

MRSPTU MBA STUDY SCHEME & SYLLABUS - 2019 BATCH ONWARDS

**MBA (2nd Year)
SEMESTER -Fourth**

Total Contact Hours = 24

Total Marks = 700

Total Credits = 30

SEMESTER4th		Contact Hrs.			Max Marks		Total	Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.		
MBADS1-401	Strategic Management	4	-	-	40	60	100	4
MBADS1-402	Entrepreneurship and Managing Small Medium Business	4	-	-	40	60	100	4
MBADS1-403	Dissertation	-	-	-	60	40	100	3
XXXXXX	Open Elective – II	3	-	-	40	60	100	3
For Major Specialization								
XXXXXX	Compulsory Subject 1 (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Department Elective 1* (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Department Elective 2* (From Major Specialization)	4	-	-	40	60	100	4
For Dual Specialization								
XXXXXX	Compulsory Subject 1 (From 1 st Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From 1 st Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 1 (From 2 nd Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From 2 nd Specialization)	4	-	-	40	60	100	4
Total	Theory = 6 Labs = 0	24	-	-	300	400	700	30

**Select any two subjects from the list of department elective subjects of major Specialization.*

List of Compulsory Subjects (For Major and Dual Specialization)

Semester - Fourth	
Subject Code	Subject
FINANCE	
MBADD1-411	International Finance
MBADD1-412	Management of Financial Services
HR	
MBADD2-411	Organization Development and Change
MBADD2-412	International HRM
IT	
MBADD3-411	E-Commerce and Digital Markets
MBADD3-412	Strategic Management for IT
MARKETING	
MBADD4-411	Services Marketing
MBADD4-412	International Marketing
OPERATIONS	
MBADD5-411	Total Quality Management
MBADD5-412	Sales and Operations Planning

List of Departmental Elective Subjects (For Major Specialization)

Semester – Fourth	
Subject Code	Subject
FINANCE	
MBADD1-413	Mergers, Acquisitions and Corporate Restructuring
MBADD1-414	Project Appraisal and Finance
MBADD1-415	Corporate Taxation and Planning
MBADD1-416	Management of Banks & Financial Institutions
HR	
MBADD2-413	Compensation and Benefit Management
MBADD2-414	Employee Relations
MBADD2-415	Human Resource Metrics and Analytics
MBADD2-416	Performance Management System
IT	
MBADD3-413	Managing Digital Platform
MBADD3-414	IT Consulting
MBADD3-415	Information System Audit and Control
MBADD3-416	Business Analytics in IT
MARKETING	
MBADD4-413	Brand Management
MBADD4-414	Customer Relationship Management
MBADD4-415	Integrated Marketing Communication
MBADD4-416	Digital & Social Media Marketing
OPERATIONS	
MBADD5-413	Material Management
MBADD5-414	Management of Manufacturing System
MBADD5-415	Logistic Management
MBADD5-416	Production Planning and Control

Course Description

Pedagogy

1. The medium of delivery of course will be English.
2. Subject wise small projects are given to students for better clarity of concepts in context of business scenario.
3. For sharpening the communication skills of students, presentations are conducted on individual basis or group basis.
4. Case Studies and Caselet are discussed in the class for enhancing the decision making and analytical skills of students.
5. Workshops, Expert lectures of industry persons and industrial visits are conducted to integrate the theoretical knowledge into practical one.
6. Relevant articles from Newspapers, Journals and Magazines are extracted and discussed in the class to update students with current global business issues.
7. Students are suggested to enroll in MOOC courses to enhance their knowledge in their interested areas.
8. Students are encouraged to participate in various competitive events (Sports/Cultural/Academics) in different colleges and universities for developing their overall personality.

Attendance

The attendance requirement shall be a minimum of 75% of the classes actually conducted in every course the student has registered for in the Academic Term

Scheme of Examination

The medium of instructions and evaluation will be English.

Distribution of Marks

Examinations	Marks
Internal	40
External	60

Internal Examinations

Category	Marks	Descriptions
MST (Mid Term Sessional Test)	24	There will be Two MSTs of 24 Marks. The average of marks of both MSTs will be taken.
Assignments	10	Four assignments will be submitted by students. Out of Four assignments, Two assignments will be theoretical and Two will be small projects based on the topics of the subject.
MCQs	6	There will be 2 MCQs of 30 Marks. The average of both MCQs will be taken. The marks will be scaled down to 6. (Divide the marks by 5)
Total	40	

Final Examination

1. The final examination will be of Three Hours. Total Marks will be 60.
2. The question paper will be comprised of Three Sections (A, B and C)
3. Section A (20 Marks) consists of 10 questions. Each question carries 2 Marks.
4. Section B (32 Marks) consists of Eight Questions (2 Question from each unit). Students have to attempt Four questions (One question from each unit). Each question carries 8 Marks.
5. Section C (8 Marks) consists of case study. It carries 8 Marks.

STRATEGIC MANAGEMENT

Subject Code: MBADS1- 401

**L T P C
4 0 0 4**

Duration : 60 Hrs

Course Objectives: The main objectives of this course are:

1. To understand the sustainable competitive advantages of the organization and identify the growth avenues.
2. To meet stakeholder interests through growth strategies based on ethical value
3. To conduct SWOT analysis and Competitive analysis through various tools and technologies.

Course Outcomes: After completing this course, students will be able to:

1. Apply holistic approach by integrating people, finance, marketing and organizational perspectives to develop appropriate organizational policies and strategies
2. Understand, assess and derive the sustainable competitive advantages of the organization and identify the growth avenues against the back drop of global opportunities.
3. Develop an appreciation of implementation skills through organization structure and control systems.

UNIT-I (15 Hrs)

Introduction - Definition, Nature, Scope, and Importance of Strategy and Strategic Management (Business Policy). Strategic Decision Making, Process of Strategic Management and Levels at Which Strategy Operates, Role of Strategists, Defining Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives, Environmental Appraisal—Concept of Environment, Components of Environment (Economic, Legal, Social, Political and Technological), Environmental Scanning Techniques- ETOP, QUEST and SWOT (TOWS).

UNIT-II (15 Hrs)

Internal Appraisal – The Internal Environment, Organisational Capabilities in Various Functional Areas and Strategic Advantage Profile. Methods and Techniques Used For Organisational Appraisal (Value Chain Analysis, Financial and Non-Financial Analysis, Historical Analysis, Industry Standards and Benchmarking, Balanced Scorecard And Key Factor Rating). Identification of Critical Success Factors (CSF)

UNIT- III (15 Hrs)

Industry Analysis - Porters's Five Forces Model, Strategic Group Mapping

Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination Strategies, Corporate Restructuring, Concept of Synergy. Mergers & Acquisitions, Corporate Restructuring, **Business Level Strategies:** Porter's Framework of Competitive Strategies; Conditions, Risks and Benefits of Cost Leadership, Differentiation and Focus Strategies. Location and Timing Tactics, Concept, Importance, Building and Use of Core Competence.

Strategic Analysis and Choice: Corporate Level Analysis (BCG, GE Nine Cell, and Shell Directional Policy Matrix)

UNIT-IV (15 Hrs)

Implementation and Control: Qualitative Factors in Strategic Choice, Strategy Implementation: Resource Allocation, Projects and Procedural Issues. Organisation Structure and Systems in Strategy Implementation. Leadership and Corporate Culture, Values, Ethics and Social Responsibility. Operational and Derived Functional Plans to Implement Strategy, Integration of Functional Plans, Strategic Control and Operational Control, Organisational Systems and Techniques of Strategic Evaluation

Relevant case studies related to the topics should be discussed.

Suggested Readings

1. A Kazmi, 'Business Policy & Strategic Management', Tata McGraw Hill
2. Thomson & Strickland 'Strategic Management: Concept & Cases,' Tata McGraw Hill

3. S. Reddy, 'Strategic Management', Himalaya Publication
4. Wheelen & Hungar 'Strategic Management & Business Policy' Addison- Wesley
5. Johnson & Scholes, 'Exploring Corporate Strategy', Prentice Hall India
6. Jauch & Glueck, 'Business Policy & Strategic Management', Tata McGraw Hill

ENTREPRENEURSHIP AND MANAGING SMALL MEDIUM BUSINESS

Subject Code: MBADS1- 402

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives: The main objectives of this course are:

1. To develop confidence to venture into challenging career of entrepreneurship
2. To understand challenges of starting a new venture
3. To understand the process of identifying a lucrative business opportunity and allocation of resources into a viable business proposition

Course Outcomes: After completing this course, Students will be able to:

1. Generate small business idea from the existing gaps in the market
2. Evaluate the opportunity of the idea, conduct feasibility studies in various micro and macro aspects of small business development, select a type of ownership
3. utilize the facilities and resources provided by the central and state level institutions in small business development.

UNIT-I (15 Hrs)

Foundations of Entrepreneurship: Concept , Need, Definition & Role of Entrepreneurship, Definition, Characteristics & Scope of Entrepreneur, Innovation, Invention, Creativity, Opportunities . Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur–Comparative Study, Roles& Responsibilities, Role of entrepreneur in Indian economy, Entrepreneurship as a career, Sustaining Competitiveness - Maintaining competitive advantage, Entrepreneurial Culture, Reasons for The Failure of Entrepreneurial Ventures, Various Case Studies, Successful, Failed and Turnaround Ventures.

UNIT-II (15 Hrs)

Women Entrepreneurs & Entrepreneurship Development: Meaning, Role, Problems & Reasons for Less Women Entrepreneurs. Various Institutes & Govt Schemes To Help & Uplift Women Entrepreneurs. Case Studies for Successful Women Entrepreneurs, Concept, Need & Role of Entrepreneurship Development, Role of The Following Agencies in The Entrepreneurship Development DIC, SISI, EDII & NIESBUD .

UNIT-III (15 Hrs)

Small & Medium Enterprises - Small & Medium Industry: Meaning and Importance -Definition of SME – Role & importance in India Economy, Steps for Starting Small Industry: Decisions to Become Entrepreneur - Steps to be Taken - Search for a Business Idea, Source of Ideas, Idea Processing, Selection Idea, Input Requirements, Nature and Components of SME Environment, SME Funding, Sources of Finance for SME's.

UNIT-IV (15 Hrs)

Project Management Technical, Financial, Marketing Personnel and Management Feasibility Reports Financial Schemes Offered by Various Financial Institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist. Role of Central Government and State Government in Promoting Entrepreneurship with Various Incentives, Subsidies, Grants Relevant case studies related to the topics should be discussed.

Suggested Readings

1. Vasant Desai, 'Management of Small Scale Industries', Himalaya Publishing
2. Angadi, Cheema, Das, 'Entrepreneurship, Growth, and Economic Integration', Himalaya Publication
3. Rizwana and Janakiran, 'Entrepreneurship Development', Excel Books
4. Murthy, 'Small Scale Industry and Entrepreneurial Development', Himalaya Publishing

DISSERTATION

Subject Code: MBADS1-403

**L T P C
0 0 0 6**

Duration:

Under the guidance of his/her supervisor, Students will identify the problem from the area of their specialization. The problem should be relevant to current business or social scenario. The student will do literature review, set the objectives, collect data (primary/Secondary) regarding the problem, Apply statistical techniques and document the findings of the study with the justification how these findings will solve the existing problem in business/society.

Student will submit the report (Hard Binding) and give presentation and final oral viva.

OPEN ELECTIVE - II

Subject Code: XXXXX

**L T P C
3 0 0 3**

Duration: 45 Hrs

Students will select one subject as open elective from the list of Open Elective-II available on University website. The open elective subjects will be offered by other departments.

INTERNATIONAL FINANCE

Subject Code: MBADD1- 411

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objective – The objectives of this course are:

1. To learn the global financial system
2. To understand the financial decision making at Multinational companies
3. To familiarize students with unique international economic factors that helps in policy making in companies.

Course Outcome – After completing this course, students will be able to

1. Gain knowledge on global monetary system.
2. Examine the foreign exchange market and evaluate foreign exchange exposure and risk
3. Evaluate Conceptual and analytical frame work of international financial institutions and working capital management.

UNIT –I (15 Hrs)

International Finance: Introduction: Growing Importance of International Finance, Factors affecting International Trade flows

Balance of Payments: Introduction, Basics of BOP, Current Account Surplus and Deficit, Capital Account Convertibility, J – Curve.

International Monetary System: Evolution, Classical Gold Standard, Bretton Woods System, Failure of Bretton Wood System, Flexible Exchange Rate Regime, The European Monetary Union (EMU) – Origin and Functions of EMU

UNIT –II (15 Hrs)

Foreign Exchange Market: Function and Structure of the Forex markets, Major Participants, Types of transactions and settlements

Parity Conditions in International Finance: Relationship between Inflation, Interest Rates and Exchange Rates, Purchasing Power Parity – Absolute and Relative, Covered Interest Rate Parity, Real Interest Parity Conditions, The Fisher effect, The International Fisher Effect

Foreign Exchange Rate: Types – Spot Rate, Forward Rate and Cross rate, Determination of Exchange Rate, Foreign Exchange Quotations, Types and Settlements, Factors Influencing Foreign Exchange Rates. The Relationship between Forward and Future Spot Rate

UNIT –III (15 Hrs)

Foreign Exchange Risk Management: Measuring and Managing Transaction Exposure, Economic Exposure and Translation Exposure, Country Risk Analysis

Currency Derivatives: Currency Futures, Currency Options, Currency Swaps and Functions of Currency Derivative Market, Interest Rate Derivatives

UNIT – IV (15 Hrs)

Multilateral Financial Institutions: World Bank – Origin and Functions; International Monetary Fund(IMF) – Origin, Functions, Regional Development Banks, Different International Development Association (IDA) - International Finance Corporation (IFC), OPEC, ADB

International Market: International Bond Markets, Floating Rate Bonds, Dual Currency Bonds, Equity Related Bonds, ADR, GDR and Special Drawing Rights (SDRs), Securitisation

Suggested Readings

1. P.G.Apte, 'International Financial Management', Tata McGraw-Hill, New Delhi
2. Jeff Madura, 'International Financial Management', 6th edition, Thomson Publications.
3. Maurice D.Levi, 'International Finance', 3rd edition, Tata Mc Graw-Hill, New Delhi
4. P.K Jain, Josette Peyrard and Surendra S. Yadav, 'International Financial Management', Macmillan Publishers
5. S.Eun Choel and Risnick Bruce, 'International Financial Management', Tata Mc Graw Hill

MANAGEMENT OF FINANCIAL SERVICES

Subject Code – MBADD1-412

**L T P C
4 0 0 4**

Duration – 60 Hrs

Course Objectives - The objectives of this course are:

1. To give an idea about fundamentals of financial services and players in financial sectors, key concept from environment studies, political, and social analysis
2. To examine forwards and futures contracts for equity indexes, commodities, and currencies
3. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

Course Outcomes- After completion of course, students will be able to:

1. Understand the fundamental & operations of financial market, to apply & evaluate the financial & investment theories.
2. Gain knowledge about risk, wealth, economics & legal framework of global financial market.
3. Achieve highly paid jobs as finance manager Research analysis, financial consultant etc.

UNIT-I (15 Hrs)

Financial Services - Meaning, types and their importance. Depository - Introduction, Concept, Depository Participants, Functioning & Benefits of Depository Systems. Dematerialization and Rematerialisation, Functions of NSDL and CDSL, Role of Depositories in Stock Broking services

Mutual Funds and AMCs- Concept, Origin and Growth of Mutual Funds, Management of MFS - Sponsors, Trustees, AMCs, and Custodians. Classification of Mutual Fund Schemes, Advantages and Disadvantages of Mutual Fund Schemes, NAV , SEBI guidelines for Mutual funds.

UNIT-II (15 Hrs)

Merchant Banking - Origin and Development of Merchant Banking in India Scope, Role and Functions of Merchant Bankers, Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees- IPO, FPO, Book building, Green shoe Option, Qualified Institutional Placement. Latest Guidelines of SEBI w.r.t. Merchant Bankers – Pre & Post issues activities – Raising capital from International markets: ADRs, GDRs, ECB etc.

UNIT-III (15 Hrs)

Lease and Hire purchase: Meaning and Types of leasing – Legislative frameworks – Difference between Leasing and Hire Purchase, Types of Leasing Business, Advantages to Lessor and Lessee. Tax implications in leasing, Problems on leasing – Hire Purchasing – Concepts and features, Problems on Hire Purchasing.

Factoring –Definition, Factoring, Types & Importance, **Forfeiting**

UNIT-IV (15 Hrs)

Credit Rating - The Concept and Objective of Credit Rating, Various Credit Rating Agencies in India and International Credit Rating Agencies, Factors Affecting Credit Rating

Securitisation: Concept, Process of Securitisation, Risks in Securitisation. Benefits and Limitations of Securitisation, Mortgage Based Securitisation.

Venture Capital: Meaning and Modes of Financing, Seed capital and Start-up financing, Key Factors considered in Venture Capital Financing

Relevant Case Studies should be discussed in class.

Suggested Readings

1. S Gurusamy, 'Financial Services & System' Thomson Publications
2. M Y Khan, 'Financial Services' Tata McGraw-Hill
3. L M Bhole, 'Financial Institutions & Markets' Tata McGraw- Hill
4. Gordon & Natarajan, 'Financial Markets & Services' Himalaya Publications
5. V. A. Avdhani, 'Financial Services in India', Himalaya Publications
6. Vasant Desai, 'Financial Markets and Financial Services', Himalaya Publications

MERGER, ACQUISITION AND CORPORATE RESTRUCTURING

Subject Code-MBADD1-413

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objective: The main objectives of this course are:

1. To gain the understanding of Merger and Acquisition at corporate level
2. To teach the valuation of companies during merger and acquisition
3. To get familiarize with major corporate restructuring strategies
4. To get an understanding of valuation and analytical tools

Course Outcomes: After completing this course, students will be able to:

1. Examine appropriate strategies for Merger and Acquisitions
2. Analyze the effect of financing decisions on organization structure, firm performance
3. Understand the Shareholder's perspective involved in Merger and Acquisitions

UNIT-I (15 Hrs)

Corporate Restructuring: Meaning of Merger & Acquisitions, Types of Mergers, Process of Merger & Acquisition, Motives Behind Merger & Acquisition, Difference between Merger & Acquisition, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011

UNIT-II (15 Hrs)

Valuation of Merger & Acquisition: Shareholder Value Analysis, Determination of Swap Ratio, Determination of Financial Benefits of Merger & Acquisitions internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

UNIT-III (15 Hrs)

Corporate Takeovers: Motivations, Cross Border Take Overs, Takeover Strategies, Anti Takeover Strategies, Change in Ownership: Buy Back of Shares, Leverage Buyouts (LBO), LBO Process, Management Buyouts (MBO), Going Private, Exchange Offer, Reverse Merger, Financial Restructuring

UNIT-IV (15 Hrs)

Exit Strategies: Demerger: Introduction, Types of demerger – Sell off, Equity Carve out, Divestiture, Tracking Stocks, Stock Split

Post-Merger Integration: Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, approaches to integration, Challenges in integration.

Suggested Readings

1. J F Weston & S C Weaver, Mergers & Acquisition: Tata McGraw Hill
2. Stowell David, "Investment Banking, Hedge Funds & Private Equity", Elsevier.
3. Subramanian Pratap: Investment Banking (concepts, analyses and cases)

PROJECT APPRAISAL AND FINANCE

Subject Code- MBADD1-414

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives: The main objectives of the course are:

1. To enrich the students with various project appraisal techniques
2. To provide gainful insights about identification and screening of projects
3. To teach various sources of project financing

Course Outcomes: After completing this course, students will be able to:

1. Analyze the available investment opportunities
2. Examine the financial benefits and Limitations attached to available project
3. Analyze the project funding opportunities available in the market

UNIT-I (15 Hrs)

Project Identification Analysis: Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities; Project Screening and Presentation of Projects of Decision Making; Expansion of Capacity; Diversification

UNIT-II (15 Hrs)

Project Appraisal: Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and Social projects, Social Cost benefit analysis. Environmental Appraisal, Shadow Pricing, UNIDO approach

Project Appraisal Techniques – Playback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio

UNIT-III (15 Hrs)

Project Costing and Finance: Cost of project; Cost of production; Break even Analysis; Social Cost Benefit Analysis

Multiple Projects: Project Dependence; Capital Rationing; Ranking Methods of Projects, Post Project Evaluation.

Risk Analysis Techniques: Effective Rate of Protection. Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis

UNIT-IV (15 Hrs)

Financing of Project: Raising finance in domestic market and international market; Role of Financing Institutions in Project Financing, Infrastructure financing; Tax Aspects in Project Finance, Implementation

Suggested Readings

1. Prasar Lath, Project Appraisal and Financing', Himalaya Publications
2. Prasanna Chandra, Project Management, McGraw Hill
3. S. Kathua, Project Management & Appraisal, Oxford Publications
4. N. Singh, Project Management and Control, Himalaya Publications
5. K. Nagarajan, Project Management, New Age International

CORPORATE TAXATION AND PLANNING

Subject Code- MBADD1-415

**L T P C
4 0 0 4**

Duration: 60 Hrs

Course Objectives: The main objectives of this course are:

1. To provide basic knowledge of framework of taxation system in India
2. To provide knowledge of various concepts and their application relating to direct tax laws
3. To provide knowledge about integrating the relevance of tax laws with financial planning and management decisions.

Course Outcomes: After completing this course, the students will be able to:

1. Introduce practical aspects of tax planning as an important managerial decision making process
2. Apply the relevant sections of the Income Tax Act to compute taxable income and tax payable for a corporation
3. Describe the issues and apply the appropriate provisions related to the taxation of corporate investment Income
4. Identify tax planning opportunities and challenges for corporation

UNIT-I (15 Hrs)

Introduction: Income sources - Basic understanding of Income from Business and professions, Computation of income: Income from salary, capital gains and house properties and other incomes. Computation of income from business and profession, Various exemptions, Computation of tax liability & Payment of tax.

Introduction to Income tax Act, 1961: Definitions of Person, Assesses, Assessment Year, Previous Year, Capital and Revenue incomes, expenses, losses and gains, concept of Agriculture Income.

UNIT-II (15 Hrs)

Deduction of Tax at Source and Advance payment of Tax: Concept, Provisions of the Act for Advance payment of Tax and Deduction of Tax at Source.

Residential Status: Determination of residential status of a company, individuals and firms. Incidence of Tax.

UNIT-III (15 Hrs)

Goods and Services Tax, 2017: Introduction, GST Council, Liability of Tax Payer under IGST, CGST, SGST and UTGST. Rates for Levy of GST and collection. Exemption from GST.

GST Portal: Introduction, GST Eco-system.

UNIT-IV (15 Hrs)

Impact of Taxation on Decision Making: Impact of tax on corporate Restructuring-Mergers, Acquisitions, Transfer of Assets between Holding Companies and Subsidiary Companies. Conversion of sole proprietary concern/partnership firm into Company - Conversion of company into LLP, Tax Planning for Financial Decisions, Nature and Types of Business

Suggested Readings

1. Ahuja Girish, "Systematic Approach to Income Tax", Bharat Law House, New Delhi
2. Gaur, Narang & Puri, "Corporate Tax Planning and Management", Kalyani Publishers
3. Mohapatra, Sahu, Business Taxation, Himalaya Publication
4. Pathak and S. Godiawala, Business Taxation, Mc Graw Hill Publication
5. Datey V.S., "GST Ready Reckoner", Taxman Publications (P)Ltd
6. Gupta S.S., "GST-How to meet your obligations 2017". Taxman, Publications (P)Ltd

MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS

Subject Code- MBADD1-416

**L T P C
4 0 0 4**

Duration: 60 Hrs

Course Objectives: The main objectives of this course are:

1. To familiarize the students about Indian Banking System
2. To help students to identify the various risks attached with Banking system and Insurance industry
3. To teach students about strategies to manage the risks

Course Outcomes: After completing this course, students will be able to:

1. Know the functioning of Indian banking and other financial institutions
2. Analyze the various risks involved in banking industry.
3. Apply risk management strategies in banks and financial institutions

UNIT – I (15 Hrs)

Bank and Banking: Permissible banking activities – Types of banks in India – Role of RBI as a regulator – Money Market Instruments- Concept of NPA and Prudential Norms.

Analysis of Financial Performance: Analysis of Balance sheet; Income statement; profitability, liquidity and solvency analysis; CAMELS. **Asset Liability Management** – Significance, ALM process, Techniques – Gap, Duration, Simulation, Value at Risk, Book value of equity and market value of equity perspective, ALCO functions

UNIT – II (15 Hrs)

Risks in Banks and Financial Institutions: Types of Risks, **Credit risk management:** Credit risk analysis Credit risk diversification, Credit default swaps, **Interest Rate Risks:** Definition, Measuring interest rate risk, Managing interest rate risk. **Liquidity Risk:** Objectives - CRR& SLR measures- Funding the banks. Capital Adequacy

UNIT – III (15 Hrs)

Operational Risk: definition, types, Operational risk management practices, Identification-measurement- monitoring- mitigation internal audit. Strategies to mitigate operational risk.

Basel Norms – Basel 2, Basel 1 and 2, IRR and Basel 2, Three Pillars

Technology risk: Identify the drivers and strategies to mitigate the technology risk

UNIT- IV (15 Hrs)

The Insurance Industry: Need and importance Life and non-life insurance-Players in life and non-life insurance – Essentials of insurance contracts – Risk appraisal and selection, Legal principles of Indemnity – subrogation – utmost Good faith – aleatory contract. Liability risk. Role of IRDA

Suggested Readings

1. Baye M. and Jansen D. (1995)"Money, Banking and Financial Markets", Houghton Mifflin Co.
2. Brown C., Mallet D., Taylor M. (1993) "Banks", London.
3. Cance D. (1995): "Introduction to Options and Futures", Dryden Press, Florida.
4. Ernst & Young (1993): "International Bank accounting", Vol. 1, 2, 3rd ed.
5. Hempel G. and Simonson D. (1999): "Bank Management", John Wiley & Sons, Inc. New York.
6. Papadeas, P.(2011) Banking activities and derivatives in accordance with the banking

ORGANIZATION DEVELOPMENT AND CHANGE

Subject Code- MBADD2-401

**L T P C
4 0 0 4**

Duration: 60 Hrs

Course Objectives: The main objectives of the course are:

1. To develop a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
2. To develop a basic understanding of how organizations behave and react to change,
3. To develop understanding why change efforts can fail, overcoming organizational resistance, and making change possible.
4. To identify organizational situations that would benefit from OD interventions

Course Outcomes: After completing this course, the students will be able to:

1. Describe organizational change and development concepts
2. Implement change concepts to their own working environment.
3. Identify why people resist change and strategies to reduce resistance.
4. Identify major types of organizational development interventions.
5. Apply OD intervention techniques in different scenarios

UNIT-I (15 Hrs)

Introduction to Change: Nature of Change, Internal & External changes, Types of Change, Forces of Change, Significance and Importance of Change, Process of Organisational Change, Theoretical approaches Models and Perspectives of change; Theories of Planned Change (Lewin's change model, Action research model, the positive model)

UNIT-II (15 Hrs)

Strategies to Change: Culture, Leadership and Politics of Change; Different types of organizational structures and designs, Diagnosing organizations; Collecting and Analyzing diagnostic information;
Organization Development Intervention of Change: Human Process Interventions; Techno-structural Interventions; Human Resource Management Interventions; Inter Group and Third Party Peacemaking Interventions, Comprehensive Interventions, Structural Interventions, Personal Interventions, Strategic Interventions of Change; Knowledge Management

UNIT-III (15 Hrs)

Implementation of Change - The Delta Technique; Developing an Implementation Plan; Gaining Support and Involvement of Key People; Developing Enabling Organizational Structures; Factors Affecting the Choice of a Change Strategy; Formulating and Facilitating Change; Role of Change Agent; Action planning and Implementation; Force Field and Stakeholder Analysis, Leverage Analysis; Impact on Stakeholders; Ethics in Change Management; Kotter's 8-step Model

UNIT-IV (15 Hrs)

Measuring Change: Selecting and deploying measures; Control Systems during different stages of Change Management; Strategy maps; Balanced Scorecard

Development of Organisational Development: Future of Organisational Development, Impact on society, people and attitudes; The changing psychological contract; Unplanned environmental triggers of change and managing predictability; Identifying Trends; Double and Triple Loop Learning in organizations to identify trends; Coping with uncertainties and Scenario planning.

Suggested Readings

1. Clarke, T. & Clegg, S., 'Changing Paradigms: the transformation of management knowledge for the 21st century'. Harper Collins Business.
2. Cummings, T.G. & Worley, C.G., 'Organization Development and Change'. Cengage Publications
3. Thomas, G.C. and Christopher, G.W., 'Organization Development and Change.' Thomson South-Western, 8th Edition.
4. Nilakant, V., 'Managing Organisational Change', Sage Publications Chennai.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code: MBADD2-412

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives: The main objectives of this course are

1. To enable the students to understand the Global HR Management and system at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources internationally.
3. To develop relevant skills necessary for application in HR related issues.
4. To enable the students to integrate the understanding of various universal HR concepts along with the domain concept in order to take correct business decisions.

Course Outcomes: On completion of this course, the students will be able to

1. Develop the understanding of the concept of global human resource management and to understand its relevance in organizations.
2. Develop necessary skill set for application of various international HR issues.
3. Analyse the strategic issues and strategies required to select and develop manpower resources universally.

UNIT-I (15 Hrs)

Introduction to IHRM: Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model.

Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture, Impact of Country culture on IHRM.

UNIT-II (15 Hrs)

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration.

Managing alliances and Joint ventures: IHRM and International Alliances, IHRM and International Joint Ventures.

UNIT-III (15 Hrs)

International Workforce planning: International labour market, International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions

International Staffing: Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, International staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

UNIT -IV (15 Hrs)

International Compensation, International Employment Laws: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's,

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

1. Peter J. & Denise E., 'International Human Resource Management' CENGAGE Learning
2. Deresky Helen, 'International Management: Managing Across Borders and Cultural', Prentice Hall India.
3. Esen Drlarry, Rchildress John, 'The Secret of a Winning Culture: Building HighPerformance Teams', Prentice Hall India.
4. Cashby Franklin, 'Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company into a Hiongh-Performance Organization, Prentice Hall India.
5. P.L. Rao, 'International Human Resource Management', Excel Books

COMPENSATION AND BENEFIT MANAGEMENT

Subject Code-MBADD2-413

L T P C

Duration: 60 Hrs

4 0 0 4

Course Objectives: The main objectives of this course are:

1. To provide understanding about the compensation process from different perspectives.
2. To acquaint the students about designing compensation using performance criteria.
3. To discuss and compare different employee benefits programs
4. To provide understanding regarding various strategic compensation policies.

Course Outcomes: After completing this course, students will be able to:

1. Demonstrate their skills in using compensation as a retention strategy
2. Demonstrate their skills in applying incentive schemes in the best interest of the organization and employees
3. Apply their knowledge in chalking out different types of employee benefits schemes

UNIT-I (15 Hrs)

Compensation Management: An Introduction: Definition of Compensation, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.),

Types of Compensation Management: The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

UNIT-II (15 Hrs)

Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback).

Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, Union Role in Wage and Salary Administration.

UNIT-III (15 Hrs)

Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of effective incentive schemes, Merits and Demerits of Incentives, Pay for Performance Plans.

Benefits and Services: Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package

UNIT-IV (15 Hrs)

Determining External Competitiveness and Benefits Management: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & VRS.

Performance Based Compensation System: Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives, Compensation of Special Groups, Compensation Strategies for Special Groups.

Suggested Readings

1. Richard I. Derson. I. Richard, Compensation Management, Pearson Education,
2. Martocchio J. Joseph , Employee Benefits: A Primer for Human Resource
3. Armstrong Michael, Murlis Helen, Hand Book of Reward Management, Crust Publishing House.
4. Martocchio Joseph.J, 'Strategic Compensation - A Human Resource Management Approach', Prentice-Hall.

EMPLOYEE RELATIONS

Subject Code: MBADD2-414

**L T P C
4 0 0 4**

Duration: 60 Hrs

Course Objectives: The main objectives of this course are:

1. To impart knowledge and skills on the key HR processes to maintain and improve the employee-management relations.
2. To understand the changing nature of employment relations and industrial relations, diversity of EMR practices across different parts of the World and different sectors of employment
3. To design and deliver appropriate strategies for their organization.

Course Outcomes: On completion of this course, the students will be able

1. To divulge the skills on the key processes to maintain and improve the employee-management relations.
2. To recognize the changing nature of employment relations and industrial relations, diversity of EMR practices globally and different sectors of employment
3. To deliver appropriate strategies for their organization.

UNIT-I (15 Hrs)

Introduction to Employee Relations Management (ERM): Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management.

Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges

UNIT-II (15 Hrs)

Organizational Aspects in Employee Relations Management: Introduction, Organizational Commitment and Engagement, How Organizations Work, Organizational Culture, Conflicts in Organizations.

Behavioural Aspects in Employee Relations Management: Introduction, Communication, Decision Making, Power and Authority

UNIT III (15 Hrs)

Organizational Discipline: Introduction, Overview of Organizational Discipline, Types of Organizational Discipline, Types of Disciplinary Problems,

Disciplinary Procedure Grievance Handling: Introduction, Grievance, needs for Grievance Redressal, Steps in Grievance Redressal Procedure, Essential Pre-requisites of Grievance Procedure, Grievance Interview, Precautions in Grievance Handling, Conflict Resolution

UNIT-IV(15 Hrs)

Laws related to Employee Relations: Introduction, Evolution of Employee Laws in India, Laws Relevant to Employee Relations, Laws Relevant to Organizational Conflicts, Laws Relevant to Employee Wages and Compensation.

Contemporary Issues in Employee Relations: Introduction, Careerism, Stress and Employee wellness in organisation, Organisational Justice, Organisational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organisational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

1. Salamon Michael, 'Industrial Relations: Theory & Practice' Prentice Hall
2. Mills Daniel Quinn, 'Labour Management Relations' Mcgraw Hill
3. Ghosh Biswanath, 'Industrial Relations Of Developing Economy, Himalaya Publishing

PERFORMANCE MANAGEMENT SYSTEM

Subject Code: MBADD2-415

**L T P C
4 0 0 4**

Duration: 60 Hrs

Course Objectives: The main objective of this course are-

1. To provide comprehensive knowledge and practical skills to enhance the ability of students for performance management in the organizations.
2. To facilitate the students to have broad understanding about performance management systems
3. To explore the key elements of effective performance management in organizations.

Course Outcomes: After completing this course, students will be able to-

1. Set goals for himself as well as his subordinates in the organization.
2. Analyze and assess the performance of employees in the organization and manage team performance.
3. Carry out performance management surveys, compare and evaluate the different performance management systems,

UNIT-I (15 Hrs)

Conceptual Approach to Performance Management: Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, , Performance Planning – Process, Contents, steps, Process of developing individual to group performance plans

UNIT-II (15 Hrs)

Performance Appraisal and Review – Process and methods, Objectives, steps, Design, Types and Methods of Appraisal, Steps in Review, Effective Performance counselling,

Performance Management Systems: Importance, Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems Criteria for performance measures, classification of measures,

Performance Management Process: Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance Alternative models for Assessing Performance-Balance score card; EFQM Model; Outcome metrics–Economic Value Added (EVA); other economic measures.

UNIT-III (15 Hrs)

Competency based PMS: Competency based Performance Management System – Managerial skills and competencies, developing competencies, Competency Identification and Assessment Process, Competency models

Team Based Performance Management – Principles, work wheel, Measuring and managing team performance, Stages, Team building, role analysis.

UNIT-IV (15 Hrs)

Issues in Performance Management: Performance Management and Reward: Concepts related to Performance and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward.

Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance.

Suggested Readings

1. Soumendra Narian Bagchi, Performance Management, 2e, Cengage Learning
2. Herman Aguinis, Performance management, 3e, Pearson,
3. A S Kohli, T. Deb, Performance Management, Oxford Higher Education
4. Prem Chadha, Performance Management, Macmillan
5. Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House

HR METRICS AND ANALYSIS

Subject Code: MBADD2-416

L T P C
4 0 0 4

Duration: 60 Hrs

Course Objective: The main objectives of this course are:

1. To understand the importance of HR metrics and analytics in measuring HR's impact and drive business results.
2. To identify the right HR metrics (what to measure, types of measurements etc.) – aligning HR and business goals.
3. To Turn metrics into analytics for effective management decisions.

Course Outcomes: After completing this course, the students will be able to

1. Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits, Training and Human Capital development etc.
2. Demonstrate HR function in adding value in business terms.
3. Analyse the value of Intangibles that HR helps builds for the organization given a particular business context.
4. Design a Metrics and Analysis index for recruitment, performance and or a training and development context

UNIT I (15 Hrs)

HR Metrics Overview: Concepts, Objectives, Historical evolution of HR metrics, Explain how and why metrics are used in an organization, Designing effective Metrics that matters, Deciding what metrics are important to your business. HR metrics design principles.

UNIT II (15 Hrs)

Approaches for designing HR metrics: The Inside-Out Approach, The Outside-In Approach, Align HR metrics with business strategy, goals and objectives. Link HR to the strategy map. Creating levels of metrics measures: HR efficiency measures, HR Effectiveness measures, HR value / impact measures

UNIT III (15 Hrs)

Building HR functions metrics: Workforce Planning Metrics, Recruitment Metrics, Training & Development Metrics, Compensation & Benefits Metrics, Employee relations & Retention Metrics.

UNIT IV (15 Hrs)

The Implementation of HR Metrics: Building the business case for HR metrics, Implementation: Building support, Implementing HR metrics

HR Analytics Overview: What HR Analytics. Importance of HR Analytics, Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards).

Suggested Readings

1. Barnett K, Berk J, Human Capital Analytics. Word Association Publication
2. Fitz-Enz J, 'The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments', AMACOM.
3. Sesil. J, 'Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management'. Prentice Hall.

E-COMMERCE AND DIGITAL MARKETS

Subject Code – MBADD3-411

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives - The main objectives of this course are:

1. To learn about foundations of E-Commerce.
2. To learn about E-Business plan and address E-Commerce related issues.
3. To provide insights on Business incubators.
4. To provide knowledge about the E-marketing strategies and digital payment systems.

Course outcome

After the completion of this course students will be able to:

1. Identify and apply relevant problem-solving methodologies.
2. Design components, systems and/or processes to meet required specifications for a web presence.
3. Demonstrate research skills.
4. Communicate effectively in ways appropriate to the discipline, audience and purpose

UNIT-I (15 Hrs)

E-Commerce: Understanding E-Commerce , E-Business models , E- Business and the global economy, Creating E-Business plan, Social and Behavioral issues Ethical and regulatory issues Technology and growth of E-Commerce, Economic foundations of E-Commerce, The strategy of e-business, Economics of e-business, E-Business Technologies

UNIT-II (15 Hrs)

Understanding E-Commerce-Technology and growth of E Commerce, Economic Foundations of E-Commerce-Business Models on the Internet-Intermediation and Dis-intermediation in e-Commerce-Introduction to Digital Marketing-Payment Gateways and Digital Currencies-Designing Electronic Markets-E Business Entrepreneurship

UNIT-III (15 Hrs)

Introduction of the Digital Marketing; Creating initial Digital Marketing Plan; SWOT Analysis; Target Group Analysis; Content management

UNIT-IV (15 Hrs)

Digital Payment Systems: Introduction to digital marketing, E-Marketing strategies, E-CRM, Electronic payment methods, Types of payment gateway, Digital Currencies, Digital signature

Suggested Readings

1. Kenneth C.Laudon Carol GuercioTraver, 'E-Commerce', Pearson Publications
2. Russ, Henneberry, 'Digital Marketing for Dummies], Willey Publications
3. S.J.P.T.JOSEPH, 'E-Commerce: An Indian Perspective', PHI

STRATEGIC MANAGEMENT FOR IT

Subject Code –MBADD3-412

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives - The main objectives of this course are:

1. To understand the approaches of strategic IT applications
2. To analyze the value chain for service industries
3. To examine the organizational movements around the Strategic Grid
4. To Articulate the importance of drivers behind the transformation and implications
5. To develop action plans with clear goals through technology, evaluate the progress and facilitate the plan

Course outcome- After the completion of this course students will be able to:

1. Define operational effectiveness and understand the limitations of technology-based competition leveraging this principle.
2. Define strategic positioning and the importance of grounding competitive advantage in this concept.
3. Understand the resource-based view of competitive advantage.
4. List the four characteristics of a resource that might possibly yield sustainable competitive advantage

UNIT-I (15 Hrs)

Top-down approaches to Planning for Strategic IT Applications-The Value Chain Analysis Approach to IS/IT Strategy Formulation and Value Chain Analysis for Service Industries.

UNIT-II (15 Hrs)

Organizational movements around the Strategic Grid, drivers behind the transformation implications of the drivers for visioning of the strategic role of IT in the organization

UNIT- III (15 Hrs)

Strategy Formulation: Levels and formulation of strategy – Process– Types of Strategy–Top–down approaches to Planning for Strategic IT Applications Value Chain Analysis: The Value Chain Analysis Approach to IS/IT Strategy Formulation – Value Chain Analysis for Service Industries.

UNIT-IV (15 Hrs)

IT Strategy: Special Considerations for IT Strategy, IT Strategic Planning, IT Critical Success Factors, IT Future Scenarios, Strategy Information: Strategic information systems (SIS), Organizational movements around the Strategic Grid, inter organizational systems (IOS), Information Systems and Information Technology Strategies

Suggested Readings

1. CA. Deepak Pandian& CA. Aneesh Noor Mohammed, 'Strategic Management& Information Technology', Paperback, Kothari Academic & Research Publications ,2016.
2. Neil Ritson , 'Strategic Management', Ventus Publishing ApS,
3. J.–C. Spender, 'Business Strategy: Managing Uncertainty, Opportunity, and Enterprise', Oxford University Press.
4. Linda Parker Gates, 'Strategic Planning with Critical Success Factors and Future Scenarios: An Integrated Strategic Planning Framework', Software Engineering Institute, November 2010

MANAGING DIGITAL PLATFORMS

Subject Code – MBADD3-413

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives - The main objectives of this course are:

1. To understand the Fundamentals of Digital Platforms.
2. To assess the competition in the digital environment.
3. To analyze the choice of marketing strategy in the Digital Platform

Course outcomes - After the completion of this course students will be able to:

1. Gain the knowledge about various digital platforms in business
2. Get knowledge about pricing policies and social media strategies
3. Apply cloud computing, IoT in digital platforms in business

UNIT-I (15 Hrs)

Digital Platforms: Introduction, Types, Enterprise Digital Ecosystems, Challenges in modern digital enterprises, Platform Economics, Platform Architecture, Governance, Media Optimization, Channel optimization, Audience platform Utilization

UNIT-II (15 Hrs)

Understanding various types of platforms-Platform Economics Architecture and Governance of Platforms-Platform Competition-Participating on Platforms-Decision rights, control, and pricing policies

UNIT-III (15 Hrs)

Platform competition, Platform Technologies and political culture, Intellectual properties in Digital Economy, Pricing Policies, Future of Digital Platforms, Participation, Social Media Strategies

UNIT-IV (15 Hrs)

Drivers of digital business- Big Data & Analytics, Mobile, Cloud Computing, Social media, BYOD, and Internet of Things (digitally intelligent machines/services) Opportunities and Challenges in Digital Business,

Suggested Readings

1. Shailesh Kumar Shivakumar, Enterprise Content and Search Management for Building Digital Platforms, John Wiley & Sons, 16– Dec–2016
2. Craig Dempster, John Lee, The Rise of the Platform Marketer: Performance Marketing with Google, Facebook, and Twitter, Plus the Latest High–Growth Digital Advertising Platforms, John Wiley & Sons, 2015.
3. Yu–li Liu, Robert G. Picard, Policy and Marketing Strategies for Digital Media, Routledge, 2014.
4. Dal Yong Jin, Digital Platforms, Imperialism and Political Culture, Routledge, 2015
5. Don Passey, Steve Higgins, Learning Platforms and Learning Outcomes, Routledge

IT CONSULTING

Subject Code – MBADD3-414

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives - The main objectives of this course are:

1. To provide importance of IT Consulting in Business Processes
2. To equip the students with knowledge of Consulting Life Cycle, Consulting Projects, Service Level Agreements (SLA)
3. To provide knowledge about ethics in consulting

Course outcome

After the completion of this course students will be able to:

1. Evaluate the IT requirements of the organization underlying given business environment.
2. Apply RFP analysis
3. Monitor and implement SLA Metrics.

UNIT-I (15 Hrs)

Introductions to Principles: Principles of Consultancy Overview and principles of consultancy, role & competencies of the consultants; Consultancy Models; Technology Management; Technology Life Cycles.

UNIT-II (15 Hrs)

Life Cycle of a Consultancy Assignment: Gaining entry, Contracting and assignment initiation, Identification of problems and business needs, Diagnosis and Solution definition, Solution appraisal and evaluation, Implementation.

Life Cycle Assessment (LCA): Evolution, Stages in product LCA. Code of good conduct for LCA.

UNIT-III (15 Hrs)

Request for Proposal (RFP): Introduction, Scope of Work, Proposal Requirements, Process for Proposal Preparation and Submission, Proposal Review/Evaluation/Selection.

Service Level Agreements (SLA): Introduction, Importance, Preparation, Components of SLA. SLA Monitoring and Verification. SLA metrics

UNIT-IV (15 Hrs)

Ethics in Consultancy: Principles for Ethical Consulting, Different approaches to Ethic, Codes of Ethics, Consultant's Unethical and Avoiding Behaviours, Ethics and Self-Interest, Responsibility and Accountability

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

1. Narayanan, V K., 'Managing Technology and Innovation for Competitive Advantage', Pearson Education
2. Peter F. Drucker, 'Social Needs and Business Opportunities', in The Frontiers of Management
3. Title: The Trusted Advisor Author: David Maister, Charles Green, Robert Gallford Publisher: Free Press (Simon and Schuster) Publication Date: 2002 ISBN: 978-074320776

INFORMATION SYSTEMS AUDIT AND CONTROL

Subject Code – MBADD3-415

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives - The main objectives of this course are:

1. To provide knowledge about the importance of information in decision making
2. To give knowledge about various types of Information Systems audit processes
3. To make the students understand the Process of Auditing Information system

Course outcomes - After the completion of this course students will be able to:

1. Understand the role of the IS auditor and the IS audit function.
2. Understand the purpose of controls in an information systems environment.
3. Understand the corporate governance and IS Audit linkages
4. Apply the concepts in real time business scenario.

UNIT-I (15 Hrs)

Information System Audit Process: Management of IS Audit Function, Risk Analysis, Internal Controls, Performing an IS Audit, Control Self-assessment, The Evolving IS Audit process

Information System Operations - IS Hardware – IS Architecture and Software – IS Network Infrastructure – Auditing Infrastructure and Operations

UNIT-II (15 Hrs)

Information System Acquisition: Auditing Application Controls, Auditing Systems Development Acquisition and Maintenance, Disaster Recovery Planning

UNIT-III (15 Hrs)

Information Security: Importance of Information Security Management, Logical Access, Network Infrastructure Security, Auditing Information Security Management Framework, Environmental Exposures and Control, Physical Access Exposures and Controls

UNIT-IV (15 Hrs)

Corporate governance and IT Management: Corporate Governance, Information System Strategy, IT Investment and allocation processes, Policies and Procedures,

Information System Management practices: IS Organizational structure and responsibilities, Business Continuity Planning, Auditing Business Continuity

Suggested Readings

1. Sandra Senft, Frederick Gallegos, Aleksandra Davis,(2012), Information Technology Control and Audit, Auerbach Publications.
2. Jack J. Champlain, 'Auditing Information Systems', Wiley Publications

BUSINESS ANALYTICS IN IT

Subject Code – MBADD3-416

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives: The main objectives of this course are:

1. To provide knowledge about role of business analytics in Information technology
2. To discuss about Big data analytics in Business
3. To create awareness about applications of Business Intelligence

Course Outcomes: After completing this course, students will be able to:

1. Understand the applications of Business analytics in Business operations
2. Apply data mining techniques in business operations
3. Understand applications of big data analytics in business

UNIT-I (15 Hrs)

Business Analytics and Optimization - Concepts and need, Impact of BAO, Capabilities of BAO, BAO reference architecture, challenges to manage IT data Business Analytics (BA), Capability of BA, Types of Analytics, Types of tools for analytics, Business Analytics Mode

UNIT-II (15 Hrs)

Business Intelligence (BI): Definitions, Components and Architecture of BI, High level BI Process, functional areas of BI tools, Benefits of BI, maximize value from BI, Strategy and BI, Business Role of BI in IT, BI maturity model.

UNIT-III (15 Hrs)

Big Data Analytics: Define Big Data, Need of Big data in IT, Characteristics of Big Data, Structure of Big data, Big Data Analytics Adaptation, advantages and disadvantages of Big data, Big Data application framework and Big data applications.

UNIT-IV (15 Hrs)

Data Mining and Dashboard: Concept and Purpose of Data Mining, Data Mining Process, KDD Process Model, Data Mining Techniques, Define Dashboard, Types of Dashboard, Dashboard Design, Kaplan – Norton Balanced Scorecard, R-J Performance Dashboard

Suggested Readings

1. R N Prasad & Seema Acharya, 'Fundamentals of Business Analytics'
2. B. Devlin, 'Business UnIntelligence: Insight and Innovation Beyond Analytics and Big Data
3. Tan, Steinbach & Kumar, Introduction to Data Mining,
4. Introduction to Business Analytics, Guide by IBM

SERVICES MARKETING

Subject Code – MBADD4-411

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives: The main objectives of this course are :

1. To equip the students with understanding to apply Service Marketing Concepts and Strategies.
2. To the Create Customer Value in Today's Highly Competitive Environment.
3. To inform you about the best current thinking on services marketing and management, through contemporary readings, current case analysis, and lectures.

Course Outcomes: After the completion of this course students will be able to:

1. Demonstrate an extended understanding of the similarities and differences in service- based and physical product-based marketing activities.
2. Demonstrate a knowledge of the extended marketing mix for services.
3. Develop and justify marketing planning and control systems appropriate to service-based activities.

UNIT-I (15 Hrs.)

Introduction to Services, Growth of Service Sector Economy, Service Characteristics, Service Classification, Service Marketing Mix, Consumer Behaviour in Services: Customer Expectation of Service, Customer Perceptions of Service.

UNIT-II (15 Hrs.)

Managing Relationship and Building Loyalty, Complaint Handling and Service Recovery Strategies, Service Development and Design: Challenges of Service Design, Types of New Services, Core and Supplementary Elements, New Service Development Process, Service Blueprint, Physical Evidence and the Services capes: Types, Role and its Effect on Behaviour

UNIT-III (15 Hrs.)

Delivering and Performing Service Through Employees and Customers: Service Culture, Employee's Role, Strategies to Deliver Quality, Cycle of Failure, Mediocrity and Success, Self Service Technologies and Customer Participation, Introduction to Customer Citizenship Behaviour Delivering Services through Intermediaries and Electronic Channels, Managing Demand and Capacity, Waiting Line Strategies Integrated.

UNIT-IV (15 Hrs.)

Services Marketing Communications and Services Marketing Triangle, Pricing of Services: Pricing Approaches, Pricing Strategies, Improving Service Quality and Productivity: Integrated Gaps Model of Service Quality, Prescriptions for Closing Quality Gaps. Relevant Case Studies Related to the topics should be discussed.

Suggested Readings

1. Zeithmal A. Valarie and Bitner Mary, 'Services Marketing', Tata McGraw Hill.
2. Christopher H. Lovelock, 'Services Marketing', Pearson Education.
3. Hoffman, 'Marketing of Services', Thomson South Western.
4. Govind Apt, 'Service Marketing', Oxford Press.
5. Shajahan, 'Service Marketing', Himalaya Publishing.
6. Harsh V. Verma 'Services Marketing- Text and Cases', Pearson Publications

INTERNATIONAL MARKETING

Subject Code – MBADD4-412

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives:

The main aim of this course is:

1. To acquaint the students with the concepts and procedures for international marketing.
2. To develop and implement plans and strategies for entering international markets and managing overseas operations.
3. To develop skills in researching and analyzing international marketing opportunities.

Course Outcomes:

After the completion of this course students will be able to:

1. Get knowledge the concepts and procedures for international marketing.
2. Develop and implement plans and strategies for entering international markets.
3. Know how to manage overseas operations.

UNIT-I (15 Hrs.)

Definition, Scope, Importance and Challenges of International Marketing, International Trade Theories, Reasons for Going International, Economic Analysis of Multinational Trade, International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, Licensing, Contract Manufacturing, Joint Venture M & A, Setting-Up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

UNIT-II (15 Hrs.)

International Marketing Environment: Political, Legal, Environmental, Socio Cultural and Technological environment, Country Risk Analysis, International Economic Environment: IMF, WTO, International Monetary System,

International Trade Barriers: Tariff and Non-Tariff Regional Blocks: European Union, NAFTA, SAARC, ASEAN, MERCOSUR, International Marketing Research, Selection of Export Markets.

UNIT-III (15 Hrs.)

Product Policy: Product Standardization & Adaptation, International, Product Mix, International Product Life Cycle, New Product Development, Exports Packaging,

International Pricing Policy: Factors Influencing Selection of Pricing Policies, International Pricing Strategies,

UNIT-IV (15 Hrs.)

International Distribution Policy: Factors Influencing Selection of International Distribution Channels, Types of International Distribution Channels, Role of Internet in International Distribution,

International Communication Policy: Communication Strategies in International Marketing, International Promotion Mix.

Note: Relevant case studies related to the topics should be discussed.

Suggested Readings:

1. S. Onkvisit & J. Shaw, J., 'International Marketing: Analysis & Strategy', Pearson Education.
2. M. Czinkota, I. Ronkaine, Sutton Brady, C. and Beal, T., 'International Marketing', Cengage Course.
3. F. Cherunilam, 'International Trade & Export Management', Himalaya Publishing.
4. Cateora & Graham, 'International Marketing', McGraw Hill.
5. Keegan, 'Global Marketing Management', Pearson Education Asia.
6. J. Daniels, J., 'International Business', Pearson Education.

BRAND MANAGEMENT

Subject Code – MBADD4-413

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives

The main aim of this course is:

1. To create understanding among students for concepts, process, techniques of product and brand management.
2. To enhance knowledge about product promotion
3. To create value for brand.
4. To increase customer loyalty towards product

Course Outcomes:

After the completion of this course students will be able to:

1. Review marketing issues with respect to product and brand management.
2. Explore various channels for brand promotion.
3. Lead the product and brand management team.

UNIT-I (15 Hrs.)

Brand Concept: Meaning, nature and importance of Brand; Types of brands , Strategic Brand Management Process; Brand Identity perspectives , Brand identity prism, Identity levels

Customer based Brand Equity: Brand Knowledge –Building brands –Keller’s pyramid model, Aaker’s and Kapferer’s models

UNIT-II (15 Hrs.)

Designing marketing programs to build brand Equity: Product, Pricing and Channel strategy

Measuring Brand Equity: Brand Value chain, Brand tracking studies

Brand Loyalty: Measures of Loyalty, Branding strategies – product, line , range and umbrella branding,

UNIT-III (15 Hrs.)

Brand Personality: Definition, Measures and Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and experiential brands.

Brand Positioning: Concepts and Definitions, 3 Cs of Positioning, Brand Positioning and Differentiation Strategies, Repositioning, Celebrity Endorsements, Role of Semiotics, Brand Auditing

UNIT-IV (15 Hrs.)

Brand Strategy – Brand Architecture and hierarchy

Brand Extension: Need, Various Types, Implication of Extension, Managing Brands Over Time, Brand Reinforcement, Brand Revitalization, Measuring Brand Value, Managing Global Brands, Branding in Different Sectors.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

1. Y.R.L. Murthi, ‘Brand Management’, Vikas Publications.
2. Kevin Lane Keller, M.G, Parameswaran MG and Jacob Isaac, ‘Strategic Brand Management’, Pearson education
3. David Aaker, ‘Managing Brand Equity’, Prentice Hall of India.
4. H. Verma, ‘Brand Management’, Excel Books.
5. Venugopal, ‘Product and Brand Management’, Himalaya Publications.
6. Sasikumar and Chandrasekar, ‘Brand Management Practices’, Himalaya Publications.

CUSTOMER RELATIONSHIP MANAGEMENT

Subject Code – MBADD4-414

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives: The main objectives of this course are:

1. The purpose of this paper is to make students understand strategies and models of customer relationship.
2. To learn how to Improve the Efficiency of Your Business.
3. To learn how to Expand You Customer Base.
4. To learn how to Enhance Your Sales and Support Teams.

Course outcome: After the completion of this course students will be able to:

1. Know the basic concepts, elements and terminology of CRM.
2. Know how to make good relationship with customers.
3. Use various model of CRM in making good customers.

UNIT-I (15 Hrs)

Introduction to CRM: Meaning and Definition of Customer Relationship Management (CRM), Nature and Scope of CRM, Key Elements of Customer Management, Conceptual Framework of CRM, Components of CRM, Uses and Benefits of CRM, Challenges and Barriers in CRM; Understanding People component of CRM, Organization Environment and CRM, Value Chain Considerations for CRM, Difference between CRM and e-CRM.

UNIT-II (15Hrs)

CRM Strategy: Sales Strategy – Sales challenges for FMCGs, Sales Processes and Participation in CRM, CRM and Sales Organization, Sales Customer Relationship Cycle, Sales Force Communications, Sales Force Automation Technology, Data Mining for CRM, Framework for Deploying Customer Relationships in Organizations; Marketing Strategy – Service Quality and Customer Satisfaction, Customer Loyalty, Customer Retention, Relationship between Customer Satisfaction and Loyalty, Relationship between Customer Loyalty and Profitability, CRM Strategy Cycle.

UNIT-III (15 Hrs)

CRM Models: Brief Introduction to Classic Marketing Models; Models of Customer Management – One-to-one, Transparent Marketing, Top Vanilla, Spot Sell, Pure Spot Sell, Channel Partnership; Impact of Web-based Marketing on these Models, Paradox of Technological Progress; Customer Requirements of CRM, Company’s perspective of CRM, Concept of Share of Wallet.

UNIT-IV (15 Hrs)

Tactical versus Strategic Application of CRM, Target Opportunities, Incremental Revenue, Cost Changes, Contact Strategies, Revenue and Cost Review, Feasibility Analysis, New Opportunities for improving CRM, Creating Long-term Customer Value (LTCV), Measuring Customer Relationships, Payback for Customer Relationships.

Suggested Readings

1. Roger J. Baran, Robert J. Galka and Daniel P. Strunk, ‘Customer Relationship Management’, Cengage Course.
2. Barnes, James G., ‘Secrets of Customer Relationship Management’, McGraw Hill
3. Kincaid, Judith, ‘Customer Relationship Management: Getting it Right!’ Pearson Education.
4. Peelen, ‘Customer Relationship Management’, Pearson Education.
5. Anderson, Kristin and Carol Kerr, ‘Customer Relationship Management’, McGraw Hill Education.
6. Sheth, Jagdish N., ‘Customer Relationship Management: Emerging Concepts, Tools and Applications’, McGraw Hill Education.
7. Sheth, Jagdish N., Atul Parvatiyar and G. Shainesh, ‘Customer Relationship Management: Emerging concepts, Tools and Applications’.

INTEGRATED MARKETING COMMUNICATION

Subject Code – MBADD4-415

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives: - The main objectives of this course are:

1. To acquaint the students with essential concepts and techniques for the development.
2. To design an effective Integrated Marketing Communication programme.
3. To provide the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

Course outcome: - After the completion of this course students will be able to:

1. Quickly understand a company and its marketing communications activities
2. Thoroughly describe a range of media and methods available to marketers
3. Develop a clearly thought out Communications Audit
4. Clearly argue a point of view regarding marketing communication

UNIT-I (15 Hrs)

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour, omni-channel marketing

UNIT-II (15Hrs)

Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.

UNIT-III (15 Hrs)

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model

UNIT-IV (15 Hrs)

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

Suggested Readings

1. Jaishri Jethwaney & Shruti Jain, 'Advertising Management', Oxford University Press
2. Kruti Shah and Alan D'Souza, 'Advertising & Promotions: An IMC perspective', Tata McGraw Hill
3. Aakar, Batra and Myers, 'Advertising Management', Prentice
4. S H Kazmi and Satish K Batra, 'Advertising & Promotions', Excel Publications
5. Wells, Moriarty and Burnett, 'Advertising; Principles and Practice', Pearson Publications

DIGITAL AND SOCIAL MEDIA MARKETING

Subject Code – MBADD4-416

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives – The main objectives of this course are:

1. To provide students with the knowledge about business advantages of the digital marketing.
2. To understand its importance for marketing success.
3. To gain knowledge that how to develop a digital marketing plan.

Course outcomes: After the completion of this course students will be able to:

1. Identify the importance of the digital marketing for marketing success
2. Manage customer relationships across all digital channels.
3. Build better customer relationships, to create a digital marketing plan

UNIT-I (15 Hrs)

Basics of Digital Marketing: Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence, Creating initial Digital Marketing Plan; SWOT Analysis; Target Group Analysis; Content management.

UNIT-II (15 Hrs)

Optimization of Web Sites; MS Expression; SEO Optimization; CRM platform; Google Analytics; Social Media Marketing; Budgeting. Ecommerce, Mobile Marketing; Best practices of mobile marketing, types of mobile marketing.

UNIT-III (15 Hrs)

Digital Marketing Budgeting - resource planning, cost estimating, Marketing Strategies on the Use of Blogging. Display advertising, different type of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, ROI measurement techniques,

UNIT-IV (15 Hrs)

Search Engine Optimization, Display Advertising, Email Marketing, Integrate Social Media Networks into your Marketing Strategy, Social Media Pitfalls to Avoid, Affiliate Marketing. Consumer segmentation and positioning by online tools.

Suggested Readings

1. Digital Marketing 2.0, Himalaya Publishing House, New Delhi
2. Seema Gupta "Digital Marketing" Tata McGraw Hill Publication
3. Kamat and Kamat, 'Digital Marketing', Himalaya Publications
4. M. Miller, 'Using Google™ AdWords and AdSense', Que Publishers

TOTAL QUALITY MANAGEMENT

Subject Code: MBADD5-411

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives - The main objectives of this course are:

1. To develop a sound understanding of how the application of TQM assists the pursuit of business excellence.
2. To provide skills and strategies in human dimensions of quality.
3. To understand the techniques applicable to TQM and business excellence.

Course Outcomes - After the completion of this course students will be able to:

1. Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
2. Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality.
3. Critically appraise the organizational, communication and teamwork requirements for effective quality management

UNIT-I (15 Hrs.)

Introduction to TQM: History, aims, objectives, benefits, gurus and their principles, TQM for Marketing Function: Quality in marketing and sales, factors for excellence, BPR and IT: business process management.

UNIT-II (15 Hrs.)

Customer Focus: External and internal customers, Measuring customer satisfaction, Continuous improvement process, Team work & barriers to team work, Benchmarking, JIT.

UNIT-III (15 Hrs.)

Introduction to Tools and Techniques: Brainstorming, Affinity Diagram, Benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagrams.

UNIT-IV (15 Hrs.)

Total Employee Involvement: Awareness of quality, recognition and rewards, empowerment and self-development, Education and training, cost of quality: cost of poor quality, TQM implementations & barriers to implementation, Six sigma, Introduction to ISO 9000, ISO 9001: 2000 series of standards.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

1. Hurbert K. Rampersad, 'Managing Total Quality', Tata McGraw Hill Publishing Company Ltd.
2. Mukherjee, 'Total Quality Management', PHI Course.
3. Singhal & Singhal, 'Implementing ISO 9001:2008 Quality Management Systems: A Reference Guide', PHI Course.
4. Bhat, 'Total Quality Management', Himalaya Publications.

SALES AND OPERATIONS PLANNING

Subject Code: MBADD5-412

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives: The main aim of this course is:

1. To provide understanding about balancing customer demand with supply capabilities.
2. To study customer-focused marketing plans for new and existing products with supply chain management.
3. To Study the sales and operations planning process attempts to match the company's supply of resources efficiently to market demand expectations

Course outcome: After the completion of this course students will be able to:

1. Develop a dynamic sales and operations planning (S&OP) process- business processes and technologies.

2. Understand the how much of which products to make, where to make them, and which markets to send them.
3. The general outcome of S&OP is matching demand and supply in the medium term, by providing an instrument for the vertical alignment of business strategy and operational planning, and for the horizontal alignment of demand and supply plans.

UNIT-I (15 Hrs)

Introduction: Introduction of sales and operating planning, Advantages, Inputs, S&OP time horizon, Top down planning, Bottoms up planning Need for Operations planning and control-Demand Forecasting and its dovetailing with operations planning

UNIT-II (15 Hrs)

Management Review: Key Performance Indicator (KPI) measurement, working capital, Gross margin, Inventory turns, Plan vs actual, Forecast errors, Root cause analysis, MRP and MPS-Operations scheduling-Distribution planning-

UNIT-III (15 Hrs)

Enterprise Resource Planning: Operations planning Insights from the TOC school of thought, Facility Layout; Principles of Facility Layout, Types of Layout: Process Layout, Product or Line Layout, Fixed Position Layout, Concepts of Line Balancing, Merits and Demerits of Product and Process Layout

UNIT-IV (15 Hrs)

Capacity planning: Aggregate operations planning, Concepts of Push System & Pull System, Job Shop Scheduling and its Criteria, Single Processor Job Shop Scheduling. Concepts of two machines scheduling (Johnson's Rule).

Suggested Readings

1. Havaldar, Krishna K.& Cavale, Vasant M.; Sales and Distribution Management; Tata McGraw Hill, New Delhi
2. Khan, Mateen; Sales and Distribution Management; Excel Books; New Delhi
3. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; Sales Management – Decision, Strategies and Cases ; Pearson Education/Prentice Hall of India; New Delhi
4. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; Sales Management – Team work, Leadership and Technology; Thomson Learning.; New Delhi

MATERIAL MANAGEMENT

Subject Code – MBADD5-413

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives- The main aim of this course is:

1. To create understanding and importance of managing materials through purchasing, inventory control, pricing and negotiation.
2. To understand Purchasing the items from a reliable source at economic price
3. To form Better co-ordination within the materials functions and also other functional areas of business.

Course outcomes -After the completion of this course students will be able to:

1. Understand the use of inventory management, purchase management, and most important material handling.
2. Develop an ability to perform the role of a materials manager in an organization.
3. Manage the activities of materials manager like purchasing, inventory analysis, storage etc.in a scientific manner.
4. Improve due date performance through use of MRP techniques within capacity constraints.

UNIT-I (15 Hrs)

Introduction to Materials Management: Definition, Importance, Scope. Systems approach to Materials Management. Importance of forecasting in Material Management, Handling Materials, vendor development and management. Materials Planning.

UNIT-II (15 Hrs)

Purchasing – Purchasing in Materials Management – System Concept – Purchasing and Procurement activities under Materials management - Value Analysis and Value Engineering Purchasing and Quality Assurance. Pricing Theory, Pricing Practices and contracts.

UNIT-III (15 Hrs)

Incoming Material Quality Control - Statistical Quality Control – Purchasing capital equipment, plant and machinery – International Buying and Import purchasing – Governmental purchasing practices and procedures. Negotiation skills.

UNIT-IV (15 Hrs)

Inventory Management and Control Systems – Stores Management and Operation – Material Accounting, Flow of Costs and Inventory Valuation, Physical Verification, Security and Materials Audit. Stores management and Waste Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

1. S.A. Chunawalla, 'Materials and Purchasing Management', Himalaya Publications.
2. K. Shridhara Bhat, 'Materials Management', Himalaya Publications.
3. P. Gopala Krishan, 'Materials Management: An Integrated Approach', PHI Course.

MANAGEMENT OF MANUFACTURING SYSTEM

Subject Code: MBADD5-414

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives - The main objectives of this course are:

1. To produce the products in well managed manufacturing environment to have zero defect situation.
2. To inculcate specialized knowledge and skill in advanced manufacturing processes using the principles and methods technical analysis and design.
3. To cultivate the ability to develop and implement new improved manufacturing processes resulting in creation and distribution of value.
4. To impart knowledge about the significance of controlling process parameters for the optimal performance for newly developed technical materials used in industries and research organizations

Course outcome- After the completion of this course students will be able to:

1. Make management level decisions within a manufacturing environment including operations management, supply chain management and lean manufacturing.
2. Use effective human relations, leadership, interpersonal, and team skills in an organizational environment.
3. Analyse planning, professional and engineering decisions within a manufacturing environment.
4. Plan the manufacturing process in best practices

UNIT-I (15 Hrs)

Manufacturing process: layouts, total employee involvement, Quality Management System. Role of top Management, Quality assurance & control, role of IT in manufacturing process, ISO 9000:2000 Quality System - Elements, Implementation of Quality System, Documentation, Quality Auditing

UNIT-II (15 Hrs)

manufacturing planning, Cellular manufacturing systems-cell formation, operator allocation, Defining Roles and Responsibilities, Gathering Voice of the Customer, Support for Project, Translating Customer Needs into Specific Requirements (CTQs), SIPOC Diagram.

UNIT-III (15 Hrs)

Just-in-time (JIT) systems, Kanban, CONWIP-Synchronous manufacturing (Theory of Constraints)-Flexible manufacturing systems (FMS)-machine loading and scheduling, Process Mapping, data Collection Techniques, Data Collection Plans

UNIT-IV (15 Hrs)

Productivity Models: Productivity Measurement at International, National & organization level, total productivity models. Productivity Management in manufacturing and service sector. Productivity evaluation models, productivity improvement model and techniques

Suggested Readings

1. Singh, N. and Rajamani, D., 'Cellular Manufacturing Systems: Design, planning and control', Springer, US.
2. Sodhi, R. S., 'Advances in Manufacturing Systems: Design, Modeling, and Analysis', Elsevier, UK

LOGISTIC MANAGEMENT

Subject Code: MBADD5-415

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives -The main objectives of this course are:

1. To enable students understand the importance and dynamics of a firm's physical distribution functions and management of its supply chain.
2. To understand Order Processing & Importance to customer service.
3. To understand how Logistics and Supply Chain fit in to various types of Business

Course outcome - After the completion of this course students will be able to:

1. Communicate about professional issues relevant to SCM and logistics, on an expert- as well as a common level.
2. Have specialized knowledge about selected topics when dealing with different types of supply chain.
3. Have advanced knowledge about logistics, operations research and operations management in general.

UNIT-I (15 Hrs)

Logistics Management: meaning, scope & concepts of logistics. Logistics Functions: transportation, warehousing, order processing, information handling and procurement, Packaging, Facility location and network Design-Distribution management, Materials Management: functions and control, Inventory decision-making, MRP, MRP II systems,

UNIT-II (15 Hrs)

Green Logistics, Reverse logistics, Supply chain sustainability, Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure

UNIT-III (15 Hrs)

E-Commerce Logistics: Introduction, Objectives, Concept of E-Commerce, Requirements of Logistics in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM)

UNIT-IV (15 Hrs)

Logistics Outsourcing: Introduction, Objectives, Concept of Logistics Outsourcing, Catalyst for logistics outsourcing, Benefits of logistics outsourcing, Issues in logistics outsourcing, Third-Party Logistics, Fourth-Party Logistics, Selection of Logistics Service Provider.

Suggested Readings

1. Sunil Chopra and Peter Meindel, 'Supply Chain Management: Strategy, Planning, and Operation', Prentice Hall of India
2. Robert Handfield & Ernest Nichols, 'Introduction to Supply Chain Management', Prentice hall Publishers
3. David Bloomberg, Stephen LeMay, Joe Hanna, 'Logistics', Prentice Hall
4. Thomas Teufel, Jurgen Rohricht, Peter Willems: SAP Processes: Logistics, Addison-Wesley

PRODUCTION PLANNING AND CONTROL

Subject Code: MBADD5-416

L T P C

Duration - 60 Hrs

4 0 0 4

Course Objectives - The main objectives of this course are:

1. To learn various steps of product design, development, production, plant location, storage, production planning and control.
2. To apply concepts and principles of management to become more effective professional.
3. To control the quality of the production process to decrease the cost of production.

Course Outcomes- After the completion of this course students will be able to:

1. Learn the role of operations on achieving various competitive capabilities.
2. Learn how to help an organization in improving productivity and meeting customer's competitive capabilities.
3. Learn to continuous improvement of the production operations.

UNIT- I (15 Hrs.)

Operations Management: Concept, Functions. Transformation Process Model: Inputs, Process and Outputs; Classification of Operations; Responsibilities of Operations Manager, Contribution of Henry ford, Deming, Crosby, Taguchi. Facility Location – Importance, Factors in Location Analysis, Location Analysis Techniques.

UNIT- II (15 Hrs.)

Facility Layout: Objectives, Advantages, Basic Types of Layouts, Problems in Facility Layout. Production Planning & Control (PPC): Concepts, Objectives and Functions, Work study – Productivity: Method study; Work measurement.

Capacity Planning: Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

UNIT- III (15 Hrs.)

Tools and Techniques for Quality Improvement: Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application.

Control Charts for Variables: Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

UNIT- IV (15 Hrs.)

Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis, Logistics and Franchising.

Suggested Readings

1. Buffa & Sarin, 'Modern Production/Operations Management', John Wiley.
2. Chary, 'Production and Operations Management', Tata McGraw Hill.
3. Krajewski & Ritzman, 'Operations Management', Pearson Education.
4. Adam and Eben, 'Production & Operations', Prentice Hall.