewDelhi.
9. Kapoor ND: *Commercial Law*; Sultan Chand & Co. NewDelhi.
10. Subarao: *“International Business”* Himalaya Publishing House, NewDelhi.

MBA 355 BUSINESSANALYTICS

UNITI INTRODUCTION TO BUSINESS ANALYTICS(BA)

Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

UNITII MANAGINGRESOURCESFORBUSINESSANALYTICS

Managing BA Personnel, Data and Technology.Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

UNITIII DESCRIPTIVEANALYTICS

Introduction to Descriptive analytics-Visualising and Exploring Data-Descriptive Statistics-Sampling and Estimation-Probability Distribution for Descriptive Analytics-Analysis of Descriptive analytics

UNITIV PREDICTIVEANALYTICS

Introduction to Predictive analytics-Logic and Data Driven Models-Predictive Analysis Modeling and procedure-Data Mining for Predictive analytics. Analysis of Predictive analytics

UNITV PRESCRITIVEANALYTICS

Introduction to Prescriptive analytics-Prescriptive Modeling-Non Linear Optimisation-Demonstrating Business Performance Improvement.

Suggested Readings

- 1.MarcJ.Schniederjans, DaraG. Schniederjans and Christopher M.Starkey,"Business Analytics Principles,Concepts, and Applications- What, Why, and How" ,Pearson Ed,2014
- 2.Christian AlbrightS and WayneL.Winston,"Business Analytics-Data Analysis and Decision Making", Fifth edition, CengageLearning, 2015.
- 3.James R. Evans, "Business Analytics- Methods, Models and Decisions",Pearson Ed,2012.

OUTCOMES:

- 1.Ability to understand the role of Business Analytics in decision making
- 2.Ability to identify the appropriate tool for the analytics scenario
- 3.Ability to apply the descriptive analytics tools and generate solutions
- 4.Understanding of Predictive Analytics and applications
- 5.Knowledge of Prescriptive Analytics and demonstrating Business process improvement

LOGISTICS & SUPPLY CHAIN MANAGEMENT

MBAT 365 FUNDAMENTAL OF LOGISTICS AND SUPPLY CHAIN

Course Outcomes:

1. To understand the strategic role of logistics management
2. To study the important modes of logistics operations

3. To Know supply chain techniques in an international perspective.
4. Able to understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.
5. Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization globally.

Unit 1

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships.

Unit 2

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships.

Unit 3

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR;

Unit 4

Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.

Unit 5

Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing Customs Formalities- Clearing , Distribution to Units.

Text Books:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Pierre David, “International Logistics”, Biztantra.
5. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.

Unit 1

Agriculture and Economic Development- Nature and scope of agricultural and rural economics; Traditional agriculture and its modernization; Role of agriculture in economic development; Interdependence between agriculture and industry

Unit 2

Diversification of Rural Economic activities- Livestock economics- Livestock resources and their productivity ; White revolution ; Fishery and poultry development ; Forestry, horticulture and floriculture ; Issues and problems in rural industrialization and development of agro-based industries.

Unit 3

Agricultural production and productivity- Agricultural production- Resource use and efficiency; production function analysis in agriculture, factor combination and resource substitution; Cost and supply curves; Size of firm and laws of returns.

Unit 4

Agricultural prices- marketing and state policy ; Agricultural markets and market efficiencyMarketing functions and costs ; Market structure and imperfections ; regulated markets ; marketed and marketable surplus ; Crop insurance ; Terms of trade between agricultural and non-agricultural prices ; Need for state interventions ; Objectives of agricultural policy- Instruments and evaluation ; Food security in India and Public Distribution System.

Unit 5

Rural savings and capital formation; characteristics and sources of rural credit institutional and non-institutional; Reorganisation of rural credit- cooperatives, commercial banks, regional rural banks, Role of NABARD.

Suggested Readings:

1. Acharya, S. S. and Agarwal, N. L., 2011. Agricultural Marketing in India. 4th Ed. Oxford and IBH.
2. Safiullah, M. A., Selvam, S. and Prema, N., 2000, Livestock Economics, Business Management and Marketing, Tamil Nadu Veterinary and Animal Sciences University, Chennai.
3. Swatland, H. and Compbell, T., 2004, Meat Cuts and Muscle Foods, Nottingham Univ. Press.
4. Rais, A., 2012, Agriculture, Rural Banking and Micro Finance in India. New Century Publ.
5. Reddy, S., Ram, R., Sastry, N. T. V. and Devi, B., 2009, Agricultural Economics. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi.
6. Norton and Allwinding: (Year) The Introduction to Economic and Agricultural Development, McGraw Hill Co. Publication. New Delhi.
7. Misra S.K. & V.K.Puri (2007): Indian Economy – Himalaya Publication House, Mumbai. Ü Datt R. & K.P.M. Sundharm (2007): Indian Economy, S. Chand & Co. Ltd.New Delhi

S.No	Course Outcomes (CO's)
1	To get overview about agriculture economics.
2	To know about livestock economics, issues and problems in rural industrialisation, development of agro based industries.

3	To know about agriculture production, cost and supply curves, size of firm and law of returns
4	To aware about agriculture prices, markets, crop insurance and food security in India.
5	To understand about rural savings, capital formation and the role of commercial banks, regional rural banks and also NABARD.

BUSINESS ANALYTICS

MBAT 385 SOCIAL & WEB ANALYTICS

Course Objective:

- To understand how big data principles implemented in Social media & Web.
- To understand the data processing for Social media & Web analytics.
- To describe the different metrics for Social media & Web analytics.
- To understand the application for Social media & Web analytics.

Unit 1

Introduction, History of Social media- Basics of Social Media and Business Models- Basics of Web Search Engines and Digital Advertising. Web & social media (websites, web apps, mobile apps & social media).

Unit 2

Web analytics- Web analytics 2.0 framework (clickstream, multiple outcomes analysis, experimentation and testing, voice of customer, competitive intelligence, Insights) - Experimental methods in web data analytics - Air France Internet Marketing Case Study - Econometric modeling of search engine ads

Unit 3

Data (Structured data, unstructured data, metadata, Big Data and Linked Data) - Lab testing and experiment design (selecting participants, within-subjects or between subjects study, counterbalancing, independent and dependent variable; A/B testing, multivariate testing, controlled experiments)

Unit 4

Web metrics and web analytics - PULSE metrics (Page views, Uptime, Latency, Seven-day active users) on business and technical issues; -HEART metrics (Happiness, Engagement, Adoption, Retention, and Task success) on user behaviour issues; -On-site web analytics, off-site web analytics, the goal-signal-metric process

Unit 5

Social media analytics - Social media analytics (what and why) - Social media KPIs (reach and engagement) - Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback) 6. Data analysis language and tools Cases and examples - User experience measurement cases - Web analytics cases 8. Group work and hands on practice - Usability study planning and testing; and data analysis using software tools (Google Analytics, Google Sites, R and Deducer)

Text Books ;

1. AvinashKaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, John Wiley & Sons; Pap/Cdr edition (27 Oct 2009)
2. Tom Tullis, Bill Albert, Measuring the User Experience: Collecting, Analyzing, and Presenting Usability Metrics, Morgan Kaufmann; 1 edition (28 April 2008) .

Reference :

1. Jim Sterne, Social Media Metrics: How to Measure and Optimize Your Marketing Investment, John Wiley & Sons (16 April 2010)
2. Brian Clifton, Advanced Web Metrics with Google Analytics, John Wiley & Sons; 3rd Edition edition (30 Mar 2012)

S.no	Course Outcomes (CO's)
1	To recognize on the fundamental concepts of Social media and web.
2	To understand the implementation framework of web analytics.
3	To recognize the types of data for Social media & Web analytics.
4	To identify the different metrics for Social media & Web analytics.
5	To investigate the various tools for Social media analytics.

ENTREPRENEURSHIP & VENTURE DEVELOPMENT**MBAT 395 LEADING CHANGE IN FAMILY BUSINESS**

Objective: To impart knowledge to the students about managing family business and develop their entrepreneurial skills.

SYLLABUS**Unit 1****Introduction to Family Business**

Importance of family business, Family business in India, The founder, The next generation, Entry of family businesses, Non family managers, Succession planning, Best practices, Conflicts in family business, Responsibilities and rights of family shareholders of a family business, Strategies for improving the capability of a family business, Improving family business performance, Nepotism in family business.

Unit 2**Growth and Social Responsibility**

Stages of growth, Growth strategies, Global expansion, Relocation, Financing growth, Corporate Social Responsibility (CSR): dimensions of CSR, role of governments, role of markets, Business case for CSR, Criticisms for CSR, Social entrepreneurs.

Unit**3****Entrepreneurship in Family and Non Family Firms**

Organizational culture in family firms, Dimensions of cultural support of family business entrepreneurship, Important strategic resource, Managerial implications.

Unit 4

Profiles of Living Entrepreneurs

India: N R Narayana Murthy, Infosys; Sunil Bharti Mittal, from communication to retail; Kiran Mazumdar Shaw, Biocon Ltd.; USA: Philip Knight, the creation and success of Nike 16; Jeff Bezos, Amazon; Bill Gates, Microsoft; China: Zhang Yin and the Nine Dragons.

Unit 5

Exit Strategies

Reasons for exiting, Long term preparation, Short term preparation, Seller financing, The sale, Initial public offering.

Text Book

1. Roy, Rajeev; *Entrepreneurship*; Oxford University Press

Reference Books

1. Khanka, S. S.; *Entrepreneurial Development*; S Chand and Co.
2. Charantimath, Poornima M.; *Entrepreneurship Development: Small Business Enterprise*; Pearson Education
3. Loss, Monica and Bascunan, F. L.; *Entrepreneurship Development*; Global Vision Publishing House
4. Sahay, A. and Sharma, V.; *Entrepreneurship and New Venture Creation*; Excel Books

Minor Elective-2 :

FINANCE

MBAT 415 MERGERS AND ACQUISITIONS

Unit1

Introduction

Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers-operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle-Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Takeover.

Unit2

Corporate Restructuring

Method of Restructuring-Joint Ventures, Sell-Off And Spin Off-Equity Carve-Outs, Leveraged Buy Outs (LBO)-Management Buy Outs-Master Limited Partnerships- Employees Stock Option Plans(ESOP).

Unit3

Mergers and Acquisition Process

Process of Merger Integration-Process of Merger Integration-Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M&A decision.

Unit4

Valuation

Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution-Valuing Comparables-Valuation of the Target's Equity-Precedent Acquisition; Valuing Operating and Financial Synergy-Valuing Corporate Control-Valuing of Leveraged Buy Outs (LBO)- Methods of Financing Mergers-Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision.

Unit5

Defensive Strategies in Restructuring

Accounting for Amalgamation- Polling Interest Method-Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Take over Defenses - Types and Techniques of Raid; Advance Preventive Measures; Strategies of Take overbid White Knights-White Square-Crown Jewel-Pacman's Strategy-Golden Parachute-Poison Pills Strategy-Coercive Offers and Defense- Financial Defensive Measures-Anti take over Amendments.

Suggested Readings

1. Weston.F, Chung.K, and Hoag,S.(2008). *Mergers, Restructuring, and Corporate Control*, Prentice-Hall of Indian Pvt. Ltd., New Delhi.
2. Patrick A. Gaughan(2007). *Mergers, Acquisitions and Corporate Restructurings*, 4/e Wiley India, New Delhi.
3. Narayanan, P. and Vikram, Nanda(2003), *Finance For Strategic Decision Making-What non-Financial managers Need to Know*, Jossey-Bass, Wiley India.
4. Reuvid Jonathan,(2005). *Mergers and Acquisitions*, Kogan Page.
5. Robert Brown(2007), *Applied Mergers and Acquisitions*, John Willey and Sons.
6. Kevin K. Boeh and Paul W. Beamish(2007). *Mergers and Acquisitions: Text and Cases*. Sage Publications, New Delhi.

Learning Outcomes

1. Explain the rationale behind the use of mergers and acquisitions by a firm's managers, the key pitfalls and recommendations for maximizing the chances for long-term success.
2. Develop integrative, adaptive planning frameworks for use before, during and after a negotiation by applying a thorough understanding of negotiation concepts, theories and principles.
3. critically compare the concepts and principles of financial valuation and negotiation in relation to managerial decision-making.
4. Apply industry-accepted valuation methods (DCF, relative valuation, and precedent transactions) to analyse international merger, acquisition and related transactions, including those with a cross-border and international context.
5. Utilise appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes.
6. Work as part of an effective team to prepare a financial valuation and a negotiation plan.

MARKETING

MBAT 425 DIGITAL MARKETING

Unit 1

Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital

consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.

Unit 2

Social Media Marketing -Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing. Introduction to Face book, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns

Unit 3

Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search engine marketing, mobile marketing, video marketing, and social-media marketing. Marketing gamification, Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).

Unit 4

Designing Organization for Digital Success: Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies

Unit 5

Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation,

Course Outcome

CO1. Students will develop an understanding of digital and social media marketing practices.

CO2. Students will develop understanding of the social media platforms

CO3. Students will acquire the skill to acquire and engage consumers online.

CO4. Students will develop understanding of building organizational competency by way of digital marketing practices and cost considerations.

CO5. Students will develop understanding of the latest digital practices for marketing and promotion.

Suggested Readings

1. Moutsy Maiti: Internet Marketing, Oxford University Press India

2. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).

3. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).

4. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).

5. Tracy L. Tuten & Michael R. Solomon : Social Media Marketing (Sage Publication)

HUMAN RESOURCE MANAGEMENT

MBAT 435 HUMAN RESOURCE PLANNING AND DEVELOPMENT

Unit-1

Human Resource Planning

Approaches to Human Resource Planning, Concept, importance, Need for Human Resource Planning, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach. Human Resource Information System, Human Resource Planning Process, Approches to Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning.

Unit-2

Career planning

Concept, objective, Career Stages, Significance of Career Planning, Need and Components of Career Planning, Career planning vs. Human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

Unit-3

Evolution and Concept of HRD

System concept, Role of HRD, Professionals, HRD climate and its element, HRD Matrix, HRD Function, HRD Process, Role of line Managers and supervisors in HRD.

Unit-4

Assessing and Implementing HRD Programmes

Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Work life. Empowerment, Creating HRD environment, Evaluation frame work; collecting, data for evaluation, research design, issues concerning evaluation, assessing impact of HRD.

Unit-5

Organizational Culture and HRD

Workforce diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues, HRD practices in manufacturing and services sector

Text Books:

1. Bhattacharya, Dipak Kumar – *Human Resource Planning*, Excel Books.
2. T.V. Rao *Human Resource Development* Oxford IBH Publication
3. Aswathapa, *Human Resource and Personnel Management Text & Cases*, TMH.
4. Desimone & Harries – *Human Resource Development* – Thomson Learning

S.no	Course Outcomes(CO's)
1	Examine and apply human resource planning in an organization.
2	Understand and develop career planning & development related activities in the organization
3	Apply the basic concepts of HRD, different approaches to HRD, HRD styles, Structure and competencies for the growth of an organization.
4	Examine the impact of HRD in an organization with the help of various data collecting techniques.
5	Develop organization culture by implementing HRD techniques in Organizations

INTERNATIONAL BUSINESS

MBAT 445 EXIM FINANCING AND DOCUMENTATION

Unit 1 Introduction

Export and Import documentation; Foreign exchange regulations; including FEMA, IS/ISO 9000 and new ISO 14000 accepted quality certificates; Quality Control and pre-shipment inspection; Export trade control; Marine insurance; Commercial inspection and practices.

Unit 2

Export Procedures

General excise clearances: Role of Clearing and following agents; shipment of export cargo. Export credit, Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

Unit 3

Import Procedures

Import Licensing policy; Actual user Licensing; Replenishment Licensing; Import-export passbook; Capital goods Licensing; Export houses and trading houses, Import of unrestricted and restricted items, Customer guarantee, Green channel for import cargo clearance.

Unit 4

Export Incentives

Overview of export Incentives-ECGC, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation for export incentives.

Trading Houses, Export and trading houses schemes: Criteria, Procedures and Documentation; Policy and Procedures for EOU/FTZ/EPZ/SEZ units, Exim Bank.

Unit 5

Export and Import Financing

Nature, General Guidelines, Classification Pre-shipment Finance with classification, Packing credit limits with documents ECGC Formalities, Scrutiny of Packing credit application amount and disbursement. Repayments and sharing of Packing credits, Substitution of export contracts, Pre-shipment in Foreign currency, Factoring Services, Postshipment Finance.

Suggested Readings

1. Cherian and Parab: *Export Marketing*, Himalaya Publishing House, New Delhi.
2. Government of India: *Handbook of Procedures, Import and Export Promotion*, New Delhi.
3. Rathod, Rathor and Jani: *International Marketing*, Himalaya Publishing House, New Delhi.
4. *Export-Import Manual*, Nabhi Publication, New Delhi.
5. Government of India: *Export Policy, Procedures, etc* (Volumes I, II and III) New Delhi.
6. Khurana P.K. *Export Management*, Galgotia Publication.

S.NO	CO'S
1	Develop various documents for import and export and apply various regulations and standards for smooth functioning of trade.
2	Develop & apply clearances process by using various policies and methods that are used for export from various countries
3	Develop the import licensing policy and evaluate various steps like export houses and trading houses, import of restricted and unrestricted items.
4	Analyse various export incentives, policy procedures for smooth functioning of various units like EOU/FTZ/SEZ
5	Apply & evaluate various guidelines and formalities required for export and import financing and how to fulfill various formalities like factoring science and substitution of like export set by government

MANAGEMENT INFORMATION SYSTEM

MBAT 455 MANAGING IT ENABLED SERVICES

Course Outcome:

CO1 To acquaint the student with Internet security and cyber laws.

CO2 To understand the conceptual framework of IT enabled services

CO3 To be aware about Service Quality & Customer Satisfaction

CO 4 To understand the strategic framework of IT Enabled services

UNIT I

Service: A Conceptual Framework, Strategic Planning for Services, Services Marketing Mix, Customer Behavior and Services, STP Strategies in Service Marketing, Service Delivery Process

UNIT II

Information Technology and Service Management, IT Enabled Services: Strategic Framework.

UNIT III

Overview of IT Enabled Service: Call Centre, Medical Transcription, Data Processing and Back Office Operation, Web Enabled Education, Content Development and Multimedia Animation, GIS Services. Ventures in IT Enabled Services and Business Process Outsourcing.

UNIT IV

IT Enabled Services: Banking, Insurance. IT Enabled Customer Interaction Services, Call Centre. IT Services: Enterprises Wide Integration, Networking Services, Database Management Services, IT Consulting Services.

UNIT V

Measuring Service Quality and Satisfaction, Customer Relationship Management, Web Enabled Services, Health Care Services, Travel and Tourism Services, Hospitality Services, Telecom Services, Transportation Services, Infrastructure Services.

SUGGESTED READINGS

1.Services Marketing: Integrating customer focus across the firm. Valarie A Zeithaml, Dwayne D Gremler, Mary Jo Bitner, Ajay Pandit, 2008. Tata Mc Graw Hill

2.Information Technology Enabled Customer Service. Edited by Tapio Reponen, 2002, Idea Group Publishing, 978- 1591400486.

3.Effective IT Service Management, Rob Addy, Springer, 2007

4. IT Service Management-An Introduction, Jan Van Bon, Georges Kemmerling, Dick Pondman, ItSMF-Canada, 2002, ISBN 9789080671348.

LOGISTICS & SUPPLY CHAIN MANAGEMENT

MBAT 465 TOTALQUALITYMANAGEMENT

Unit1

Total Quality Management (TQM) Concept and Fundamentals

Approaches to Quality Management, TQM Framework and Features, Principle of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, Evolution of TQM.

Unit2

Human Aspect of Total Quality Management (TQM)

TQM Human Elements, Motivating People for Total Quality, Resistance to Change, Characteristics of Quality Leaders, Role of Quality Leaders, Teams for TQM, On-the-Job satisfaction and quality, Participative Management, Compensation System, Ergonomics.

Unit3

Quality Management System

Strategic Quality management, Quality Statement, Culture, Product Quality cycle, TQM Planning Environment, Role of Quality Control Department, Planning for Productivity, Quality and re-engineering, Introduction to Business Process Re-engineering (BPR), The Cost of Quality (Direct and Indirect Cost),Evaluating the cost of TQM, Quality Inedx, The Total Quality Cost Curve, Standardization

Unit4

Total Quality Management (TQM) Practices

TQM Technologies and TQM Practices: Policy Deployment, Benchmarking, Backtracking, Cross-Functional Teams, QFD, Taguchi Method, Failure-Mode and Effect Analysis, The Poka-Yoke Concept, Concurrent Engineering, Malcolm Baldrige Award Model, TQM Implementation Process, Introduction to World Class Manufacturing.

Unit 5

Quality Management Standards

Concept and need of Quality Standards, National Quality Standard Organisations: Bureau of Indian Standards (BIS), Agmark Grading of Agriculture and Allied Commodities, Quality Council of India; International Ogranisation for Standardisation (ISO), ISO Standards: ISO 9000 and 14000 Series, Integration of ISO 14000 with ISO 9000, Process of ISO Certification, Implementing the System, Post Certification.

Suggested Readings

- 1.Dale,Carol,Glen,Mary,*TotalQualityManagement*,3rded.,Pearson Education,New Delhi.
- 2.Ross,*TotalQualityManagement:Text,Cases,andReadings*,2 ed. St. LuciePress.
- 3.Bedi, Kanishka. (2006). *Quality Management*. Oxford University Press – N.Delhi.
4. Bhat, S. K. (2012). *Total Quality Management*. Himalaya publishing House – Mumbai.
5. Bagade, S.D. (2011). *Total Quality Management*. Himalaya publishing House – Mumbai.
6. Charantimath. (2013). *Total Quality Management*, 2nd edition. Pearson Education – New Delhi.
7. Besterfield. (2013). *Total Quality Management*, 3rd edition. Pearson Education,N. Delhi.
8. Mandal, S.K. (2013). *Total Quality Management*. Vikas Publishing House – New Delhi.

S. No.	Course Outcomes(CO's)
1	To develop& apply the basic concepts and fundamentals of TQM.
2	To analyse& understand the role of human resources in quality management and what all changes can be made in regards to human resource.
3	To apply the various concepts of business process re-engineering and other major terms of quality systems.
4	To analyse the practices of quality management and apply various other methods used in order to get world class quality products
5	To develop& apply various national and international standards for quality assurance for maintaining quality of the product.

AGRI –BUSINESS MANAGEMENT

MBAT 475 MATERIAL MANAGEMENT

Unit 1

Meaning, Definition, Importance, objectives and functions of Material Management. Organizational structure for material management.

Unit 2

Materials Planning: Determination and description of material quantity. Material planning in Push and Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.

Unit 3

Purchasing: Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipments. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions.

Unit 4

Warehousing: Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification. Cost reduction methods: Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.

Unit 5

Inventory control: Objectives, EOQ & its derivation. Deterministic inventory models. Buffer stock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis. MUSIC – 3D.

Logistics and Supply Chain Management: Recent Developments With Reference To Rural Economy.

Suggested Readings:

1. Materials Management, Procedures, Text and Cases” by Datta A K
2. Kohls,R.L.andUhj,J.N.,2005,MarketingofAgriculturalProducts.9thEd. PrenticeHall.
3. “Introduction to Materials Management” by J R Tony Arnold.
4. “Materials Management: An Integrated Approach” by Gopalakrishanan.
5. Norton and Allwning: The Introduction to Economic and Agricultural Development, McGraw Hill Co. Publication. New Delhi.
6. Materials Management a Supply Chain Perspective: Text and Cases” by Chitale.
7. “Purchasing and Materials Management” by Patidar Jeet.

S.No	Course Outcomes (CO's)
1	To understand the overview of Material Management and organisation structure.
2	to know about material planning, material quantity also various system of material
3	tounderstand purchasing cycle, sources of supply and make or buy decisions
4	to know about warehousing, layout and material handling
5	to analyse inventory models and also to aware about logistics and supply chain

MBAT 485 OPERATIONS AND SUPPLY CHAIN ANALYTICS

Unit-1

Warehousing Decisions

Warehousing Decisions, Mathematical Programming Models, P-Median Methods, Guided LP Approach, Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods

Unit-2

Inventory Management

Inventory Management, Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Transportation Network Models, Notion of Graphs, Minimal Spanning Tree

Unit-3

Path Algorithms

Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Travelling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function, Approach and Linking Algorithms

Unit-4

Data Envelopment Analysis

Analytic Hierarchy Process, Data Envelopment Analysis, Risk Analysis in Supply Chain, Measuring transit risks, supply risks, delivering risks

Unit-5

Application in SCM Risk pooling strategies, Fuzzy Logic and Techniques-Application in SCM

Text Books

1. Khalid Zidan, Supply Chain Management: Fundamentals, Strategy, Analytics & Planning for Supply Chain & Logistics Management, CreateSpace Independent Publishing Platform, 2016.
2. Chan, Hing Kai, Subramanian, Nachiappan, Abdulrahman and Muhammad Dan-Asabe, Supply Chain Management in the Big Data Era, IGI Global. 2016
3. GeradFeigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press, 2011
4. Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American Mgmt Assn, 2007
5. Robert Penn Burrows, Lora Cecere, Gregory P. Hackett, The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy, AMACOM Div American Mgmt Assn, 2001

Course Outcomes

- CO1: To recognize on the fundamental concepts of location and layout.
CO2: To understand on the implementation of analytics in location and layout.
CO3: To understand the inventory techniques for analytics.
CO4: To analyze the inventory using aggregate production model
CO5: To identify the different network models.
CO6: To Analyze the role and applications of Descriptive Analytics in a Supply Chain

ENTREPRENEURSHIP AND VENTURE DEVELOPMENT

MBAT 495 SOCIAL ENTREPRENEURSHIP

Course Outcome:

This course will provide an opportunity to the students to understand - social entrepreneurship and entrepreneurial opportunities - culture, models and approaches of social entrepreneurship and - Scope for social Entrepreneurship in India and enterprise creation

UNIT I:

SOCIAL ENTREPRENEURSHIP • Social entrepreneur – factors impacting transformation into social entrepreneur • The characteristics of social entrepreneurs • The four distinctions of social entrepreneurship

UNIT II:

FORMS OF SOCIAL ENTREPRISES • Profit and non-profit Proprietorships – partnership - company • Non-Governmental organisation - Society – Trust and Company (sec. 25) registration • Factors determining selection of forms of registration

UNIT III:

SUSTAINABLE DEVELOPMENT • Concept of Sustainable Development and its importance • Factors affecting sustainable development - Environmental costs and its economic value - The Political Challenge and development Issues in India • The Millennium Ecosystem Assessment - International Influences

UNIT IV:

OPPORTUNITIES FOR SOCIAL ENTREPRENEURS • Methods of sensing opportunities and fields of opportunities • Assessing and prioritising opportunities • Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds - PPP

UNIT V:

SUCCESSFUL SOCIAL ENTREPRENEURSHIP INITIATIVES • Study of successful models like Grameen Bank – Aravind Eye Care System's – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj

Reference Text:

1. Bide Amar (2012), Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union, <http://ec.europa.eu/eurostat>
2. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
3. Gopalkrishnan (2014) The Entrepreneur's Choice: Cases on Family Business in India, New Delh, Routledge taylor& Francis Group.
4. Kaliyamoorthy and Chandrasekhar (Eds:2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.
5. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited.
6. Heggade (1998) Developing Rural Women Entrepreneurship, New Delhi, Mohit Publications

MASTER THESIS & VIVA VOCE

1. INTRODUCTION

As a student of Master of Business Administration (MBA) the student are required to undertake a major individual piece of research work - the Master Thesis or Dissertation. In contrast to the other elements of programme, where student are guided fairly closely, the aim of the Master Thesis is to give student the opportunity to learn independently and show that student can identify, define and analyse problems and issues and integrate knowledge in a business context.

It is an important part of the programme that tests ability to understand and apply the theory, the concepts and the tools of analysis to a specific problem situation. This project handbook has been compiled to clarify the framework of the project and suggest some ways of assuring success.

The only precise rule on what constitutes an acceptable thesis is that it should be an ordered critical exposition, which affords evidence of reasoning power and knowledge of the relevant literature in an approved field falling **within the subject matter of the programme - Management**. The emphasis should be on applied research and the investigation of some practical problem or issue related to the situation in which an organisation or system operates.

Please note that the thesis must not be treated as just another assignment. The Thesis provides the opportunity to judge the student's time and self management skills and his/her ability to successfully undertake a long and indepth study. Hence it is not only the product that is important, but also the process itself. Students must therefore ensure that they maintain **regular contact with their supervisor** and also that they provide the supervisor with drafts of their work at regular intervals.

2. DEFINITIONS AND OVERVIEW OF THESIS

The THESIS is a practical, in-depth study of a problem, issue, opportunity, technique or procedure – or some combination of these aspects of business. Typically, student will be required to define an area of investigation, carve out research design, assemble relevant data, analyse the data, draw conclusions and make recommendations. The THESIS should demonstrate organisational, analytical and evaluative skills, and, where appropriate, an ability to design a suitable implementation and review procedure.

3. GUIDELINES AND REQUIREMENTS FOR THE THESIS

The purpose of the THESIS is to give students the opportunity to carry out an in-depth study of an applied nature, synthesizing various elements, yet pursuing one area of interest in depth. The thesis report should make clear what student have attempted and why student have attempted it; the methods that student have used to collect, collate and analyze the information obtained; and how student have evaluated it. Any recommendations made should be supported by the evidence presented and by logical argument using deductive and inductive reasoning. For a THESIS to be of a high quality it is imperative to avoid detailed description devoid of analytical content.

4. CHOOSING A TOPIC

The choice of topic is up to student, with guidance from supervisor, but, he/ she is not there to make the decision for student.

5. SCOPE OF THE THESIS

An acceptable THESIS will normally fall into one of the following categories:

- **Exploratory**- a study that involves carrying out original research in order to meet the organization's continual need for new information for forward decision-making. The main issues may be human, economical, functional etc, but the construction and/or application of some kind of research instrument are the focus of the study. The analysis of the research findings (e.g. client's responses to questionnaire about changing product specifications) should take place, resulting in proposals about how to manage relevant aspects of the organisation's future.
- **Explanatory**- a study, which would involve studying relationships between different variables like a cause & effect relationship study.
- **Descriptive**- a study that would need an in-depth portrayal of an accurate profile of events or situations from the business environment.

6. ORGANISATION OF THESIS

This section presents some of the norms associated with a THESIS. It is strongly recommended that student **follow these guidelines**. The final report should be presented in the following sequence:

- 1-Title page
- 2-Student's Declaration
- 3-Supervisor's Certificate
- 4-Abstract
- 5-Acknowledgements
- 6-Table of Contents:
- 7-List of Tables
- 8-List of figures
- 9-List of Appendices

Chapter 1. Introduction: This chapter includes the research problem, need for study/significance of the project, objectives, hypotheses, methodology – scope, sample design, sources of information, tools and techniques of analysis, structure of the study with sound justifications/explanations.

Chapter 2. Literature Review: This chapter should reflect the student's understanding of the relevant theoretical and empirical background of the problem. Focus should be more on the logical presentation of the empirical evolution of conceptual and methodological issues pertaining to research problem. Also highlight the methodological clues drawn through this review for studentr project.

Chapter 3. The Company/Organisation/System: This chapter should contain a brief historical retrospect about the entity of studentr study.

Chapter 4 & 5: Present students data analysis and inferences

Chapter 6. Summary and Conclusions: Gives an overview of the THESIS, conclusions, implications and recommendations. Also specify the limitations of studentr study. Student may indicate the scope for further research.

Bibliography: List the books, articles, websites that are referred and useful for research on the topic of studentr specific THESIS. Follow Harvard style of referencing.

Referencing :

Referencing is a standardised method of acknowledging sources of information and ideas that student have used in studentr report in a way that uniquely identifies their source. Direct quotations and figures, as well as ideas and theories, both from published and unpublished works must be referenced.

This appendix provides a brief guide to the Harvard Referencing style.

- **For Textbooks:**

- In the references and bibliography sections of the THESIS report, the referencing to material used from text should appear as follows:

The author, year of publication followed by the title of the textbook (in italics), publisher, location of the publisher.

e.g.

Saunders, M. et al (2003), *Research Methods for Business Students* (3rd edition), Pearson Education, Harlow.

- In the text of the THESIS report the reference would appear as follows:

.....being identified by Saunders (2003)

- If a direct quote is included in the text the page number where it can be found should also be included while referencing.e.g.“When drafting studentr literature review student therefore need to focus on student’s research question(s) and objectives.” (Saunders 2003, p47)

- **For journal articles:**

- In the references and bibliography sections of the THESIS report, the referencing to material used from journals should appear as follows:

- The author’s name, followed by the title article, journal name in italics, volume number.e.g.Storey, J, Cressy, P, Morris, T and Wilkinson, A (1997) ‘ Changing employment practices in UK banking; case studies’, *Personnel Review*, 26:1, pp24-42.

- In the text of the project report the same reference would appear as follows:.....being identified by Storey et al (1997) and

- **For websites:**

- In the references and bibliography sections of the THESIS report, the referencing to material used from websites should appear as follows:

If student are referring to a specific article, it should be detailed as for journal articles as mentioned above, but with the additional information as to where

- it is available on the Internet.e.g.

Jones A and Smith A (eds) 2001 ‘What exactly is the Labour Force Survey?’(online) (cited 20 December 2001). Available from URL:

http://www.statistics.gov.uk/nbase/downloads.theme_labour/what_exactly_is_LFS1.pdf

Please note that all sources referenced in the main text should also be fully detailed in the reference and bibliography section.