

**J. C. BOSE UNIVERSITY OF SCIENCE AND TECHNOLOGY  
YMCA, FARIDABAD**



**MBA (DUAL SPECIALISATION)**

**SCHEME AND SYLLABI**

**W.E.F. SESSION 2022-2023**

**DEPARTMENT OF MANAGEMENT STUDIES**

## **DEPARTMENT OF MANAGEMENT STUDIES**

### **Vision**

To build aspiring managers and entrepreneurs possessing good analytical skills and leadership qualities for effective decision making to contribute to the society and the nation

### **Mission**

- 1 To provide learning environment to young aspirants by introducing suitable pedagogy and innovative industry-based curriculum
- 2 To provide best research facilities for developing analytical capabilities
- 3 To impart effective managerial skills for transformation of raw minds into effective managers and entrepreneurs

## **PROGRAM OUTCOMES OF THE MBA PROGRAM**

By the end of the program graduating students should:

<b>PO</b>	<b>By the end of the program graduating students should:</b>
PO1	Have awareness and knowledge about functioning of national and global business environment and society. They should be able to identify and explore potential business opportunities.
PO2	Be able to develop analytical skills for problem solving in functional areas, critical thinking, and decision-making.
PO3	Be able to demonstrate a global outlook with the ability to identify aspects of the global business and cross-cultural understanding.
PO4	Be able to identify the contemporary social problems, explore the opportunities for social entrepreneurship, design business solutions and demonstrate ethical standards in organisational decision making.
PO5	Be able to develop effective oral and written communication especially in business applications, with the use of appropriate technology.
PO6	Be able to collaborate and work in teams.

## **STUDY SCHEME**

## **MBA – DUAL SPECIALISATION**

The MBA program is spread over four semesters of 16-18 weeks each. The courses covered in the first two semesters are designed to give an insight into the various functional areas of management enhance communication skills and decision-making ability. At the end of the first two semesters, the students undergo an industry internship or summer training with an organisation spanning six to eight weeks. In the second year, the students shall take elective/optional courses to specialise in a maximum of two functional areas. All specialisation packages, however, may not be offered. Department will decide the electives and audit courses to be offered. It is mandatory for students to enrol and complete one MOOC course from the NPTEL/SWAYAM portal for a minimum of 12 weeks as per university norms. The selected MOOC course should not be same as the subjects/courses offered in the MBA program.

## **STUDY SCHEME**

**MBA Scheme 2022-23**

<b>Semester – I</b>							
<b>S. No</b>	<b>Course Type</b>	<b>Course Code</b>	<b>Course</b>	<b>Credits</b>	<b>Contact Hours in a Semester</b>	<b>Marks</b>	
						<b>Int.</b>	<b>Ext./ Prac</b>
1	Core	MBA - 101 - V	Management Principles and Organisational Behaviour	4	40	25	75
2		MBA - 103 - V	Accounting for Decision making	4	40	25	75
3		MBA - 105 - V	Managerial Economics	4	40	25	75
4		MBA - 107 - V	Legal Aspects of Business	4	40	25	75
5		MBA - 109 - V	Business Environment	4	40	25	75
6		MBA - 111 - V	Business Statistics and Analytics for Decision making	4	40	25	75
7		MBA - 113 - V	Business Communication	4	20 (P) 20(Th.)	25	75
8	MAC	MBA - 115- V	Moral Values	-	30	25	75
		MBA - 117 - V	Introduction to Psychology				
		MBA - 119 - V	Introduction to Health Psychology				
<b>Total</b>				<b>28</b>		<b>700</b>	

- Student needs to complete one mandatory audit course (MAC) offered by the department.

Semester – II							
S. No	Course Type	Course Code	Course	Credits	Contact Hours in a Semester	Marks	
						Int.	Ext./ Prac.
1	Core	MBA - 102 - V	Corporate Finance	4	40	25	75
2		MBA - 104 - V	Strategic Management	4	40	25	75
3		MBA - 106 - V	Human Resource Management	4	40	25	75
4		MBA - 108 - V	Operations Management	4	40	25	75
5		MBA - 110 - V	Business Research Methods	4	40	25	75
6		MBA - 112 - V	Marketing Management	4	40	25	75
7		MBA - 114 - V	Management Science	4	40	25	75
8		MBA - 116 - V	Entrepreneurship Development	4	40	25	75
9	Skill Enhancement Lab	MBA - 118 - V	Research Lab	2	20	15	35
Total				34		850	

Semester – III							
S. No	Course Type	Course Code	Course	Credits	Contact Hours in a Semester	Marks	
						Int.	Ext./ Prac.
1	Discipline - centric elective	MBA - 211 -V to MBA - 270 - V	Elective 1 (Specialisation 1)	3	30	25	75
2		MBA - 211 -V to MBA - 270 - V	Elective 2 (Specialisation 1)	3	30	25	75
3		MBA - 211 -V to MBA - 270 - V	Elective 3 (Specialisation 1)	3	30	25	75
4		MBA - 211 -V to MBA - 270 - V	Elective 4 (Specialisation 1)	3	30	25	75
5		MBA - 211 -V to MBA - 270 - V	Elective 1 (Specialisation 2)	3	30	25	75
6		MBA - 211 -V to MBA - 270 - V	Elective 2 (Specialisation 2)	3	30	25	75
7		MBA - 211 -V to MBA - 270 - V	Elective 3 (Specialisation 2)	3	30	25	75
8		MBA - 211 -V to MBA - 270 - V	Elective 4 (Specialisation 2)	3	30	25	75
9	Skill Enhancement Lab	MBA -201 - V	Managerial Skill Development Lab	2	20	15	35
10	Internship	MBA -203 - V	Industry Internship	4	-	-	100
Total				30		950	

Semester – IV							
S. No	Course Type	Course Code	Course	Credits	Contact Hours in a Semester	Marks	
						Int.	Ext./ Prac.
1	Discipline-centric elective	MBA - 211 - V to MBA - 270 -V	Elective 5 (Specialisation 1)	3	30	25	75
2		MBA - 211 - V to MBA - 270 -V	Elective 5 (Specialisation 2)	3	30	25	75
3	Fieldwork	MBA - 202 – V	Research Project	8	-	50	150
<b>Total</b>				<b>14</b>			<b>400</b>

In dual specialisation MBA program, the following specialisations will be offered:

**Specialisation offered in MBA I running at UTD (University Campus):** Marketing Management, Financial Management, Human Resource Management.

**Specialisation offered in MBA II running at UTD (University Campus):** Retail Management or International Business Management, Marketing Management or Financial Management

**MBA program running at affiliating institutes:** Marketing Management, Financial Management, Human Resource Management, International Business Management, Information Technology Management.

- The scheme and syllabi, including specialisations, can be upgraded and modified by the university according to industry and academic requirements.

### LIST OF ELECTIVES

Specialisation (Marketing Management)	Specialisation (Human Resource Management)	Specialisation (Financial Management)	Specialisation (International Business)	Specialisation (Retail Management)	Specialisation (Information Technology Management)
Digital and Social Media Marketing (MBA- 211 – V)	Human Resource Metrics and Analytics (MBA- 221 – V)	Behavioural Finance (MBA- 231 – V)	Export-Import Procedure and Documentation (MBA- 241 – V)	Direct and Network Marketing (MBA- 251 – V)	Multimedia and Web Development (MBA- 261 – V)
Integrated Marketing Communications (MBA- 212 – V)	Performance Management Systems (MBA- 222 – V)	Managing Banks and Financial Institutions (MBA- 232 – V)	Global Brand Management (MBA- 242 – V)	E-Retailing (MBA- 252 – V)	E – CRM (MBA- 262 – V)
Services Marketing (MBA- 213 – V)	Training and Development (MBA- 223 – V)	Corporate Taxation (MBA- 233 – V)	International Marketing (MBA- 243 – V)	Retail Institutional Framework (MBA- 253 – V)	E-Business (MBA- 263 – V)
Consumer Behaviour (MBA- 214 – V)	Organisation Change and Development (MBA- 224 – V)	Working Capital Management (MBA- 234 – V)	Multinational Banking (MBA- 244 – V)	Agricultural and Rural Marketing (MBA- 254 – V)	Software Quality Assurance (MBA- 264 – V)
Sales and Distribution Management (MBA- 215 – V)	Industrial Relations and its legal aspects (MBA- 225 – V)	Mergers, Acquisitions and Corporate Restructuring (MBA- 235 – V)	International Trade Theory and Practice (MBA- 245 – V)	Retail Organisation and Resource Management (MBA- 255 – V)	Internet Marketing (MBA- 265 – V)
Product and Brand Management (MBA- 216 – V)	Compensation and Benefits Management (MBA- 226 – V)	Foreign Exchange Management (MBA- 236 – V)	Global Strategic Management (MBA- 246 – V)	Operations and Merchandise Management for Retailers (MBA- 256 – V)	Search Engine Optimisation Methods (MBA- 266 – V)
Customer Relationship Management (MBA- 217 – V)	Strategic Human Resource Management (MBA- 227 – V)	Risk Management and Insurance (MBA- 237 – V)	International Financial Management (MBA- 247 – V)	Retail Advertising and Sales Promotion (MBA- 257 – V)	Business Transformation Tools & Techniques (MBA- 267 – V)
Retail Management (MBA- 218 – V)	Team Building in Organisations (MBA- 228 – V)	Investment Analysis and Portfolio Management (MBA- 238 – V)	International Logistics (MBA- 248 – V)	International Retailing (MBA- 258 – V)	Cyber Law and Business Regulatory Framework (MBA- 268 – V)
Marketing Analytics (MBA- 219 – V)	International Human Resource Management (MBA- 229 – V)	Fintech (MBA- 239 – V)	Cross-Cultural Human Resource Management (MBA- 249 – V)	Mall Management (MBA- 259 – V)	Database Management Systems (MBA- 269 – V)
Alternative Study Credit Activities – Marketing (MBA- 220 – V)	Alternative Study Credit Activities – HR (MBA- 230 – V)	Alternative Study Credit Activities – Finance (MBA- 240 – V)	Alternative Study Credit Activities – IB (MBA- 250 – V)	Alternative Study Credit Activities – RM (MBA- 260 – V)	Alternative Study Credit Activities – IT (MBA- 270 – V)

# MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR

## MBA - 101 -V

Total credits: 4  
External marks: 75  
Internal marks: 25

### Course outcomes:

After the successful completion of the course, students will be able to:

1. Understand the principles and practices of management and contemporary issues related to managing an organisation.
2. Analyse the behaviour of individual employees and its implications for the organisation.
3. Developing a critical insight into the group and team dynamics.
4. Interpret the influence of various organisational development and change on the behaviour of the employees.

### Unit-I

Nature and evolution of management; managerial levels, skills, and roles in an organisation; functions of management - planning, organising, staffing, directing, controlling, problem-solving and decision making; management control; management information system (MIS).

### Unit-II

OB - concept, importance, and contemporary challenges; foundations of individual behaviour differences; personality - concept, determinants and applications; values, ability, attitudes, and emotions; perception - concept, process and applications; learning and reinforcement; motivation - theories and applications; job satisfaction; stress management.

### Unit-III

Types of groups; stages of group development; group properties - roles, norms, status, size and cohesiveness; group decision making; work teams and team building; conflict management; power and political behaviour; leadership functions and styles.

### Unit-IV

Organisational structure and designs and behavioural implications; organisational climate and culture; organisational change and management; organisational development.

### Suggested readings:

1. Robbins, S.P. and Decenzo, D.A. Essentials of Management, Pearson Education.
2. Stoner, J., Freeman, R. Gilbert, R. Management, Pearson.
3. Robbins, S.P. and Judge, T. Organizational Behaviour, Pearson Education.
4. Newstrom, J. and Keith Davis, Organizational Behaviour, TMH.
5. Pareek, Uday, Understanding Organizational Behaviour, Oxford University Press.

### Note:

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **ACCOUNTING FOR DECISION-MAKING**

### **MBA - 103 - V**

Total credits: 4

External marks: 75

Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Gain a critical understanding of various forms of accounting and management accounting practices in an organisation.
2. Analyse the financial position of a company through financial statements.
3. Develop an operational understanding of cost accounting and cost sheet preparation.
4. Apply the concepts of cost control technique to facilitate managerial decision making.

#### **Unit-I**

Nature and scope of various forms of accounting; accounting principles and conventions; Indian accounting standards; IFRS; final accounts of company with basic adjustments.

#### **Unit-II**

Financial statement analysis - importance and techniques; ratio analysis; cash flow analysis; difference between cash flow and fund flow analysis; applications in financial decision-making.

#### **Unit-III**

Cost accounting – classification of costs, elements of costing; marginal costing; standard costing; cost sheet preparation.

#### **Unit-IV**

Cost control techniques; budgetary control; material and labour variance analysis; BEP; decision making through make/buy, expand/ contract and accept/reject proposals.

#### **Suggested readings:**

1. Horngreen, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
2. Maheshwari S. N., Maheshwari S. K., A Textbook of Accounting for Management, Vikas Publishing, New Delhi.
3. Pandey, I. M., Management Accounting, Vikas Publishing House, New Delhi.
4. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.
5. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. In each unit, the content will be covered with suitable practical problems and case studies.

## MANAGERIAL ECONOMICS

### MBA - 105 - V

Total credits: 4  
External marks: 75  
Internal marks: 25

#### Course outcomes:

After the successful completion of the course, students will be able to:

1. Develop a critical understanding of different economic theories.
2. Take decisions about optimum production quantity which will minimise costs and maximise returns.
3. Understand different market structures and apply decisions methodologies to decide the best price of the product of the business.
4. Integrate economic theories with managerial practices to solve business problems.

#### Unit-I

Nature and scope of managerial economics; objectives of business firms; cardinal utility theory; indifference curve technique; consumer surplus; price effect combination of income effect and substitution effects.

#### Unit-II

Law of demand, demand elasticities, demand estimation and forecasting; production analysis, law of variable proportions, laws of return to scale; isoquants, optimal combination of inputs.

#### Unit-III

Theory of cost: traditional and modern theory of cost in short and long runs; economies and diseconomies of scale, revenue curves; market structures, price-output decisions under perfect competition, monopoly, monopolistic competition and oligopoly, shut down point.

#### Unit-IV

Determinants of economic development, recent developments in Indian economy; business cycles; inflation, types and control methods; monetary policy; fiscal policy; balance of payment of India; trade deficit and remedies.

#### Suggested readings:

1. Hirschey, Mark, Managerial Economics, Thomson Learning, Bangalore
2. Monroe, Kent B., Pricing-Making Profitable Decisions, McGraw-Hill, New York
3. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education, Delhi
4. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad
5. T.R. Jain, Managerial Economics, V.K. Publication.

#### Note:

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**LEGAL ASPECTS OF BUSINESS**  
**MBA - 107 - V**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the legal framework regulating business, from the point of view of making the operations of the organisation legally compliant.
2. Develop a critical understanding of the implications of the changes in the provisions of different business law and assess their impact.
3. Develop suitable adjustment strategies according to business law.
4. Identify non-compliant practices and operations, and replace them with legally compliant system.

**Unit-I**

The Indian Contract Act - essentials of a valid contract, void agreements, kinds of contracts, performance of contracts, breach of contract and its remedies, quasi-contracts; The Sale of Goods Act - contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller.

**Unit-II**

Negotiable Instruments Act - nature and types of negotiable instruments, parties to negotiable instruments, negotiation and assignment, dishonour and discharge of a negotiable instrument, crossing and bouncing of cheques; Consumer Protection Act 1986.

**Unit-III**

The Companies Act, 2013 - characteristics and types of companies; incorporation of a company, memorandum and articles of association; director's powers and duties, meetings prospectus, winding up; Indian Partnership Act, 1932 - essential elements, formation of partnership, registration, types of partners and partnership, rights and duties of partners.

**Unit-IV**

Competition Act 2002 - objectives, competition commission of India; Information Technology Act 2000; Right to Information Act; overview of Foreign Exchange Management Act.

**Suggested readings:**

1. Kuchhal, M.C. and Kuchhal Vivek, Business Legislation Management, Vikas Publishing, New Delhi.
2. Pathak, Legal Aspects of Business, McGraw Hill, New Delhi.
3. Kapoor, N. D. (2009). Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **BUSINESS ENVIRONMENT**

### **MBA - 109 - V**

Total credits: 4  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the dynamics of different business environment scenarios.
2. Assess the risks flowing from business environment scenarios and develop suitable response strategies.
3. Develop a critical understanding of threats and opportunities emerging out of the business environment.
4. Analyse various approaches to internationalisation and suggest strategies for international business management.

#### **Unit-I**

Nature and structure of business environment; macro and micro indicators; design and strategy of economic reforms; public sector reforms and relative performance of public and private sectors.

#### **Unit-II**

Current industrialisation trends and industrial policy; infrastructure development and policy; public-private partnership; environment for the SME sector; trends in service sector growth; emerging sectors of Indian economy; business opportunities in the rural sector; overview of GST.

#### **Unit-III**

India's competitiveness in the world economy; methods of environmental scanning: SWOT and ETOP; international business environment; domestic vs international business; stages/process of internationalisation; tariff and non-tariff barriers; risks involved in international business.

#### **Unit-IV**

International strategic management - cost reductions and local responsiveness; competitive strategies for international business - international strategy, multi-domestic strategy, global strategy, transnational strategy; Foreign Direct Investment (FDI) theories - market imperfection approach, international product life cycle theory, transaction cost theory, the eclectic paradigm; overview of global economic organisations - WTO, WB, IMF.

#### **Suggested readings:**

1. Bedi S.K., Business Environment, Excel Books, New Delhi
2. Cherunelm, Francis, Business Environment, Himalaya Publishing House, New Delhi.
3. K Aswathappa, International Business, Tata McGraw Hill.
4. John D Daniels, Lee H Radebaugh Daniel P Sullivan, Prashant Salwan, International Business Environments and Operations, Pearson Education.
5. Tamer Cavusgil, Gary Knight International Business: Strategy, Management and the New Realities, Pearson Education.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING**

### **MBA - 111 - V**

Total credits: 4  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Apply application of quantitative techniques in business decision making
2. Analyse data using statistical techniques and able forecast under uncertain business environment
3. Examine normality and apply its concepts in different sampling techniques
4. Apply quantitative techniques to business situations and optimise resources under constraints

#### **Unit-I**

Measures of central tendency and variations; types of measures; Karl Pearson's coefficient of correlation and Spearman's rank correlation.

#### **Unit-II**

Correlation analysis; regression analysis - meaning and two lines of regression; relationship between correlation and regression coefficients; time series analysis - measurement of trend and seasonal variations; forecasting.

#### **Unit-III**

Basic rules for probability, conditional probability; Bayes' theorem; probability distributions – types and applications of Binomial, Poisson and Normal distributions.

#### **Unit-IV**

Tests of significance; hypothesis testing- large samples, small samples; chi-square test; analysis of variance

#### **Suggested readings:**

1. Levin & Rubin. Statistics for Business, Prentice Hall of India, New Delhi.
2. Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.
3. Anderson. Quantitative Methods in Business, Thomson Learning, Mumbai.
4. Naval Bajpai. Business Statistics, Pearson Education India,

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **BUSINESS COMMUNICATION**

### **MBA – 113 - V**

Total credits 4  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

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

1. Understand the critical importance of business communication from viewpoint of managerial efficiency.
2. Assess the different communication requirements and develop a suitable communication strategy for enhancing efficiency.
3. Identify communication barriers and design suitable communication systems to eliminate communication gaps.
4. Develop and strategise communication networks within and outside the organisation.

#### **Unit-I**

Importance and role of communication in business organisations; 7 Cs of communication; process of communication; barriers in communication.

#### **Unit-II**

Principles of effective written communication; types of business letters - commercial letters, sale letter, routine letter; enquiries; inter-office memos; report writing; speech writing; preparing agenda of meeting and minutes of meetings; writing e-mail: art of public speaking; listening skills; team communication.

#### **Unit-III**

Cross-cultural dimensions of business communication; business etiquettes across cultures; communication using technology; video conferencing; mass communication - advertisements, publicity and press releases; public relations; newsletters.

#### **Unit-IV**

Negotiation process & its management; principles of designing presentations using audio- visual aids; creating and delivering online presentations; writing a summer project report; writing CVs & application letters; group discussions & interviews.

#### **Suggested readings:**

1. Chaturvedi P.D. & Chaturvedi M., Business Communication skills, concepts and applications, Pearson education.
2. Lesikar, R. V., Flatley, M. E., Rentz, K. Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company.
3. Boove, C.L., Thill, J.V. & Chaturvedi, M. Business Communication Today, Pearson education.
4. Krizan, A.C.B., Merrier, P., Logan, J. P. and Williams, K.S. Effective Business Communication, Cengage Learning.
5. Scot, O. Contemporary Business Communication, Biztantra.

#### **Note:**

1. Only the latest editions of the above books are recommended.

2. At least four cases will be discussed, one from each unit.

**MORAL VALUES**  
**MBA – 115 - V**

Total credits- 0  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand moral Values
2. Understand the rationale of social responsibility
3. Recognize and appreciate ethical considerations and values relevant to business activity
4. Maintain balance in their personal and professional life

**Content**

Human values; morals values; values and ethics; basic etiquettes; integrity – work ethics – honesty – courage – empathy – self-confidence – character; positive attitude and beliefs; balanced approach professional and personal life; social responsibilities and rights

**Suggested readings:**

1. John, R. Boatright. Ethics and the Conduct of Business, Pearson Education, New Delhi.
2. Edmund, G. Seebauer and Robert L Barry, Fundamentals of Ethics for Scientists and Engineers, Oxford University Press, Oxford.
3. Hartman, Laura P. and Joe Des Jardins, Business Ethics: Decision-Making for Personal Integrity & Social Responsibility. McGraw-Hill/Irwin
4. Arthur, John. Studying Philosophy: A Guide for the Perplexed. Pearson/Prentice Hall

**Note:**

1. Only the latest editions of the above books are recommended.
2. Content will be covered with suitable practical problems and case studies.

## **INTRODUCTION TO PSYCHOLOGY**

### **MBA – 117 - V**

Total credits- 0  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the basic concept of psychology
2. Understand the applications of psychology
3. Use concepts of psychology managing in different situations
4. Develop their overall personality

#### **Content**

Psychology - concept and its applications; stages of life span development - prenatal development, birth and infancy, childhood, adolescence, adulthood; the perceptual processing and determinants of perception; stages of memory; types of memory - sensory, short term and long term; concept of forgetting; thinking and reasoning - concepts, categories; problem solving: solution strategies.

#### **Suggested readings:**

1. Baron, R. & Misra, G. Psychology. New Delhi: Pearson.
2. Chadha, N. K. & Seth, S. The Psychological Realm: An Introduction. New Delhi: PinnacleLearning.
3. Kavita Singh, Organizational Behaviour: Text and cases. New Delhi: Pearson Education

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. Content will be covered with suitable practical problems and case studies.

## **INTRODUCTION TO HEALTH PSYCHOLOGY**

### **MBA – 119 - V**

Total credits- 0  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the concept of health psychology
2. Gain awareness about the health enhancing behaviours
3. Understand the influence of different behaviours on health
4. Understand the importance of different psychological factors

#### **Content:**

Introduction to health psychology - components of health: social, emotional, cognitive and physical aspects; mind-body relationship; goals of health psychology; behaviour and health - characteristics of health behaviour; barriers to health behaviour; theories of health behaviour and their implications; health enhancing behaviours - exercise, nutrition, safety, pain, stress management; health and well-being - happiness; life satisfaction; optimism and hope.

#### **Suggested readings:**

- 1 Allen, F. Health psychology and behaviour. Tata McGraw Hill Edition.
- 2 Kindersley. Misra, G. Stress and Health. New Delhi: Concept.
- 3 Routledge. Dimatteo, M. R., & Martin L. R. Health psychology. India: Dorling.
- 4 Sarafino, E.P. Health psychology: Bio psychosocial interactions (4th Ed.). NY: Wiley.
- 5 Snyder, C.R., Lopez S. J., & Pedrotti, J. T. Positive psychology: The scientific and practical explorations of human strengths. New Delhi: Sage.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. Content will be covered with suitable practical problems and case studies.

**CORPORATE FINANCE**  
**MBA – 102 - V**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand key decisions like Investment, Financing and dividend in financial Management.
2. Use their best knowledge in long term investment decision towards the value creation for the organisation
3. Understand the value creation through capital structure, its decisions, dividend policy and applications of leverages in financing decisions.
4. Aware about working capital and its management in business

**Unit-I**

Financial management scope finance functions and its organisation, objectives of financial management; time value of money; sources of long-term finance.

**Unit-II**

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting, risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital, weighted average cost of capital.

**Unit-III**

Capital structure decisions, financial and operating leverage; capital structure theories- NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models - Walter, Gordon & M.M. models.

**Unit-IV**

Working Capital meaning, need, determinants, estimation of working capital need; management of cash; inventory management; receivables management.

**Suggested readings:**

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi.

**Note:**

1. Only the latest editions of the above books are recommended.
2. In each unit, the content will be covered with suitable practical problems and case studies.

## **STRATEGIC MANAGEMENT**

### **MBA – 104 - V**

Total credits: 4  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

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

1. Get clear understanding of basic concept of strategy and its relationship with the firm's vision, mission, and objectives for the organisations' success.
2. Identify different strategic options available and their relation with dynamic environment.
3. Sketch the strategy to be followed by the organisation and to effectively implement the strategy that will help the organisation to become successful in the market.
4. Evaluate strategies in an effective manner by applying different techniques.

#### **Unit-I**

Strategy - levels of strategy; strategic planning; strategic management; process of strategic management; strategic indent: company's vision, mission, and objectives.

#### **Unit-II**

Strategic formulation - environmental and organisational appraisal; types of strategies; strategic analysis and choice, BCG matrix, General Electric matrix and balance score card approach, value chain analysis.

#### **Unit-III**

Strategy implementation - designing organisational structure; structural, behavioural, functional and operational implementation.

#### **Unit-IV**

Strategy evaluation and control - strategic and operational control; techniques of evaluation and control.

#### **Suggested readings:**

1. Kazmi A., Business Policy and Strategic Management, TMH publication.
2. Jauch L. R. & Glueck W.F., Business Policy and Strategic Management, TMH publication.
3. Thompson A. A. and Strickland A. J., Strategic Management - Concept and cases, TMH publication.
4. David, Fred R. Strategic Management – Concept and Cases, Pearson Education.
5. Kenneth, A. Andrews, Concepts of corporate Strategy, Dow Jones-Irwin
6. John A. Pearce II and R.B. Robinson, Strategic Management - Strategy Formulation and Implementation, McGraw-Hill Education.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**HUMAN RESOURCE MANAGEMENT**  
**MBA – 106 - V**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the basics of human resource management with roles and responsibilities of a human resource manager.
2. Analyse the human resource challenges in the present scenario.
3. Know the essentials of employing, maintaining, and promoting a motivated workforce in an organisation.
4. Develop a critical understanding of contemporary issues of human resource management.

**Unit-I**

Human resource management - concept, evolution, scope, challenges, and strategic objectives; line and staff responsibilities of HR manager; human resource planning & forecasting - significance and process; human resource information system.

**Unit-II**

HR sourcing and recruitment; selection process; job analysis - job description and job specification; job design approaches; job evaluation - concept & methods; employee compensation management & determinants of wage/salary fixation; incentives, bonus, ESOPs, fringe Benefits.

**Unit-III**

Performance appraisal methods - limitations and problems; human resource development; training - process, methods, and evaluation; capacity building; career planning and development; potential appraisal and succession planning.

**Unit-IV**

Industrial relations; grievance handling; employee welfare; employee separations, downsizing & outplacement; dispute resolution; international human resource management; contemporary issues in HRM - knowledge management, HR audit & accounting, HR in virtual organisations, ethics & corporate social responsibility.

**Suggested readings:**

1. Aswathapa, K. Human resource management: Text and Cases, Tata McGraw Hill Education.
2. Haldar, U. and Sarkar Juthika, Human Resource Management, Oxford University Press.
3. Decenzo, D. & Robbins S.P., Human Resource Management, Wiley India Private Limited.
4. Gary, Dessler, Essentials of Human Resource Management, Pearson.
5. Tanuja, Agarwala, Strategic Human Resource Management, Oxford University Press
6. Rao, V.S.P., Human Resource Management, Cengage Learning India

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **OPERATIONS MANAGEMENT**

### **MBA- 108 - V**

Total credits: 4

External marks: 75

Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Gain a conceptual understanding of the manufacturing and services Operations
2. Apply best practices for managing operations
3. Measure and manage quality of manufacturing and services operations
4. Utilize resources in optimum manner by using various techniques

#### **Unit-I**

Concept and scope of operations management; systems perspectives of operations management; operations as a competitive strategy; emerging trends and implications for operations; facility location; types of manufacturing system; plant layouts; line balancing; material handling: principles and equipments.

#### **Unit-II**

Capacity planning; aggregate planning and master production scheduling; maintenance management; material management: material requirement planning, inventory control, purchase management, stores management.

#### **Unit-III**

Just-in-Time manufacturing; business process reengineering; enterprise resource planning; lean manufacturing; poka yoke.

#### **Unit-IV**

Definition of quality; quality management; cost of quality; kaizen; 5's'; ISO (9000 and14000 Series); six sigma; statistical quality control: variable and attribute process control.

#### **Suggested readings:**

1. Panneerselvan, R., Production and Operations Management, PHI, India
2. Mahadevan,B., Operations Management, Pearson Education, India
3. Chary, S. N., Production and Operations Management, TMH, New Delhi
4. Buffa, E. S. and Sareen, R.R., Modern Production Management, John Wiley, New York
5. Nair, N.G., Production and Operations Management, TMH, India

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**BUSINESS RESEARCH METHODS**  
**MBA – 110 - V**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Design a quantitative survey for business problems
2. Evaluate qualitative and quantitative research approaches to business decision making.
3. Relate ethical and philosophical consideration in business research.
4. Explain the role of research in business decision making and business performance

**Unit-I**

Managerial value of business research; theoretical framework; hypothesis development; literature Survey; process of research and structure of research proposal.

**Unit-II**

Research design — exploratory; descriptive; diagnostic; experimental; sampling design and techniques; measurement scales – types and construction of scales and reliability and validity aspects in measurement; ethics in research.

**Unit-III**

Methods of data collection; data analysis and interpretation; editing; coding; tabulation; hypothesis testing – an overview of parametric and non-parametric tests- ANOVA, Wilcoxon Matched pair signed; rank test; Mann Whitney test.

**Unit-IV**

An overview of dependent and interdependent methods -multiple regression; factor analysis; cluster analysis; ingredients and constructions of research report; procedure of preparation of reference and bibliography.

**Suggested readings:**

1. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay
2. Cooper, Donald R- and Pamela Schindler, Business Research Methods, Tata McGraw Hills, New Delhi
3. Sekran, Uma, Business Research Method, Miley Education, Singapore
4. Kothari, C.R., Research Methodology

**Note:**

1. Only the latest editions of the above books are recommended.
2. In each unit, the content will be covered with suitable practical problems and case studies.

## **MARKETING MANAGEMENT** **MBA – 112 - V**

Total credits: 4  
External marks: 75  
Internal marks: 25

### **Course outcomes:**

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

1. Understand the process of marketing by which companies create value for customers and capture value from customers in return
2. Make the strategies related to 4Ps and understand the significance of consumer behaviour
3. Know the contemporary issues of marketing
4. Face the challenges in the market and ways to tackle them in an effective manner

### **Unit-I**

Nature and scope of marketing; philosophies of marketing management; attracting, retaining and developing a relationship with customers; marketing environment; marketing research and marketing information system; ethical issues in marketing

### **Unit-II**

Understanding consumer behaviour; factors influencing consumer buying behaviour and organisational buying behaviour; market segmentation, targeting and positioning; marketing strategies at the different stages of the product life cycle; new product development process

### **Unit-III**

Marketing mix; product classification, product mix and product line decisions; branding and packaging decisions; pricing strategies and practices; factors affecting selection of marketing channels; introduction to wholesaling and retailing; promotion mix: advertising, sales promotion, public relations, personal selling

### **Unit-IV**

Marketing organisation structures; implementation and control of the marketing program; sales forecasting methods; green Marketing; event marketing; direct marketing; network marketing; holistic marketing; permission marketing; social marketing

### **Suggested readings:**

1. Kotler, P. and Armstrong, G., *Principles of Marketing*, Pearson Publication, India
2. Kotler, P., Keller K., Koshy A. and Jha, M., *Marketing Management in South Asian Perspective*, Pearson Education, India
3. Etzel M., Walker B., Stanton W., and Pandit A., *Marketing*, TMH, India
4. Panda T., *Marketing management: Text and cases Indian context*, Excel Books, India.
5. Kumar, A. and Meenakshi, N., *Marketing Management*, Vikas Publication, India

### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **MANAGEMENT SCIENCE**

### **MBA- 114 - V**

Total credits: 4  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Identify and develop operations research models describing a real-life problem.
2. Schedule the projects and find the early ways of finishing it.
3. Minimize the resource allocation for projects
4. Generate mathematical models of business scenarios

#### **Unit-I**

Operations Research: Meaning, origin, scope and role in managerial decision making. Linear programming: Meaning, scope and limitations. Formulation of business problem as linear programming problems. Solution of linear programming problems by graphical and simplex methods.

#### **Unit-II**

Transportation Problems: Balanced and unbalanced cases, Initial basic feasible solution of transportation problems by N/W method, least cost method and Vogel's approximation method. Optimal solution of transportation problem by MODI and STEPPING STONE method. Assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective.

#### **Unit-III**

PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time -cost trade-off. Decision theory: decision making under uncertainty and risk, decision trees.

#### **Unit-IV**

Game theory: meaning and types of games, types of strategies. Solution of games with saddle point and graphical method. Principle of dominance. Queuing theory: concept, assumptions and applications. Single Server (M/M/I). Simulation: meaning, process, advantages, limitations and applications.

#### **Suggested readings:**

1. Hillier, F S, et al. Introduction to Operations Research (9/e). Tata McGraw Hill, 2011.
2. Ravindran, A and Don T Phillips. Operations Research: Principles and Practice. John Wiley & Sons.
3. Taha, Operations Research: An Introduction, Pearson Education.
4. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
5. Kapoor, V.K., Operations Research; Sultan Chand and Sons, New Delhi.
6. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **ENTREPRENEURSHIP DEVELOPMENT** **MBA – 116 - V**

Total credits: 4  
External marks: 75  
Internal marks: 25

### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the dynamics of entrepreneurship to develop proper perspective of current entrepreneurial practices.
2. Develop a clear understanding about business plan formulation
3. Analyse various feasibility study and project ideas.
4. Suggest suitable entrepreneurship development programmes for improvement of entrepreneurial skills.

### **Unit-I**

Concept of entrepreneur; characteristics, qualities of entrepreneur, difference between entrepreneur, manager, leader and intrapreneur; barriers to entrepreneurship; need of entrepreneurship; Women entrepreneurship; Role of entrepreneurship in economic development.

### **Unit-II**

Business idea, sources of business idea, identifying the business opportunity, opportunities in various sectors; Business plan: components and importance; Concept of project, phases of project, project management cycle.

### **Unit-III**

Feasibility study; preparation of feasibility reports: economic, technical, market, financial and managerial analysis; project appraisal- methods, procedures and methods to start and expand one's own business.

### **Unit-IV**

Government support to new enterprise; entrepreneurship development programmes; role of various institutions in developing entrepreneurship in India.

### **Suggested readings:**

1. Drucker, Peter. Innovation and Entrepreneurship. Heinemann, London.
2. Desai, A N. Entrepreneur & Environment. Ashish, New Delhi.
3. Jain, Rajiv. Planning a Small-Scale Industry: A Guide to Entrepreneurs. S.S. Books, Delhi.
4. Kumar, S A. Entrepreneurship in Small Industry. Discovery, New Delhi.
5. McClelland, D. C. and Winter, W G. Motivating Economic Achievement. Free Press, New York.
6. Khanka, S.S., Entrepreneurship Development. S. Chand.
7. Chandra. P. Projects, Tata McGraw Hill.

### **Note:**

1. Only latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**RESEARCH LAB**  
**MBA – 118 - V**

Total credits: 2  
Practical Marks: 35  
Internal Marks: 15

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Learn data management using software.
2. Perform various statistical tests using software.
3. Analyse quantitative data.
4. Conduct research work with the help of software.

**Unit-I**

Introduction and functions of statistical softwares; data coding, entry and checking; descriptive statistics; tables and graphs.

**Unit-II**

Using SPSS - reliability testing, parametric tests – types of T-tests, one-way ANOVA; non-parametric tests – chi-square.

**Unit-III**

Using SPSS - correlation, simple linear regression; multiple regression analysis, stepwise regression.

**Unit-IV**

Using SPSS - factor analysis, cluster analysis.

**Suggested readings:**

1. Field, Andy. *Discovering Statistics Using IBM SPSS Statistics*, Sage Publisher, Delhi.
2. Morgan, G. A., Leech, N. L., Gloeckner, G.W. and Barrett, K. C. *SPSS for Introductory SPSS – Use and Interpretation*, Lawrence Erlbaum Associates, London.
3. Hair, J.F., Black, W.C., Babin, B. J. and Anderson, R. E. *Multivariate Data Analysis*, Pearson, Delhi.
4. Chauhan, Ajay. *Research Analytics: A practical Approach to Data Analysis*, Dreamtech Press, Delhi.

## **MANAGERIAL SKILL DEVELOPMENT LAB**

### **MBA – 201 -V**

Total credits: 2

Practical marks: 35

Internal marks: 15

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the contemporary aspects of managing business.
2. Improve communication skills.
3. Develop decision-making and problem-solving skills.
4. Apply managerial skills in a cross-cultural business environment.

Good managerial skills are vital for any organisation. The objective of this course is to develop managerial skills of the students. Various activities in the class like corporate world business scenario analysis, Case study, Group discussions, Role play, Business games and Team building exercises etc. can be conducted to inculcate problem solving, decision making, leadership skills among the students in groups or individually.

## **INDUSTRY INTERNSHIP**

### **MBA – 203 - V**

**Total credits: 4**

**Practical Marks:100**

At the end of the second semester, every student of MBA will undergo 6-8 weeks of training. During training, the organisation (where the student is undergoing training) will assign a problem/project to the student. After completion of training, the student will submit a report to the university, which will form part of the third semester examination. The tentative content of the report is given below:

1. Cover Page
2. Acknowledgement
3. Certificate from organisation/company
4. Introduction
5. Company profile
6. Literature Review (if any)
7. Research Methodology (Objective of the Research, Type of data, Sample design, Hypothesis, Analytical Tools, Limitations of Study)
8. Data Analysis
9. Findings
10. Conclusions
11. Recommendations
12. References
13. Appendices – to include questionnaire etc. (if any)

The report must be submitted within one month from the commencement of the third semester. One chapter must be included about the history of the organisation, its structure, products, and services offered. The average report size will be 60 to 100 typed pages in standard font size 12 and one-half spacing on A4 size papers. Students must make a presentation in the presence of teachers and students. Presentation / Viva-voce will be conducted by the external examiner for external evaluation.

**RESEARCH PROJECT**  
**MBA – 202 - V**

Total credits: 8  
Practical marks: 150  
Internal marks: 50

Every student will be assigned a project topic in the third semester from their area of specialisation, and they will pursue it under the supervision of an internal supervisor. The students are required to interact with their supervisor regularly and prepare a project report. The tentative content of the project report is as follows:

1. Cover Page
2. Acknowledgement
3. Certificate from supervisor
4. Introduction
5. Literature Review
6. Research Methodology (Objective of the Research, Hypothesis, Research Design etc.)
7. Data Analysis
8. Findings
9. Conclusions
10. Recommendations
11. References
12. Appendices – to include questionnaire etc. (if any)

The student will submit a project report in the fourth semester as per the department/university's schedule for assessment. The student will submit two hardbound copies of the report, one softcopy in CD/DVD, along with the requisite fee. The project report shall be evaluated by both Internal and External Examiner. For external evaluation, Viva-voce will be conducted by the external examiner tentative before the start of the final semester practical examination.

**ELECTIVES**  
**(MARKETING MANAGEMENT)**

## **DIGITAL AND SOCIAL MEDIA MARKETING**

**MBA – 211 - V**

Total credits: 3

External marks: 75

Internal marks: 25

### **Course outcomes:**

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

1. Understand digital marketing concepts and models
2. Gain understanding of digital marketing platforms
3. Apply search engine optimisation (SEO) in business
4. Develop strategies for marketing goods and services digitally

### **Unit-I**

Evolution of digital marketing; the digital consumer & communities online; digital marketing landscape; drivers of the new marketing environment; digital marketing strategy; digital marketing models; RSS feed.

### **Unit-II**

Digital marketing mix; impact of digital channels on integrated marketing communication; search engine marketing: Ad placement, Ad ranks, Ad campaigns creation; display marketing: types of display Ads; YouTube marketing; pay per click (PPC); web analytics

### **Unit-III**

Introduction to social media platforms; social media marketing strategy; Facebook Marketing: Business through Facebook marketing, creating advertising campaigns, Facebook marketing tools; social media analytics; Mobile marketing: Mobile advertising, forms of mobile marketing, mobile campaign development.

### **Unit-IV**

Search engine optimisation (SEO); GoogleAd and Google Adsense; banner advertisement and e-mail marketing: banner concept, banner placement, e-mail campaign, newsletter campaign, press release; affiliate marketing: affiliate networks, In-house affiliate programs.

### **Suggested readings:**

1. Heinze, A., Fletcher, G., Rashid, T., & Cruz, A., Digital and social media marketing: a results-driven approach. Routledge.
2. Vandana A., Digital Marketing, Oxford University Press, India
3. Bhatia P.S., Fundamentals of Digital Marketing, Pearson, India
4. Gupta, S., Digital Marketing, Mc-Graw Hill, India

### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **INTEGRATED MARKETING COMMUNICATIONS**

### **MBA – 212 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the completion of the course, the students will be able to

1. Understand elements of communication mix and develop IMC program
2. Interact with customers effectively
3. Implement a multi-channel approach
4. Optimize the promotion channels effectively

#### **Unit-I**

Introduction to integrated marketing communication; developing an IMC programme; significance of IMC; factors in setting marketing communication mix; elements of marketing communication mix; characteristics of marketing communication mix; measuring effectiveness of various elements of marketing communication mix.

#### **Unit-II**

Purpose, role, functions and types of advertising; advertising objectives and goal setting; advertising agencies; advertising budgeting; message development; types of media; media planning and buying; media measurement; measuring advertising effectiveness.

#### **Unit-III**

Meaning and importance of sales promotion; integration with advertising and publicity; prominent sales promotion tools; push-pull strategies; decisions confronting sales promotion; meaning and importance of public relations; objectives and goals; prominent PR Tools; public relation decisions and strategies; PR V/S publicity.

#### **Unit-IV**

Meaning and importance of direct marketing; prominent direct marketing tools; direct marketing decisions and strategies; designing sales force; managing the sales force.

#### **Suggested readings:**

1. Shah, K., Advertising and Integrated Marketing Communicatons. Tata McGraw-Hill Education, India
2. Clow and Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, India.
3. O Guinn and Allen Semenik, Advertising and Integrated Brand Promotion, Cengage Learning.
4. Murthy, S N and U Bhojanna, Advertising- An IMC Perspective, Excel Books India.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **SERVICES MARKETING**

### **MBA – 213 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the completion of the course, the students will be able to

1. Learn to create customer value by applying services marketing concepts and principles
2. Understand unique challenges and opportunities of services marketing
3. Measure and manage service quality by using GAP model and SERVQUAL scale
4. Understand the significance of people, process, and physical evidence in context of services

#### **Unit-I**

Concept of service marketing; distinctive characteristics and classification of services; service marketing mix; emergence and growth of services; service leadership; unique challenges in marketing of services; consumer behaviour in services; applications in areas of telecom, health care, banking and insurance sector.

#### **Unit-II**

GAP model and SERVQUAL scale for the measurement of service quality; service quality dimensions; customer expectations of service; customer perceptions of service; measuring customer satisfaction; service encounters; service failure and recovery; service guarantees.

#### **Unit-III**

Challenges of service design and development, types of new services, stages in new service development; concept of service blueprinting; customer defined service standards; physical evidence; services cape.

#### **Unit-IV**

Role of employees and customers in service delivery; delivering service through intermediaries and electronic channels; integrated services marketing communications; pricing of services; concept of self-service technologies.

#### **Suggested readings:**

1. Zeithaml, V.A., Bitner, M. J., *Service Marketing – Integrating Customer Focus Across the Firm*, Tata McGraw Hill, New Delhi
2. Lovelock, C., Wirtz, J. and Chatterjee, J., *Service Marketing – People, Technology, Strategy*, Pearson Education, New Delhi
3. Verma, H., *Services Marketing – Text and Cases*, Pearson Education
4. Apte, G., *Services Marketing – OUP*, New Delhi
5. Jauhari, V. and Dutta, K., *Services: Marketing, Operations and Management*, Oxford University Press, New Delhi

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **CONSUMER BEHAVIOUR**

**MBA – 214 - V**

Total credits: 3

External marks: 75

Internal marks: 25

### **Course outcomes:**

After the successful completion of the course; students will be able to:

1. Understand the behaviour and buying decision process of consumers.
2. Evaluate the impact of internal determinants on consumer behaviour.
3. Analyze the impact of external factors on consumer behaviour.
4. Apply various aspects of communication and diffusion of innovation in marketing.

### **Unit-I**

Consumer behaviour - nature; scope and application of consumer behaviour; buyer behaviour; buying decision process; problem recognition; information search; alternative evaluation; decision rules and selection; outlet selection and purchase; post purchase behaviour and customer satisfaction; role of involvement; consumer markets; types of buying behaviour.

### **Unit-II**

Individual determinants of buyer behaviour; motivation; perception; learning and memory; personality and self-concept; consumer attitudes; formation and change; consumer values and lifestyles.

### **Unit-III**

External determinants of buyer behaviour; social class; status; reference groups and family influences on consumer behaviour; different roles in buying behaviour; influence of culture and subculture on consumer behaviour.

### **Unit-IV**

Communication and consumer behaviour; consumer influence and the diffusion of innovation.

### **Suggested readings:**

1. Schiffman, Leon G., Kanuk, Leslie. Consumer Behaviour. Pearson Education. New Delhi
2. Blackwell, Roger, Miniard, Paul & Engel, James. Consumer Behaviour. Cengage Learning. New Delhi
3. Loudon, David J. & Dellabitta, Albert. Consumer Behaviour. Tata McGraw Hill. New Delhi
4. Solomon, Michael R. Consumer Behaviour- Buying, Having and Being. Pearson Education. New Delhi

### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **SALES AND DISTRIBUTION MANAGEMENT**

### **MBA – 215 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the completion of the course, the students will be able to

1. Learn and apply theories, techniques and practices related to sales and distribution management.
2. Manage the different aspects of distribution channels
3. Motivate the sale force and design appropriate compensation structure for them
4. Learn the challenges in international sales and distribution.

#### **Unit-I**

Objective of sales management; personal selling objectives; personal selling process; theories of selling; sales forecasting; sales budget; determining the size of sales force; staffing the sales force

#### **Unit-II**

Motivation of sales force; sales force compensation; management of sales territories and sales quotas; sales contests; evaluating and controlling the performance of salespeople; emerging trends in sales management

#### **Unit-III**

Distribution management and marketing mix; marketing channels; channel formats; prominent channel systems; retailing: role and types of retailers, retail strategies, retail performance measures, electronic retailing; wholesaling: functions, classification, key tasks, strategic issues, major wholesaling decisions, managing distributors

#### **Unit-IV**

Channel management; channel power; channel conflict; channel policies; channel information system; channel performance evaluation; market logistics and supply chain management; international sales and distribution management

#### **Suggested readings:**

1. Havaldar, K. K. and Cavale, V. M.; Sales and Distribution Management, Tata McGraw Hill, New Delhi
2. Still, R. R., Cundiff, E. W. And Govoni, N.; Sales Management – Decision, Strategies and Cases, Pearson Education/Prentice Hall of India; New Delhi
3. Panda, T. K. and Sahadev, S ; Sales and Distribution Management, Oxford University Press, India
4. Dalrymple, D. J., Cron, W. L. And Decarlo, T., Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**PRODUCT AND BRAND MANAGEMENT**  
**MBA – 216 - V**

Total credits 3  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Gain operational understanding of product development process and product strategies.
2. Design, implement and take appropriate branding decisions.
3. Implement the branding strategies in current scenario.
4. Measure the sources of brand equity.

**Unit-I**

Introduction to product; product life cycle; new product development process; difference between branded and unbranded product; branding concept; branding challenges and opportunities; strategic brand management process; brand identity; customer-based brand equity

**Unit-II**

Identifying and establishing brand positioning; defining and establishing brand mantras; internal branding; brand audits brand personalities; choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity: information processing model of communication; marketing communication options.

**Unit-III**

Leveraging secondary brand associations to build brand equity; conceptualising the leveraging process; country of origin; co-branding; licensing; celebrity endorsement; sporting; cultural and other events; third party sources.

**Unit-IV**

Measuring brand equity; designing and implementing branding strategies; brand-product matrix; brand hierarchy; introducing and naming new products and brand extensions; tactical branding decisions; pre-launch and launch management; product recalls.

**Suggested readings:**

1. Keller, Kevin Lane. *Strategic Brand Management*; Pearson Education, New Delhi.
2. Kirti Dutta. *Brand Management: Principles and Practices*, Oxford University Press.
3. Kapferer, Jean Noel. *Strategic Brand Management*, Kogan Page, New Delhi.
4. Kapoor, Jagdeep. *Brand Mantras*, Sage Publications; New Delhi
5. Sengupta Subroto. *Brand Positioning: Strategies for competitive advantage*, Tata McGraw Hill, New Delhi.

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **CUSTOMER RELATIONSHIP MANAGEMENT**

### **MBA – 217 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the goal and strategic significance of Customer Relationship Management.
2. Acquire operational understanding of techniques of CRM and use of information technology for the same.
3. Apply various strategies of customer relationship management and take appropriate decision.
4. Analyse the value of customer on the basis of analytical CRM.

#### **Unit-I**

Evolution of CRM; CRM and e-CRM; strategic importance of CRM; goals of CRM; types of CRM; CRM architecture; application service providers (ASP); customer lifetime value; economics of building customer relations.

#### **Unit-II**

Concept of operational CRM; components of operational CRM – sales force automation, lead management, contact management, field force automation, enterprise resource planning, campaign management, customer service and support, contact and call center operations; relationship building strategies in CRM.

#### **Unit-III**

Concept of analytical CRM, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis; CRM and business intelligence; collaborative CRM.

#### **Unit-IV**

CRM project management; employee engagement in CRM project; key account management; guarding against CRM failures; scope of CRM; ethical issues in CRM

#### **Suggested readings:**

1. Dyche, Jill, *The CRM Handbook – A Business Guide to Customer Relationship Management*, Pearson Education, New Delhi.
2. Ed Peelen, *Customer Relationship Management*, Pearson Education, New Delhi.
3. Buttle, Francis, *Customer Relationship Management – Concept and Tools*, Elsevier Butterworth – Heinemann, Oxford, UK.
4. Payne, Adrian, *Handbook of CRM – Achieving Excellence in Customer Management*, Butterworth – Heinemann, Oxford, UK.
5. Greenlers, Paul, *CRM at the Speed of Light*, Tata McGraw Hill Publishing Ltd., New Delhi.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**RETAIL MANAGEMENT**  
**MBA – 218 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the nature and importance of retail management.
2. Understand various formats of retailing.
3. Develop an understanding of merchandise management.
4. Learn about retail store operations and management.

**Unit-I**

Definition, nature, scope and functions of retailing; global scenario of retailing; trends in retailing; growth of organised retail in India; understanding the retail consumers; retail strategy, ethical issues in retailing.

**Unit-II**

Retail formats, retail store location and site selection, retail store planning, design and layout, retail management information systems - retail technology and automation, customer service; customer relationship management in retailing.

**Unit-III**

Basics of retail merchandising; merchandise management; national brands or private labels; visual merchandising and displays, retail communication mix; store maintenance and store security.

**Unit-IV**

Retail store operations; retail human resource management; supply chain management in retailing, retail research, retail audit; financial aspects of retail management; future of retailing.

**Suggested readings:**

1. Pradhan, S. Retailing Management: Text and Cases; Tata McGraw Hill, New Delhi
2. Bajaj, C., Tuli, R. and Srivastava, N. Retail Management, Oxford University Press, New Delhi
3. Berman, B. and Evans, J. R., Retail Management – A strategic approach; Pearson Education, New Delhi
4. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi
5. Newman, Andrew J. & Cullen, Peter; Retailing Environment and Operations, Cengage Learning, London.
6. Gibson, G.V. Retail Management: Functional Principles and Practices, Jaico Publishing House.

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **MARKETING ANALYTICS**

### **MBA – 219 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Acquire operational knowledge of datasets of marketing to make data-driven decisions.
2. Understand customer framework to develop marketing strategies
3. Manipulate and summarise data for marketing decisions
4. Develop skills in analytical software packages such as Excel, SPSS and utilise open source software tools.

#### **Unit-I**

Marketing Analytics; understanding customer wants and needs; understanding data sources; data cleaning; approaches available for dealing with missing data; imputation methods; various types of charts and dashboard in Excel.

#### **Unit-II**

Market Segmenting based on categories; identification of demographic and psychographic segmentation; targeting strategies; profiling the customers using clustering analysis; basket analysis; positioning analytics – perceptual maps; MDS; developing differentiation strategies.

#### **Unit-III**

Collaborative filtering; classifying customers using linear discriminant analysis; product development using conjoint analysis; measuring effectiveness of advertising; demand forecasting using multiple regression, product management; marketing-mix allocation.

#### **Unit-IV**

Recommendation engine; recommender problem; retail analytics, RFM; market basket analysis customer churn; customer lifetime value; overview of text mining and sentimental analysis.

#### **Suggested readings:**

1. Hair F Joseph, Multivariate Analysis, Pearson Education, New Delhi.
2. Fairhurst Danielle Stein, Using Excel for Business Analysis, Wiley, New Delhi.
3. Wayne L. Winston Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, New Delhi.

#### **Weblinks**

1. <https://nptel.ac.in/courses/110105142/>

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**ALTERNATIVE STUDY CREDIT ACTIVITIES (ASCA)**  
**MBA – 220 - V**

Total credits: 3  
External Viva voce: 75  
Internal Marks: 25

**Course outcomes:**

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

1. Develop causal thinking and analytical prowess.
2. Explore new ways of learning and development.
3. Get hands-on experience and exposure of the chosen area.
4. Develop communication and networking skills.

Alternative Study Credit Activities (ASCA) are an alternative to an elective course. Such activities may include Outbound Experiential Learning Programme (OELP), Social Sensitisation Projects (SSPs), Community Development Projects (CDPs), Rural Innovation Projects (RIPs) and Field or Live Projects (FLPs). Such activities, many of which go beyond the boundaries of the campus, would be non-traditional sources of learning with major thrust on experiential learning.

ASCA would be undertaken under the supervision of an allocated faculty member. Students from UTDs will perform four different activities in the chosen domain and will submit a written report of each activity. The evaluation will be based on assignments, report, presentation, and external viva-voce.

**ELECTIVES**  
**(HUMAN RESOURCE MANAGEMENT)**

## **HUMAN RESOURCE METRICS AND ANALYTICS**

### **MBA – 221 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the importance using data-based reasoning to support HR decisions.
2. Interpret statistical output involving HR data.
3. Develop effective surveys for use in an organisational setting.
4. Translate research findings into practical conclusions and recommendations.

#### **Unit-I**

Understanding HR indicators; HR metrics and analytics; concept, components, need and importance; current state of HR metrics and analytics capabilities; data - collection and measurement; business balanced scorecard & KPIs; HR scorecard and related metrics

#### **Unit-II**

IT requirements to meet HR needs; linking HR strategy to HR metrics; relational databases and HR systems; planning and implementing a new HRIS; security and privacy considerations; building support for metrics; impact metrics & dashboards

#### **Unit-III**

Statistical analysis for HR - regression analysis, measures of central tendency, graphs, tables, spreadsheets, data manipulation (using excel); selection of right methodology; usage of root cause analysis

#### **Unit-IV**

Benchmarking HR metrics - concept, types and challenges; staffing - supply and demand forecasting; total compensation analysis, cost justification-return on investment; communicating recommendations

#### **Suggested readings:**

1. Fitz, Jac. How to Measure Human Resource Management. McGraw Hill.
2. Mukherjee, J. Designing Human Resource Management Systems: A Leader's Guide. Response Books, SAGE Publications.
3. Edwards & Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page.
4. Becker, Huselid & Ulrich, The HR scorecard: Linking people, strategy, and performance.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **PERFORMANCE MANAGEMENT SYSTEM**

### **MBA – 222 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

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

1. Understand the concept and process of performance management
2. Learn the significance of rewards in improving performance
3. Understand various methods used for measuring results and behaviour
4. Understand how performance management system contributes in employee development

#### **Unit-I**

Aims and role of performance management system; benefits of performance management system; disadvantages of poorly implemented performance management system; characteristics of an ideal performance system; reward Systems; difference between performance and potential management

#### **Unit-II**

Performance management process; performance management and strategic planning; identifying KRAs (Key Result Areas) and KPIs (Key Performance Indicators); interactive goal setting process; SMART goals for employee performance.

#### **Unit-III**

Defining performance and choosing a measurement approach; measuring results and behaviour - self-appraisal, simple ranking, graphic rating, BARS, paired comparison, forced-choice method, critical incidents, field review method, appraisal interviews, 360-degree feedback and balanced scorecard for performance rating; gathering performance information for appraisals.

#### **Unit-IV**

Performance feedback and counselling – identifying and communicating gaps in knowledge, skills and attitudinal areas for improvements; competency mapping and potential assessment; performance management and employee development; ethics in performance management.

#### **Suggested readings:**

1. Aguinis, H., Performance Management, Pearson Education Inc.
2. Kandula, S., Performance Management: Strategies, Interventions and Drivers, PHI.
3. Kohli, A. S., and Deb, T., Performance management. Oxford University Press.
4. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan page.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **TRAINING AND DEVELOPMENT**

### **MBA – 223 - V**

Total credits:3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Enhance their capacity to think systematically about significance of training.
2. Identify the detailed process and challenges of training and development.
3. Analyse fundamentals to practice in organisational training and development.
4. Analysis of how to implement organisational training programs at the individual and workgroup and organisational level.

#### **Unit-I**

Training - concept, importance, objectives, need process, roles and expectations. The training context nature and scope of training, training challenges, part of training in HRD and organisational development. Learning, e-learning, human memory, learning cycle, emerging trends in training and development.

#### **Unit-II**

Training need analysis (TNA) at individual, group and organisation levels - process and approaches; designing effective training program; developing objectives and contents, developing lesson plans and course materials, considerations in selecting trainers and the venue for the training programs, trainee-centred learning process and pedagogies for contents delivery.

#### **Unit-III**

Types of training - on-the-job and off-the-job training; different training methods and techniques - lecture method, case method, syndicate method (group discussion), role play, simulation, business games, in-basket exercise, and computer-based training, out-bound exercise, seminars and conferences; training aids - types and importance.

#### **Unit-IV**

Evaluation of training programs - pre and post training evaluation - Kirkpatrick, CIRO, Philip five level, ROI framework; design and conduct of management development programs - need and importance, setting objectives, design, and delivery of MDPs, evaluation and follow-up process.

#### **Suggested readings:**

1. Sahu, R.K. Training for Development, Excel Books, New Delhi.
2. Goldstein. Training in Organization, Thomson Learning, Bombay.
3. Nick & Thacker. Effective Training – Systems, Strategies and Practices, Pearson Education.
4. Sims, Ronald. Reinvesting Training and Development, Greenwood Publishing Group.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## ORGANISATIONAL CHANGE AND DEVELOPMENT

MBA – 224 - V

Total credits: 3  
External marks: 75  
Internal marks: 25

### Course outcomes:

After the successful completion of the course, students will be able to:

1. Enhance their capacity to think systematically about issues of organisational change.
2. Identify the detailed process and challenges of organisational development.
3. Analyze fundamentals to practice in organisational development.
4. Implement organisational development programs especially at the individual and work group level.

### Unit-I

Concept of organisation change; types of change – planned and unplanned change; transformational and realignment change; reactions to change – resistance and acceptance to change; concept of Force-Field Analysis; models of organisational change – Kotter's model, Lewin's model and System model; strategic leadership for management of change; conflict management and building support for change.

### Unit-II

Introduction to organisational development (OD); organisation development process; values and assumptions of OD; role and competencies of the OD practitioner; action research model of OD; OD in global context; future trends in OD.

### Unit-III

Diagnostic process – diagnosis at the organisation, group and individual level, data collection process, diagnostic methods, challenges in diagnosis; diagnostic information feedback – characteristics of effective feedback, survey feedback; introduction to OD interventions - characteristics of effective interventions; designing interventions and its process.

### Unit-IV

Major families of OD interventions – T-group, process consultation, interpersonal, intra-group and inter-group process, third party intervention, team, coaching, mentoring, role focused and system interventions; contemporary OD interventions – learning organisations, organisation restructuring, employee involvement, work design and organisational transformation.

### Suggested readings:

1. French, W. L. and Bell, C. H. Organization Development, Prentice Hall of India.
2. Bhattacharyya. Organizational change and development, Oxford University Press.
3. Singh, Kavita. Organizational Change & Development, Excel Books.
4. Kinicki & Krietner. Organizational Behaviour: Concepts, Skills and Practices. Tata McGraw Hill.

### Note:

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **INDUSTRIAL RELATIONS AND ITS LEGAL ASPECTS**

### **MBA – 225 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the concept of industrial relations along with its national and international aspects.
2. Develop an insight about the aspects of unions and employee participation in management.
3. Gain knowledge about the dispute settlement machinery and the laws related to dispute settlement.
4. Analyse the importance of employee welfare and its legal aspects.

#### **Unit-I**

Industrial relations - concept, approaches, scope and determinants; major stakeholders in employee relations - management, union and state; role of Indian labour laws; managing foreign nationals in Indian organisation; international labour organisation-structure and functions; social audit.

#### **Unit-II**

Trade Unions - purpose, functions, structure, types and emerging trends; Trade Union Act 1926; impact of globalisation, technology and economic reforms on trade union; industrial democracy and workers participation in management.

#### **Unit-III**

Industrial dispute settlement - collective bargaining, conciliation, arbitration, and adjudication; recent trends in industrial disputes - lay off, termination, retrenchment, closures; Industrial Dispute Act 1947; discipline action - purpose and procedure; code of discipline in industries; Standing Order Act 1946; grievance redressal machinery.

#### **Unit-IV**

Employee welfare and its legal aspects; laws related to working conditions - Factories Act 1948, Maternity Benefit Act, VRS schemes; laws governing welfare of employees - ESI Act 1948, Payment of Gratuity Act 1972 and Employees' Provident Fund & Miscellaneous Provisions Act, 1952.

#### **Suggested readings:**

1. Venkataratnam, C. S. Industrial relations, Oxford University Press.
2. Ghosh P., Nandan, S. Industrial Relations and Labour Laws, McGraw Hill Education.
3. Venkataratnam, C. S., Manoranjan Dhal, Industrial Relations, Oxford University Press.
4. Padhi, P.K. Labor and Industrial Laws, PHI Learning
5. Singh, B.D, Industrial relations and Labour Laws, Excel Books.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **COMPENSATION AND BENEFITS MANAGEMENT**

### **MBA – 226 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the components of compensation and various aspects related to the designing of the compensation as well as compensation strategy of an organisation.
2. Gain insight into the different techniques of compensation and the compensation structure of different employees.
3. Apply compensation designing and the methods used by them along with the tax implications on compensation.
4. Analyse the legal aspects related to compensation and the international factors influencing the compensation.

#### **Unit-I**

Compensation management - concept, goals and theories; compensation strategy; inter and intra industry wage differentials; components of compensation; fringe benefits and supplementary compensation; bonuses - concept & method of calculation; Payment of Bonus Act 1965.

#### **Unit-II**

Incentive schemes/ payment-by-results (PBR); competency-based compensation; equity-based compensation; team rewards; reward strategy & psychological contract; compensation of chief executives, sales executives; compensation structures in India.

#### **Unit-III**

Job Evaluation - concept and methods; institutions related to compensation management: wage boards, pay commissions; tax implication of employee compensation package to the employees; recommendations of 2<sup>nd</sup> National Commission on Labour relating to compensation.

#### **Unit-IV**

Statutory provisions governing compensation linked to employee welfare - The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923; International Compensation - objectives and methods.

#### **Suggested readings:**

1. Bhattacharya, D.K. Compensation Management Oxford University Press, New Delhi.
2. George T Milkovich, Jerry M Newman, C.S. Venkata Ratnam, Compensation, McGraw Hill Education.
3. Henderson, R.I., Compensation Management in a Knowledge-based world, Pearson.
4. Henderson, Richard I., Compensation management: Rewarding Performance, Reston Publishing Co.
5. Singh, B.D. Compensation and Reward Management. Excel Books

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **STRATEGIC HUMAN RESOURCE MANAGEMENT** **MBA – 227 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

### **Course outcomes:**

After the successful completion of the course, the students will be able to

1. Understand the alignment between different HR systems and practices and organisational outcomes.
2. Analyse the alignment of HR functions with the strategies of the organisation.
3. Develop a critical insight into strategic importance of HR.
4. Interpret the influence of environment on HRM.

### **Unit-I**

SHRM - conceptual framework and evolution; HR environment; HRM in knowledge economy; strategic HR vs. traditional HR; investment and theoretical perspectives of SHRM; barrier to strategic HR; role of HR in strategic planning; human resources as assets

### **Unit-II**

Linking business strategy and HR strategy; best Fit Approach; HR bundles approach; best practice approach; sustained competitive advantages through inimitable HR practices; business strategy and human resource planning; strategic linkage of job analysis.

### **Unit-III**

Linking recruitment and selection to business strategy; business strategy and training; strategic linkage of performance management system; business strategy and compensation systems; strategic approach to career management systems.

### **Unit-IV**

Influence of external environment (both domestic and international) on human resource management: business strategy linked human resource management; strategic options and HR decisions – downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off-shoring

### **Suggested readings:**

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi.
3. Armstrong, M. Strategic Human Resource Management, Kogan Page.
4. Greer, Charles, Strategic Human Resource Management, Pearson Education
5. Kandula S. R. Strategic Human Resource Development, Prentice Hall India.

### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **TEAM BUILDING IN ORGANISATIONS**

### **MBA – 228 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the importance of raising groups and turning them into passionate teams in organisations
2. Develop an insight about how individuals as team players must behave to sustain teams.
3. Gain knowledge about the different aspects of a team.
4. Analyse the importance of leader in team building and performance.

#### **Unit-I**

Difference between workgroups and teams; transforming groups to teams; types of teams; stages of team building and its behavioural dynamics; team role; interpersonal processes; goal setting and problem solving.

#### **Unit-II**

Team effectiveness – concept and factors influencing it; interpersonal competence – concept and its influence on team effectiveness, its measurement through FIRO-B; team context; goals; team Size; team member roles and diversity; norms; cohesiveness.

#### **Unit-III**

Communication and creativity – communication process, communication effectiveness & feedback; fostering team creativity; delphi technique; nominal group technique; brainstorming-traditional, electronic, and negative.

#### **Unit-IV**

Role of leaders in teams – supporting teams, rewarding team players, role allocation, resource management for teams, selection of team players; leaders as facilitators, mentors; developing collaboration in teams – functional and dysfunctional cooperation and competition; interventions to build collaboration in organisations; social loafing; synergy in teams; self-managed teams.

#### **Suggested readings:**

1. Robbins, S. P. *Organizational I*. Pearson Education.
2. Luthans, F. *Organizational I*. McGraw-Hill International Edition.
3. Pareek, Udai. *Understanding Organizational Behaviour*. Oxford University Press.
4. Naper, Rodhey, W & Gershenfeld Mattik. *Groups Theory & Experience*, AITBS, India.
5. McShane, S. L & Glinow M. A. V. *Organizational Behaviour: Emerging Realities for the Workplace Revolution*, Tata McGraw-Hill Publishing Company Ltd.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

### **MBA – 229 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the basics of IHRM and the role of cultural differences in managing the global workforce.
2. Advocate and design cross-cultural training programs for a global workforce
3. Identify critical issues in managing talent of the global workforce
4. Describe IHRM's role in managing global health, well-being, safety, and security programs

#### **Unit-I**

Concept of IHRM, the difference between domestic and international HRM, strategic IHRM; choice of method for entry into international business; global organisational structure; IHRM and global organisational design; understanding nature and importance of culture, major models of national cultures and managerial implications, cultural convergence and divergence.

#### **Unit-II**

Global workforce planning and forecasting; approaches to staffing, determinants of staffing choices, challenges to successful staffing; selection criteria and process; TCN and HCN expatriate training, virtual and global teams, global leadership development, design and delivery of cross-cultural training.

#### **Unit-III**

Key components of global compensation, determinants of and approaches to international compensation, issues and challenges; performance management in the multinational enterprise, performance management of international assignee, issues in managing performance.

#### **Unit-IV**

The global workforce's health workforce, global human resource support services and information systems, the structure of global human resources, IHRM trends and future challenges.

#### **Suggested readings:**

1. Dennis R. B., Randall S. S., Lisbeth C., International Human Resource Management: Policies and Practices for Multi-National Enterprises, Routledge Taylor & Francis Group
2. Dowling P. J., Festing M., Engle A. D., International Human Resource Management, Cengage learning
3. Vance C. M., Paik Y., Managing a global workforce: challenges and opportunities in International Human Resource Management, PHI
4. Brewster C., Houldsworth E., Sparrow P., Vernon G., The International Human Resource Management, The Chartered Institute of Personnel and Development.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**ALTERNATIVE STUDY CREDIT ACTIVITIES (ASCA)**  
**MBA – 230 - V**

Total credits: 3  
External Viva voce: 75  
Internal Marks: 25

**Course outcomes:**

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

1. Develop causal thinking and analytical prowess.
2. Explore new ways of learning and development.
3. Get hands-on experience and exposure of the chosen area.
4. Develop communication and networking skills.

Alternative Study Credit Activities (ASCA) are an alternative to an elective course. Such activities may include Outbound Experiential Learning Programme (OELP), Social Sensitisation Projects (SSPs), Community Development Projects (CDPs), Rural Innovation Projects (RIPs) and Field or Live Projects (FLPs). Such activities, many of which go beyond the boundaries of the campus, would be non-traditional sources of learning with major thrust on experiential learning.

ASCA would be undertaken under the supervision of an allocated faculty member. Students from UTDs will perform four different activities in the chosen domain and will submit a written report of each activity. The evaluation will be done on the basis of assignments, report, presentation and external viva voce.

**LIST OF ELECTIVES**  
**(FINANCIAL MANAGEMENT)**

## **BEHAVIOURAL FINANCE**

### **MBA – 231 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Develop an alternate framework for understanding price discovery in the markets
2. Identify persistent or systematic behavioural factors that influence investment behaviour
3. Critically analyse the investor psychology leading to decision making
4. Comprehend the driving socio-psychological forces behind herd mentality of investors

#### **Unit-I**

Behavioural finance; overview, history of behavioural finance; from standard finance to behavioural finance; investment decision cycle; judgment under uncertainty; utility/ preference functions; Expected Utility Theory [EUT]; Prospect Theory; Neurofinance (introduction only); limits to arbitrage; fundamental risk, noise trader risk; implementation cost

#### **Unit-II**

Information screening biases; information processing: Bayesian decision making, heuristics and cognitive biases; overconfidence bias; representativeness bias; anchoring and adjustment; non-consequentialism; disjunction effect; self-deception

#### **Unit-III**

Mental accounting bias; confirmation bias; hindsight bias; loss aversion bias; recency bias; regret aversion; framing bias; status quo bias; emotion and neuroscience; group behaviour; conformism, herding, fatal attractions; investing styles and behavioural finance; mental accounting; self-control; regret avoidance

#### **Unit-IV**

Cognitive dissonance bias; availability bias; self-attribution bias; illusion of control bias; conservatism bias; ambiguity aversion bias; endowment bias; self-control bias; optimism bias; loss aversion; framing

#### **Suggested readings:**

1. William Forbes, Behavioural Finance, Wiley Publication
2. Michael M Pompian, Behavioral Finance and Wealth Management, John Wiley & Sons, Inc.
3. Prasanna Chandra , Behavioral Finance Kindle Edition, Mc Graw hill.
4. Shuchita Singh, Shilpa Bahi, Behavioural Finance, Vikas Publishing House
5. Sulpey M.M, Behavioural Finance, PHI Learning Private Limited

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **MANAGING BANKS AND FINANCIAL INSTITUTIONS**

### **MBA – 232 -V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

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

1. Understand the importance of banking system in an economy.
2. Assess the different dimensions for management of banks and develop a suitable strategy for enhancing efficiency.
3. Identify roles of different financial institutions and regulatory authorities.
4. Develop plans for managing risk in banks.

#### **Unit-I**

Commercial banks in India, banking operations, role and services provided by banks, key market players; retail banking, universal banking, contemporary banking issues at global level.

#### **Unit-II**

Management of banks - asset liability management in banks, prudential norms related to income recognition, asset classification and provisioning for the advances portfolio of the banks, management of NPA's - debt recovery tribunals (DRTs), corporate debt restructuring (CDR), a brief introduction to SRFAESI act 2002, Basel norms for banking supervision, risk management in banks.

#### **Unit-III**

Role of different financial institutions in financing in India - SIDBI, NABARD, EXIM Bank, IDBI, IFCI, ICICI, UTI, LIC, IRCL, IRBI and SFCs.

#### **Unit-IV**

Regulatory authorities - SEBI, IRDA, PFRDA, Reserve Bank of India.

#### **Suggested readings:**

1. Khan M.Y., Indian Financial System, Tata McGraw-Hill.
2. Vij, Madhu. Management of Financial Institutions in India. Anmol.
3. Yeager, Fred C. and Seitz, Nail E. Financial Institution Management: Text and Cases. Englewood Cliffs, Prentice Hall Inc.
4. Bhole L.M., Mahakud J. Financial Institutions and Markets, Tata McGraw-Hill.
5. Pathak, V Bharati, The Indian Financial System, Pearson Education.
6. Gordon E. and Natrajan K., Financial Markets and Institutions, Himalaya Publishing House.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **CORPORATE TAXATION**

**MBA – 233 -V**

Total credits: 3

External marks: 75

Internal marks: 25

### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the direct and indirect tax and to compute income under various heads.
2. Acquaint with the tax Management Practices.
3. Manage their tax liability through tax planning
4. File income tax returns.

### **Unit-I**

Direct and Indirect tax - basic concepts, residential status, computation of income under different head, computation of income under salary head, computation of income under house property head.

### **Unit-II**

Computation of income under business & profession head, computation of income under capital gain head, computation of income under other sources head, set off and carry forward of losses, deductions and exemptions.

### **Unit-III**

Meaning and scope of tax planning, difference between tax planning tax evasion and tax avoidance, tax incidence of a company; computation of corporate tax liability.

### **Unit-IV**

Tax management - filing of returns and assessments, penalties and prosecutions, appeals and revisions, advance tax, TDS, advance rulings, avoidance of double taxation agreements.

### **Suggested readings:**

1. Singhania V. K. & Singhania, Kapil. Direct Taxes Law and practice, Taxmann.
2. Singhania, V K. and Singhania, Monica, Corporate tax Planning and Business Tax Procedures, Taxmann.
3. Ahuja, Girish & Gupta Ravi, Simplified Approach to Corporate Tax Planning and Management, Bharat Law House private limited.
4. Srinivas, E A., Handbook of Corporate Tax Planning, Tata McGraw, Hill.
5. Iyengar A C. Sampat, Law of Income Tax, Bharat House.

### **Note:**

1. Only the latest editions of the above books are recommended.
2. In each unit, the content will be covered with suitable practical problems and case studies.

## WORKING CAPITAL MANAGEMENT

MBA – 234 -V

Total credits: 3

External marks: 75

Internal marks: 25

### Course outcomes:

After the successful completion of the course, students will be able to:

1. Identify their capacity to think systematically about working capital.
2. Analyse the detailed process and challenges of working capital finance.
3. Apply the concepts that are fundamental to practice of cash management.
4. Implement receivables and inventory management.

### Unit-I

Concept of working capital; importance of working capital; factors influencing planning of need, determinants and computation of working capital investment.

### Unit-II

Sources of finance including accruals, trade credit, working capital advance by commercial banks; regulation of bank finance, public deposits, ICDs, short term loans from FIs, right debentures for W.C., commercial papers and factoring; banking policy - Tandon, Chore and Marathe committee reports.

### Unit-III

Motives for holding cash and marketable securities; factors determining the cash balance; managing the cash flow; types of collection systems; mailed payment collection system; other collection systems.

Cash concentration strategies; disbursement tools, investment in marketable securities; types of marketable securities; forecasting cash flows; methods of financial forecasting, forecasting daily cash flows; sources of uncertainty in cash forecasting; hedging cash balance uncertainties, hedging via interest rate; Baumol Model, Beranek model, Miller-Orr model, Stone model for determining the optimum level of cash balances .

### Unit-IV

Receivables management; costs, benefits, credit policies, evaluation of the credit applicant, credit terms; collections from accounts receivable.

Inventory management; type of control required; cost of holding inventories; inventory control models; inventory control responsibility; other control devices; inventory management & evaluation.

### Suggested readings

1. Hampton, John. Financial Decision Making. Prentice Hall, New Jersey.
2. Khan, M. Y and Jain, P. K. Financial Management, McGraw Hill.
3. Chandra, P. Financial Management. McGraw Hill.
4. Pandey, I. M. Financial Management, Vikas Publication House.
5. Bhalla, V.K. Working Capital Management, S. Chand Publishing.

### Note:

1. Only the latest editions of the above books are recommended.
2. In each unit, the content will be covered with suitable practical problems and case studies.

## **MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**

### **MBA – 235 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Identify their capacity to think systematically about mergers.
2. Understand the detailed process and challenges of merger and acquisition.
3. Analyse practical aspects of post-merger.
4. Apply the concepts that are fundamental to practice of valuation.

#### **Unit-I**

Types of mergers - merger strategy-growth, synergy, operating synergy, financial synergy, diversification; other economic motives; hubris hypothesis of takeovers; other motives; tax motives: financial evaluation, joint venture and strategic alliances.

#### **Unit-II**

Legal aspects of mergers/ amalgamation and acquisition; provisions of Companies Act, SEBI's role and regulations; takeover Code; scheme of amalgamation; approval from court.

#### **Unit-III**

Methods of valuation - cash flow basis, earning potential basis, growth rate, market price, computation of impact on EPS and market price, impact of variation in growth of the firms, criteria for negotiating.

#### **Unit-IV**

Defence against hostile takeover, poisson pill, bear hug, greenmail; post-merger human resource related issues and cultural issues.

#### **Suggested readings:**

1. Gaughan, Patrick. Mergers Acquisitions and Corporate Restructurings. Wiley, India.
2. Westan, Kwang and Susan. Mergers and Acquisitions, Prentice Hall, India.
3. Ramanujan. S. Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill.
4. Gupta, Manju. Contemporary Issues in Mergers and Acquisitions, Himalaya Publishing.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. In each unit, the content will be covered with suitable practical problems and case studies.

## **FOREIGN EXCHANGE MANAGEMENT**

### **MBA – 236 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the mechanism of foreign exchange market.
2. Evaluate interdependence of various factors affecting exchange rate
3. Analyse various types of foreign exchange exposures
4. Apply various hedging strategies for management of foreign exchange exposure

#### **Unit-I**

Nature of foreign exchange market, structure of foreign exchange market, participants in foreign exchange market, types of exchange rate quotations, cross currency rates, spot rate, forward rates, bid ask spread, official exchange rate, free market rates, relationship between nominal, real and effective exchange rates, exchange rate regimes.

#### **Unit-II**

Theories of exchange rates determination, factors affecting exchange rate, four-way equivalence model of exchange rate determination, sticky price theory of exchange rate volatility, exchange rate overshooting, J curve effect.

#### **Unit-III**

Nature of foreign exchange exposure, transaction exposure, translation exposure and economic exposure, regulatory framework for foreign exchange exposures in India.

#### **Unit-IV**

Techniques of management of foreign exchange exposure, internal and external hedging techniques, currency derivatives, currency forwards, currency futures, currency options, currency swaps, currency forwards vs. currency futures contracts.

#### **Suggested readings:**

1. Tim Weithers. Foreign Exchange Markets: A Practical Guide to the FX Markets. Wiley Finance.
2. Ghassem A. Homaifar. Managing Global Financial and Foreign Exchange Rate Risk. Wiley Finance
3. Brian Twomey ; John R. Hill. Inside the Currency Market; Mechanics, Valuation and Strategies. Bloomberg Financial.
4. Andrew Johnson. Forex: The Ultimate Guide to Forex: Uncovering Forex Profit Making Secrets

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. In each unit, the content will be covered with suitable case studies.

## **RISK MANAGEMENT AND INSURANCE**

### **MBA – 237 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. To understand the risk, risk management and insurance
2. To think critically upon the contemporary issues of insurance in individual and corporate life.
3. To apply the underwriting and claim settlement procedures in insurance
4. To demonstrate policy design, rate making and distribution strategies in insurance

#### **Unit-I**

Risk, peril, hazard, risk management, risk identification, risk evaluation, risk strategies, risk management techniques, risk avoidance, risk retention and risk transfer, risk control, pooling in insurance, loss exposure; emergence of insurance.

#### **Unit-II**

Contemporary issues in insurance, mechanism of insurance, need for insurance, principles of insurance, types of insurance, legal aspects of insurance contract, reinsurance, co-insurance.

#### **Unit-III**

Insurance industry in India, origin and development of insurance sector; role of IRDA; challenges of insurance marketing, types of insurance plans, policies of insurance companies, distribution channels in insurance, bancassurance and its models

#### **Unit-IV**

Management of life and non- life insurance companies, product design, insurance rating, use of insurance in personal and business planning, life and non-life (health, and motor vehicle) insurance, underwriting practices, claim settlement in Life and non -life insurance (health, and motor vehicle)

#### **Suggested readings:**

1. Rejda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi
2. Harrington Niehaus, Risk Management and Insurance, McGraw Hill Education,
3. Risk Management and Insurance, Gupta P.K. Himalaya Publications
4. Jatindra Loomba, Risk Management and Insurance Planning, PHI India

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

### **MBA – 238 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand different aspects of risks which is faced by individual and organisations while investing.
2. Analyse securities on basis of risk and return.
3. Apply contemporary approaches of portfolio for developing and optimising the portfolio.
4. Make the strategy to revise the portfolio in the light of changing market dynamics.

#### **Unit-I**

Investment - meaning, nature and scope, decision process; investment alternatives; investment risk, interest risk, market risk, inflation risk, default risk; measurement of systematic and unsystematic risk; valuation of securities; notion of dominance.

#### **Unit-II**

Security analysis fundamental analysis; economy, industry and company analysis and technical analysis; Dow Jones theory; charts; supports and resistance levels; relative strength analysis; moving averages, breadth of market; efficient market hypothesis.

#### **Unit-III**

Portfolio meaning, advantages and selection, approaches in portfolio construction, objectives of portfolio; overview of Markowitz portfolio theory, risk and return with different correlation, Markowitz efficient frontier.

#### **Unit-IV**

Overview of Sharpe single index model, corner portfolio, Sharpe optimal portfolio, construction of the optimal portfolio; securities market line, capital asset pricing model; arbitrage pricing theory; portfolio evaluation and strategies; portfolio revision.

#### **Suggested readings:**

1. Chandra, Prasanna. Investment analysis and portfolio management. McGraw Hill Education.
2. Fischer, D. E., & Jordan, R. J. Security analysis and portfolio management. Prentice Hall.
3. Rustagi, R. P. Investment analysis and portfolio management. Sultan Chand & Sons, New Delhi.
4. Bhalla, V. K. Investment management. S. Chand Publishing.
5. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **FINTECH**

### **MBA – 239 - V**

Total credits: 3

External marks: 75

Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Comprehend the latest in FinTech with special focus on Indian Scenario.
2. Understand the impact of FinTech on financial service industry.
3. Analyse the applications of FinTech on various areas and evaluate their performance.
4. Develop new models for application of FinTech in new and emerging areas.

#### **Unit-I**

History and emerging trends of FinTech; major areas in FinTech; regulatory framework; ethical and professional standard; cybersecurity - overview and recent developments; legal and tax compliance; privacy; anonymity and cryptography; access control; network security; forensics; impact of FinTech on regulations.

#### **Unit-II**

Blockchain; overview and its application; cryptography; cryptocurrency (Bitcoin; Ethereum; Other Altcoins); potential and usage of cryptocurrency; decentralized applications; smart contracts; cryptographic hash functions; internet of things; FinTech applications in banking and marketplace lending (bank in a box; application programming interface (API); peer to peer lending).

#### **Unit-III**

FinTech developments in insurance (introduction; features; opportunities in InsurTech; use of bots; peer to peer portfolio comparison); capital markets (features; opportunities in capital markets; surveillance mechanism; investment advisory; use of bots; asset management solutions); payment gateways and financial inclusion (online payments: latest developments; remittances: features; mobile payments; novel payment alternatives; application for financial inclusion).

#### **Unit-IV**

Emerging sources of entrepreneurial finance - crowdfunding; P2P lending platforms; FinTech innovations and start-ups- emergence of Fintech start-ups; Fintech disruptions; future prospects; development of new start-up ideas.

#### **Suggested readings:**

1. Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction by Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, Steven Goldfeder, Princeton University Press.
2. Pranay Gupta, Fintech, De|G Press.
3. Susanne Chishti, Janos Barberis, The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries Paperback, Wiley Publication.
4. Devie Mohan, The Financial Services Guide to Fintech: Driving Banking Innovation Through Effective Partnerships, Kogan Page Publication.

5. Jacob William, FinTech: The Beginner's Guide to Financial Technology Paperback, Create Space Independent Publishing Platform.
6. Ioannis Akkizidis, Manuel Stagars, Marketplace Lending, Financial Analysis, and the Future of Credit: Integration, Profitability, and Risk Management (The Wiley Finance Series), Wiley Publication.
7. Shane Bock, Blockchain: Bitcoin, Ethereum, Smart Contracts, Cryptocurrencies and Everything about the Fintech Explained Paperback, Create Space Independent Publishing Platform.

**Note:**

1. Only the latest editions of the above books are recommended.
2. In each unit, the content will be covered with suitable practical problems and case studies.

**ALTERNATIVE STUDY CREDIT ACTIVITIES (ASCA)**  
**MBA – 240 - V**

Total credits: 3  
External Viva voce: 75  
Internal Marks: 25

**Course outcomes:**

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

1. Develop causal thinking and analytical prowess.
2. Explore new ways of learning and development.
3. Get hands-on experience and exposure of the chosen area.
4. Develop communication and networking skills.

Alternative Study Credit Activities (ASCA) are an alternative to an elective course. Such activities may include Outbound Experiential Learning Programme (OELP), Social Sensitisation Projects (SSPs), Community Development Projects (CDPs), Rural Innovation Projects (RIPs) and Field or Live Projects (FLPs). Such activities, many of which go beyond the boundaries of the campus, would be non-traditional sources of learning with major thrust on experiential learning.

ASCA would be undertaken under the supervision of an allocated faculty member. Students from UTDs will perform four different activities in the chosen domain and will submit a written report of each activity. The evaluation will be done on the basis of assignments, report, presentation and external viva-voce.

**ELECTIVES**  
**(INTERNATIONAL BUSINESS)**

## **EXPORT-IMPORT PROCEDURE AND DOCUMENTATION**

### **MBA – 241 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Make simple explanation of export procedure.
2. Help students to get an opportunity in export business.
3. Get self-dependent as an entrepreneur.
4. Have acknowledged about various documents required for export.

#### **Unit-I**

Significance of Procedures and Documentation in International Trade, procedure and Documentation as Trade Barriers. WTO Provisions. Aligned Document System (ADS), Official machinery for Trade Procedure and Documentation; ITC (HS) classification System; Role of ICC, INCOTERMS; Nature of Export / Trading Houses, EDI and Documentation.

#### **Unit-II**

Main Export and Import Documents; Export Order Processing; export contract; Export Price Quotations; Shipping and Custom Clearance of Export and Import Cargo; Central Excise clearance; Role of Forwarding agents; Cargo Insurance and Claim Procedure.

#### **Unit-III**

Methods of Payments in International Trade; Documentary Collection of Export Bills; UCPDC Guidelines; Realisation of Export Proceeds; FEMA- Origin and Objectives, Main Provision of FEMA. Pre-Shipment and Post Shipment Finance. Role of EXIM Bank and ECGC in India.

#### **Unit-IV**

Major Export Promotion Schemes in India- EPCG, Duty Exemption Scheme; DEPB Scheme SIL; Facility for Deemed Exports; Export Promoting Institutions (EOU's/ EPZs/ SEZ's) – Role of Export Promotion Councils, Commodity Boards and ITPO.

#### **Suggested readings:**

1. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
2. Ministry of Commerce, Handbook of Procedures, Government of India, New Delhi.
3. Ministry of Commerce, Import Export Policy, Government of India, New Delhi.
4. Custom and Excise Law, Various Issues.
5. Nabhi's Exporters Manual and Documentation.
6. Nabhi's New Import Export policy procedures.
7. Pervin Wadia: Export Markets and Foreign Trade Management, Manishka Publication, New Delhi.
8. M.D. Jitendra: Export Procedures and Documentations, Rajat Publications, Delhi

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**GLOBAL BRAND MANAGEMENT**  
**MBA – 242 - V**

Total credits: 3  
External Marks- 75  
Internal Marks- 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand concepts and practical aspects of brand management in the field of International Business.
2. Design, implement and take appropriate branding decisions.
3. Implement the branding strategies in current scenario.
4. Develop a diagnostic and conceptual understanding of the different factors in the management of branding by global organisations.

**Unit-I**

Product planning decision, product hierarchy, internationalisation of product development process, Branding concept: Branding, salient features of global brand, brand image, brand personality, brand loyalty.

**Unit-II**

Global brand building, brand resonance, global brand equity, brand elements, brand extension, global brand positioning, brand value, global brand awareness.

**Unit-III**

Globalisation of brands - geographical extension, sources of opportunities for global brands, barriers of globalisation, quality and global standards, country of origin and global brands, standardisation v/s customisation.

**Unit-IV**

Brand portfolio, brand growth in global markets, sociocultural factors and global brands, brand reinforcement and revitalisation, corporate brand and destination brand, celebrity endorsement, global branding research.

**Suggested readings:**

1. Kapferer, J.N, Strategic Brand Management, Free Press.
2. Kelvin lane Keller, Strategic Brand Management, Prentice Hall of India.
3. Aaker, David, A., Managing Brand Equity, Free Press.
4. Philip. R. Cateoria & John L. Gram, International Marketing, Tata McGraw Hill.
5. Justin Paul & Ramneek Kappor, International Marketing: text and cases, Tata Mc Graw Hill.
6. Rafi, A. & Mohammed, Rober. J. Fisher, International Marketing, Tata McGraw Hill.
7. Jeannet/Hennessey, Global Marketing Strategies, AIPD.

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **INTERNATIONAL MARKETING** **MBA – 243 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Acquaint with environmental, procedural, institutional and decisional aspects of international marketing.
2. Work efficiently in MNCs and aware about the emerging issues of international market.
3. Aware of pricing approaches at international level.
4. Understand the concepts and procedures for international marketing

### **Unit-I**

Concept of International Marketing; benefits and challenges of International Marketing; domestic vs. international marketing; Process of International Marketing; WTO framework and the international marketing; International Marketing environment; International Marketing Research

### **Unit-II**

Identification, Segmentation and Selection of International Markets; Modes of International Market entry; Factors affecting the selection of entry mode; Product Standardisation vs Adaptation; Packaging; Labelling; Branding; Product life Cycle in International Markets; International Product Strategy

### **Unit-III**

Pricing approaches for International Markets; Factors Influencing pricing decisions; Terms of Payment in International Transactions; Dumping; Counter Trade; Transfer Pricing; International distribution channels; selecting distribution channels; Promotion decisions for International Markets including trade fairs and exhibitions

### **Unit-IV**

Managing risk in international marketing; Emerging issues in International Marketing: Global e-marketing; relationship marketing for overseas business

### **Suggested readings:**

1. Joshi, Rakesh Mohan, International Marketing, Oxford University Press
2. Cateora, Philip R., International Marketing, TMH
3. Keegan Warren J., Global Marketing Management, Pearson Education
4. Doole Isobel and Robin Lawe, International Marketing Strategy, Thomson Learning
5. OnkvisitSak and John J. Shaw, International Marketing – Analysis and Strategy, PHI
6. Johny K. Johansson, Global Marketing, Tata Mc Graw Hillwith Edition.
7. Raja Gopal, International Marketing, Vikas Publishing House.

### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**MULTINATIONAL BANKING**  
**MBA – 244 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the institutional and operational aspects of multinational banking.
2. Get deep insight of international transactions and understand the role of multinational banks in money and capital markets at the global level.
3. Understand the regulatory environment of international banks.
4. Grasp the role of multinational banks in money and capital markets at the global level.

**Unit-I**

Structure and growth of international banking; eurocurrency markets; growth of Eurocurrency deposits and credit; determination of eurocurrency interest rates; eurocurrency instruments; euro credit multiplier process; factors of multinationalisation of banking; organisational characteristics of multinational banking.

**Unit-II**

Regulatory environment for international banking; international banking risks; capital adequacy; syndication techniques in international lending; transferability and trading of loans; international bank credit rating; role of Bank for International Settlements.

**Unit-III**

International payment systems; international asset and liabilities management; derivatives trading by multinational banks; bank asset portfolio management; strategies for managing non-performing assets; international credit appraisal techniques.

**Unit-IV**

Banks' participation in international money and capital markets; international banking mergers and acquisitions.

**Suggested readings:**

1. Macdonald S. Scott and Timothy W. Koch, Management of Banking, Thomson Learning, Singapore
2. Fabozzi Frank J. et. al., Foundations of Financial Markets and Institutions, Pearson Education, Delhi
3. Giddy Ian H., Global Financial Markets, AITBS, New Delhi
4. Robinson Stuart W., Multinational Banking, A.W. Sijthoff International, Leiden
5. Lees Francis A., International Banking and Finance, John Wiley, New York

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **INTERNATIONAL TRADE THEORY AND PRACTICE**

### **MBA – 245 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand and analyse international trade problems and issues.
2. Understand the free trade benefits and its consequences.
3. Get deep insight of practical parts of trade policy.
4. Unravel recent trends in India's foreign trade, management and policy related issues in foreign trade in the global context.

#### **Unit-I**

Growing importance of trade in world economy; trade as an agent of globalisation; alternative bases and explanations of trade; gains from trade; term of trade – alternative concepts; trade equilibrium and determination of terms of trade; significance of conceptual understanding of trade theory for IB manager

#### **Unit-II**

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota; international economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers

#### **Unit-III**

Components of international trade policy; export promotion strategies; import substitution; rationale and working of free trade zones; assessing export potential for specific products in specific markets; logic of state trading and canalised trade; trade fairs and exhibition; commercial intelligence

#### **Unit-IV**

Major quantitative and qualitative; trends in India's foreign trade since 1991; major schemes and incentives for exporters; import control regime; impact of WTO provisions on trade policy; overall assessment of India's trade policy

#### **Suggested readings:**

1. Krugman, Paul R. and Maurice Obstfeld, International Economics: Theory and Policy, Pearson Education, Delhi.
2. Bo Sodersten, International Economics, Macmillan, London.
3. D. Salvatore, Theory and Problems of International Economics, McGraw Hill, New York.
4. H. Robert Heller, International Trade, Prentice Hall of India, New Delhi.
5. Govt. of India, Economic Survey.
6. Export-Import Policy, Nabhi Publications.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit

## GLOBAL STRATEGIC MANAGEMENT

### MBA – 246 - V

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Gain knowledge about the impact of globalisation on business organisation
2. Understand the motive of global alliance
3. Know how managers can take strategic decisions in the global context.
4. Learn about various techniques of global capital structure decisions

#### **Unit-I**

The phenomenon of globalisation; drivers and obstacles to globalisation; motives and determinants of internationalisation of firms; components and challenges of international strategic management; developing a strategic planning model for an MNC; approaches to multinational corporate strategy; impact of personal values and corporate and culture on international strategy.

#### **Unit-II**

Motives for strategic global alliances; strategic value of an alliance; partner analysis; criteria for successful alliances; cross -border mergers and acquisitions; managing integration, transition and consolidation phases; strategic considerations in foreign market identification, entry and exit; product strategies for global markets; strategic decisions over different stages of international product lifecycle; R&D networking and technology strategy; global knowledge management.

#### **Unit-III**

Strategic considerations in expatriate personnel management; HR strategies in cross-cultural environment; international control system; aspects of headquarter control over subsidiaries; challenges of multinational recruitment, selection and performance appraisal; integrating ethical and social responsibility concerns with strategic management; communication and negotiation strategies; e-commerce strategy.

#### **Unit-IV**

Risk strategies in multinational management; global capital structure decisions; international investment strategy; minimising taxation burden; transfer pricing techniques; managing international intra-company accounts; management of blocked funds; managing project, working capital and trade finance; strategies for global competitive advantage.

#### **Suggested readings:**

1. Cullen John B., *Multinational Management – A Strategic Approach*, South-Western, Ohio.
2. Sindhwanji Trilok N., *The Global Business Game – A Strategic Perspective*, MacMillan, New Delhi
3. Daniels John D. et.al., *International Business – Environment and Operations*, Pearson Education, New Delhi
4. Lasserre Philippe, *Global Strategic Management*, Palgrave MacMillan, Hampshire
5. Garpari J. and Farmer, R. N., *International Permissions of Business Policy and Strategy*, Kent Publishing Co.

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **INTERNATIONAL FINANCIAL MANAGEMENT**

### **MBA – 247 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Get insight about the managerial aspects of international finance
2. Impart the skills needed by multinational financial managers.
3. Gain knowledge about international portfolio management techniques
4. Understand the techniques of Multinational capital structure

#### **Unit-I**

Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments.

#### **Unit-II**

Aspects of international cash management; investment criteria and borrowing decisions; centralised versus decentralised cash management; optimising cash flows; cash management and value of the firm.

#### **Unit-III**

International portfolio versus direct investment; international CAPM and Roll's critique; Arbitrage Pricing Theory; capital budgeting for foreign investment; strategic adjustment to international taxation; assessing and managing country risk in capital budgeting decisions.

#### **Unit-IV**

Multinational capital structure and cost of capital; strategic considerations in euro - equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; international portfolio diversification techniques and barriers; asset allocation policy; costs and risks of financing; strategies for managing currency risk.

#### **Suggested readings:**

1. Levi Maurice D., International Finance, McGraw-Hill, New York
2. Buckley A., Multinational Finance, Prentice-Hall of India, New Delhi
3. Shapro A.C., Multinational Financial Management, Prentice-Hall, New Delhi
4. Apte P.G., International Financial Management, TATA McGraw-Hills, New Delhi
5. Butler, K.C., Multinational Finance, Thomson Learning, Bombay

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **INTERNATIONAL LOGISTICS**

### **MBA – 248 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes**

After the successful completion of the course, students will be able to:

1. Understand the practical aspects of international trade
2. Unravel the various modes of payment in international trade
3. Have insight about the domestic and international institutional and regulatory arrangements for this part of international business.
4. Know about various export promotion schemes in India.

#### **Unit-I**

Trends in world trade growth; nature, significance and components of international logistics; creating an export organisation; registration and licensing; selecting export products and markets and channels; export costing and pricing procedures incoterms; deciding payment terms; export contracts; deciding currency of payment; export order processing; international logistics infrastructure.

#### **Unit-II**

Arranging pre -shipment finance; export procurement; quality control and pre -shipment inspection; packing and labeling of export consignments; basic procedure and documentation for excise and custom clearance; ADS; Cargo insurance; shipping modes procedures and documentation; role of forwarding agents.

#### **Unit-III**

Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C; managing exchange earners' foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates; role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC.

#### **Unit-IV**

Major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports; marketing development assistance; trade information support; role of commodity boards and export promotion councils in trade promotion; facilities for service exports.

#### **Suggested readings:**

1. Paras Ram, Export: What, When, How, Anupam Publications, New Delhi.
2. Khurana, P.K., Export Management, Galgotia Publishing, New Delhi.
3. Shavaramu, Export Marketing – A Practical Guide for Exporters, Wheeler Publishing, New Delhi.
4. Govt. of India, An Overview of Customs, Commissionate of Customs and ICDs, New Delhi.
5. Govt. of India, Ministry of Commerce and Industry – Handbook of Procedure, Govt. of India, New Delhi.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **CROSS-CULTURAL HUMAN RESOURCE MANAGEMENT**

### **MBA – 249 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Analyse and understand the culture for a business context.
2. Gain insight into cross-cultural leadership
3. Have a clear understanding of decision making at the global level.
4. Work efficiently in MNCs.

#### **Unit-I**

Defining and understanding culture for a business context; brief wrap up of organisational culture & its dimensions; major models of national culture, cultural convergence and divergence, cross-cultural theories, the importance of cultural sensitivity, potential cross-cultural; cultural background of business stake-holders [managers, employees, shareholders, suppliers, customers and others

#### **Unit-II**

Culture and global management - global business scenario and role of culture, human and cultural differences and managerial implications; elements & processes of communication across cultures; culture implications for team building.

#### **Unit-III**

Cross-cultural leadership and decision making; cross-cultural communication and negotiation; global business operations - strategy formulation & implementation, aligning strategy, structure & culture in an organisational context, developing the values and behaviours necessary to build high-performance organisation personnel [individuals and teams included], corporate culture.

#### **Unit-IV**

Global human resource management process - global human resource planning, international staffing, compensation and benefits, global workforce, training and development, performance management in an international organisation, international reward systems, integrating two cultures - models of people management in different cultures, expatriation and repatriation, problems, IHRM trends and future challenges.

#### **Suggested readings:**

1. International Management: Managing Across Borders and Cultures, “Deresky Helen,” Prentice Hall India
2. Revitalize Your Corporate Culture: Powerful Ways To Transform Your Company Into A High-Performance Organization, “Cash by Franklin”, Prentice Hall India
3. Dowling, P.J. & Welch, D.E. International Human Resource Management: Managing People in a Multinational Context. Cengage Learning
4. Vance, C.M. & Paik Y. Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. PHI
5. Edwards, T. & Rees, C. International Human Resource Management. Pearson Education

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**ALTERNATIVE STUDY CREDIT ACTIVITIES (ASCA)**  
**MBA – 250 - V**

Total credits: 3  
External Viva voce: 75  
Internal Marks: 25

**Course outcomes:**

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

1. Develop causal thinking and analytical prowess.
2. Explore new ways of learning and development.
3. Get hands-on experience and exposure of the chosen area.
4. Develop communication and networking skills.

Alternative Study Credit Activities (ASCA) are an alternative to an elective course. Such activities may include Outbound Experiential Learning Programme (OELP), Social Sensitisation Projects (SSPs), Community Development Projects (CDPs), Rural Innovation Projects (RIPs) and Field or Live Projects (FLPs). Such activities, many of which go beyond the boundaries of the campus, would be non-traditional sources of learning with major thrust on experiential learning.

ASCA would be undertaken under the supervision of an allocated faculty member. Students from UTDs will perform four different activities in the chosen domain and will submit a written report of each activity. The evaluation will be done on the basis of assignments, report, presentation and external viva voce.

**ELECTIVES**  
**(RETAIL MANAGEMENT)**

## **DIRECT AND NETWORK MARKETING**

### **MBA – 251 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to

1. Conceptualise the various forms of direct marketing.
2. Critically analyse the digital marketing and its role in today's business.
3. Evaluate the best practices in direct and network marketing
4. Apply suitable strategies in the contemporary issues of digital and Network marketing

#### **Unit-I**

Scope of direct marketing - business, strategic and direct marketing planning; impact of databases - consumer and business mailing lists, the offer-magazines, newspapers, TV/radio, telemarketing, tele services, e-communications, creating print advertising - managing a lead-generation program; modelling for business decision support.

#### **Unit-II**

Direct and digital marketing - modern integrated & interactive marketing; important role in marketing strategy; build and develop brands, customer acquisition, development and retention, key principles of targeting, interaction, control and continuity; three different business models, stand alone, integrated and support; catalysts of change in modern marketing, from distance selling to interactive marketing; managing relationships across channels and media; the direct and interactive marketers' information system; data driven marketing planning.

#### **Unit-III**

Network Marketing; Network Marketing Boom; Network Marketing Compensation Plan; Evaluating network marketing opportunity; relationship marketing; six market models; managing relationship with buyers, intermediaries and customer; segmentation and analysis of customer market domain-customer acquisition and customer retention, strategic outsourcing, creating successful alliances; referral and influence marketing; creating and implementing relationship marketing strategies-people-processes-proactive/personalised service; relationship marketing plan-;relationship management chain; value proportions; identifying appropriate customer value segments; designing value delivery systems; managing and maintaining delivered satisfaction.

#### **Unit-IV**

legal issues and best practice - data protection and privacy, electronic communications and the Indian directive, self-regulation and codes of practice; pitfalls and opportunities of international direct and interactive marketing; consumer and technological landscape of the future; emerging trends in network marketing- B2B, C2C, planning, scheduling, negotiating and buying media on and offline; core marketing technology components; data warehousing, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact Centre applications, data fusion; network marketing success stories India , MLM

**Suggested readings:**

1. Stone, Bob, and Jacobs, Ron, *Successful Direct Marketing Methods*, McGraw-Hill, New York, NY.
2. Dave Chaffey, Richard Mayer, Kevin Johnston, Fiona Ellis-Chadwick *Internet Marketing: Strategy, Implementation and Practice*
3. Brian Thomas and Matthew Housden *Direct Marketing in Practice*

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**E-RETAILING**  
**MBA – 252 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Define the components of e-retail environment.
2. Recognize the role of e-retail environment for selling products and services through electronic means.
3. Implement the strategies for running an effective e-business.
4. Design an e-retail store by taking into consideration internet security issues.

**Unit-I**

Significance of e-retailing; comparison with convention retailing; e-Marketing; demographics and targeting, adaptability and closed loop marketing, benefits e-retailing to traditional retailers, shortcomings of e-Retailing, brick & mortar, click and mortar; pure e-retailing; multi-channel retailing.

**Unit-II**

E-retailing models; weighing the options; approaches to building an e-store; requirements of an effective e-store; e-store design: web atmospherics, navigability, interactivity, retail information.

**Unit-III**

Marketing strategies for e-stores; marketing mix in the age of e-retailing; the roles of cyber intermediaries in e-retailing; e-retailing and supply chain management system; online pricing; factors affecting online pricing; different methods of online pricing; price promotional strategies of e-retail business; branding on the web; offline marketing; cross selling; referral services; permission marketing.

**Unit-IV**

Online payment processing; internet payment gateways; internet security issues; e-malls; future of e-retailing. Customer relationship management in E-retailing; customer loyalty, CRM implementation; customer service; gift reminder services; contests & promotions; online communities; loyalty programs; personalisation.

**Suggested readings:**

1. D.P. Sharma, E-retailing Principles and Practice, Himalaya Publications
2. Caroll & Broadhead, Selling Online: How to Become a Successful E-Commerce Merchant, Dearborn publishers
3. Dennis, Fenech & Merrilees, E-retailing, Routledge Press
4. Levy & Weitz, Retailing Management, Tata McGraw Hill.

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **RETAIL INSTITUTIONAL FRAMEWORK**

### **MBA – 253 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Appreciate and conceptualize the advantages and disadvantages of old and new retail formats.
2. Analyze the managerial implications of choosing different retailing strategies and their benefits.
3. Evaluate and model novel strategies for retail institutions.
4. Critically analyse the emerging trends in retailing.

#### **Unit-I**

Retail institution - characteristics by ownership; independent, chain, franchising, leased, department, vertical marketing system, consumer-cooperatives- competitive advantages and disadvantages, size, functions, dynamics, managerial-issues and relationships

#### **Unit-II**

Store based strategy-mix retail- planning; retail strategy-mix; wheel of retailing theory, scrambled-merchandising; retail-lifecycle, retail-institutions strategies - mergers, diversification, downsizing; suitable case study

#### **Unit-III**

Store based strategy-mix retail - cost containment approach, food-oriented retailers, formats; convenience store, conventional supermarkets, food-based superstores, combination store, box /Limited line store, warehouse store, general merchandise-retailers, specialty store, traditional departmental store, full time discount store, variety store, off-price-chain, factory-outlet, membership-club, flea-market; suitable case study

#### **Unit-IV**

Non-traditional retailing-single-channel and multi - channel-retailing, direct marketing: domain key to success, emerging trends; steps in direct marketing strategy; key issues; direct selling; vending machines, electronic retailing; scope, characteristics; video kiosks, airport retailing; suitable case study

#### **Suggested readings:**

1. Swapna Pradhan, Retailing Management- Text & Cases, Tata McGraw Hill
2. P Fleming, Guide to Retail Management, Jaico Publications.
3. W Gopal, Retail Management, ICFAI.
4. S.N. Mitra, Retail Management, Pointer Publication
5. Berry Berman & J.R. Evans, Retail Management – A Strategic approach, Prentice Hall of India

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **AGRICULTURAL AND RURAL MARKETING** **MBA – 254 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

### **Course outcomes:**

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

1. Develop a critical understanding about rural market and e-rural marketing
2. Analyse consumer behaviour and develop marketing mix for rural market.
3. Develop strategies for marketing in rural regions
4. Develop a critical understanding about agricultural market and produces.

### **Unit-I**

Rural market - components and classification; factors contributing to growth of rural market; problems in rural market; rural development; e-rural marketing.

### **Unit-II**

Rural consumer behaviour; relevance of marketing mix for rural market/consumers; rural marketing information system.

### **Unit-III**

Rural market - segmentation, targeting and positioning; market forces, components of product strategies; pricing strategies; promotional strategies and distribution strategies for rural consumers.

### **Unit-IV**

Agricultural markets, agriculture Marketing - objectives, importance and challenges; agricultural produces - marketing and export potential; government and non-government agencies in the development of rural and agricultural marketing; agricultural sector marketing strategies for seed, fertilizers, pesticides, farm equipment.

### **Suggested readings:**

1. Acharya S.S. & Agarwal N.L., Agriculture Marketing in India, Oxford & IBH Publishing, New Delhi
2. M Dantwala M.L, Indian Agriculture since Independence, Oxford & IBH Publishing, New Delhi
3. Singh A. K. & Pandey S., Rural Marketing: Indian Perspective, New Age International Publishers, New Delhi
4. Krishnamacharylu C.S.G. & Ramakrishna L., Rural Marketing, Pearson Education Asia.

### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **RETAIL ORGANISATION AND RESOURCE MANAGEMENT**

### **MBA – 255 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

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

1. Study the procedures involved in setting up a retail organisation
2. Examine the various organisational arrangements utilised in retailing
3. Consider the special human resource environment of retailing
4. Describe the principles and practices involved with the human resource management process in retailing

#### **Unit-I**

Setting up a retail organisation - factors in planning and assessing a retail organisation, grouping tasks into jobs, job classification, organisational chart.

#### **Unit-II**

Organisational patterns in retailing - organisational arrangements by small independent retailers, by departmental stores, by chain-retailers, by diversified retailers.

#### **Unit-III**

HRM in retailing – concept, HR environment of retailing, women and minorities in retailing; HRM process in retailing - recruiting, selecting, training, compensating and supervising retail personnel.

#### **Unit-IV**

Motivation in retail - meaning, importance, hierarchy of needs (Maslow's); leadership in retailing - concept, characteristics, significance, leadership development, leadership styles

#### **Suggested readings:**

1. Berman B.R. and Evans J. R. Retail Management: A strategic approach, Pearson Education.
2. Levy M. and Weitz B.A., Retailing Management, McGraw hill Irwin.
3. Swapna Pradhan, Retailing Management: Text and Cases. Tata McGraw hill, New Delhi
4. Bajaj C., Tulli R. and Srivastava N. V., Retail Management, Oxford University Press.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**OPERATIONS AND MERCHANDISE MANAGEMENT FOR  
RETAILERS  
MBA – 256 - V**

Total credits: 3  
External Marks: 75  
Internal Marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Gain a conceptual understanding of the operations dimensions in retailing.
2. Relate the concepts of merchandise management to practical applications in a retail store.
3. Understand various aspects associated with implementing merchandize plans.
4. Optimum utilisation of resources by using control systems.

**Unit-I**

Blueprint of operations for retail-business, inside format, size, and space-allocation in retail-stores, store security, insurance, credit management, computerisation, outsources, crisis management.

**Unit-II**

Merchandise management - philosophy, buying organisation formats and processes; devising merchandising plans (forecasts, innovativeness, assortment, brands, timing, allocation); category management; merchandising software.

**Unit-III**

Implementing Merchandising Plans (IMPs) - Steps for IMPs; Logistics with Goals; Inventory-Management.

**Unit-IV**

Financial merchandise management (FMM) - overview, cost and retail methods of accounting for FMM; merchandise forecasting and budgeting, unit control system (UCS); financial inventory control.

**Suggested readings:**

1. Swapna Pradhan, Retailing Management: Text and Cases. Tata McGraw hill, New Delhi
2. M. Chaelhevy and Barton. A Weitz, Retail Management, Irwin McGraw Hill.
3. Judith. W. Kincaid, Customer Relationship Management: Getting it right, Pearson Education, New Delhi.
4. James. A. Fitzsimms and Mina. J Fitzsimms, Service Management: Operations, Strategy, Information Technology, Tata Mc Graw hill.

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **RETAIL ADVERTISING AND SALES PROMOTION**

### **MBA – 257 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the use of advertising and sales promotion as a marketing tool.
2. Understand of advertising and sales promotional appeals.
3. Learn about appropriate selection of media.
4. Understand how to test the effectiveness of advertising and sales promotion.

#### **Unit-I**

Meaning, nature and purpose of advertising; advertising in the context of retailing; integrated marketing communication, advertising management process, setting of retail advertising objectives and budgets, media decisions: media planning, popular media vehicles used in retail sector; media timing and scheduling.

#### **Unit-II**

Copy writing, different types of appeals; copy layout; evaluation of retail advertising effectiveness, advertising agencies: features, functions and types; selection of advertising agency; agency-client relations; direct response advertising, ethical and legal aspects of retail advertising.

#### **Unit-III**

Meaning, nature and role of sales promotion, major objectives and limitations of sales promotion; major types of sales promotion tools and techniques – manufacturer vs. retail store sales promotion, consumer vs. trade sales promotion, retail store sales promotion: objectives; major retail store sales promotion tools for traffic building, purchase influencing and loyalty building – sampling, price-off, coupon and money refund offers, premium, consumer contests and sweepstakes, point-of-purchase displays, demonstration, exchange offers, trade fairs and exhibitions.

#### **Unit-IV**

Objectives of trade promotion, major trade promotion schemes – merchandise allowance, sales contests, point of-purchase display assistance, trade discount, co-operative advertising, establishing objectives of sales promotion and selecting consumers for sales promotion; developing, pre-testing, implementing, controlling and evaluating the -sales promotion programme.

#### **Suggested Readings:**

1. Robert C. Blattberg & Scott A. Neslin -Sales Promotion: Concepts, Methods, and Strategies – Prentice-Hall.
2. Paul J Hydzik -Sales Promotion: Strategies That build brands - Illinois Institute of Technology.
3. Schulz, William A Robinson & Lisa A Peterson -Sales Promotion Essentials: The 10 Basic Sales Promotion Techniques.
4. Julian Cummins & Ruddy Mullin- Sales Promotions How to create, Implement and Integrate Campaigns that really work- Kogan Page.
5. Kazmi & Sathish K Batra Advertising& Sales Promotions- Excel Books.

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## INTERNATIONAL RETAILING

MBA – 258 - V

Total credits: 3  
External marks: 75  
Internal marks: 25

### Course outcomes:

After the successful completion of the course, students will be able to:

1. Understand traditional and contemporary frameworks of global retailing.
2. Identify the key concepts and issues pertaining to retail environment of firms and their retail marketing strategies.
3. Develop critical thinking to analyse opportunities and problem pertaining to foreign markets and selling strategies.
4. Apply adaptations to the marketing mix to meet the needs of retail management.

### Unit-I

Nature, scope and importance of international retailing; trends in the internationalisation of retailing and evolution of international retailing; motives for international retailing; assessing the potential of retail markets; methods of international retailing; accessing retail markets; the form of entry, joint ventures, franchising, acquisition; marketing planning for differing international and regional requirements.

### Unit-II

International retail marketing environment; international marketing research; global marketing mix, segmentation, targeting, positioning in retail context; the marketing plan and entry mode selection- products and services; international product and service strategies; international distribution and logistics.

### Unit-III

Competing in foreign markets; demographic and market conditions- concept of multi country competition and global competition; strategy options for entering and competing in foreign markets; quest for competitive advantage in foreign markets-profit; competing in emerging foreign markets; cross border strategic alliances.

### Unit-IV

Retail structure; retail Location and layout decisions; stages in development of international operations; promotional mix and advertising; public relation and sales promotion strategies; personal selling and sales management; international pricing strategy; developing and controlling an international marketing plan.

### Suggested readings:

1. Levy Michael, Weitz A Warton, Retail Management, Tata McGraw Hill, India
2. Berman Barry, Evans Joel, Retail management, Pearson, India
3. Pradhan Swapna, Retailing management, McGraw –Hill, India
4. Nicolas Alexander International Retailing-Blackwell Business Publishers Ltd.

### Note:

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **MALL MANAGEMENT**

### **MBA – 259 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Analyse the future prospects of malls in India.
2. Understand the aspects related to management of malls.
3. Evaluate the performance of a mall.
4. Apply the concepts for better performance of the mall.

#### **Unit-I**

Concept of shopping mall; growth of malls in India; mall positioning strategies; strategic planning for malls.

#### **Unit-II**

Mall design process; factors influencing establishment of malls; feasibility analysis; recovery management; aspects in finance; HR aspects in quality management; statistical methods used in measuring mall performance; security and safety procedures of malls; legal compliances and issues; measuring mall performance.

#### **Unit-III**

Store allocation; leasing negotiations; maintenance and repairs; operational activities; footfalls measurement; common area management; scope of shopping mall management.

#### **Unit-IV**

Selection of anchor tenant; tenant mix; types of retail formats-multiplexes, food courts, branded stores, specialty stores, hypermarkets, supermarkets; mall resource allocation; owner-tenant relationship.

#### **Suggested Readings:**

1. Alexander, A., 1983. Managing the Shopping Center. Institute of Real Estate Management, 1983.
2. Shelkh, A. I., and Dr. Fatima, K., 2008. Mall Management, 1st ed., Himalaya Publishing House.
3. Das, A. Mall Management with Case Studies, 2nd ed., Taxmann Publications Pvt. Ltd.
4. Hardwick, J. M., and Gruen, V., 2004. Mall maker: Victor Gruen, architect of an American dream. University of Pennsylvania Press.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**ALTERNATIVE STUDY CREDIT ACTIVITIES (ASCA)**  
**MBA – 260 - V**

Total credits: 3  
External Viva voce: 75  
Internal Marks: 25

**Course outcomes:**

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

1. Develop causal thinking and analytical prowess.
2. Explore new ways of learning and development.
3. Get hands-on experience and exposure of the chosen area.
4. Develop communication and networking skills.

Alternative Study Credit Activities (ASCA) are an alternative to an elective course. Such activities may include Outbound Experiential Learning Programme (OELP), Social Sensitisation Projects (SSPs), Community Development Projects (CDPs), Rural Innovation Projects (RIPs) and Field or Live Projects (FLPs). Such activities, many of which go beyond the boundaries of the campus, would be non-traditional sources of learning with major thrust on experiential learning.

ASCA would be undertaken under the supervision of an allocated faculty member. Students from UTDs will perform four different activities in the chosen domain and will submit a written report of each activity. The evaluation will be done based on assignments, report, presentation, and external viva voce.

**ELECTIVES**  
**(INFORMATION TECHNOLOGY**  
**MANAGEMENT)**

## **MULTIMEDIA AND WEB DEVELOPMENT** **MBA – 261 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

### **Course outcomes:**

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

1. Understand the operational fundamental of multimedia.
2. Familiar with data compression and its various standards
3. Learn about data and file format standards
4. Learn the application of multimedia in web designing

### **Unit-I**

Introduction to Multimedia - multimedia devices, components of multimedia systems, authoring tools, creating multimedia, video-capturing, video on demand.

### **Unit-II**

Data compression - need for data compression, non-lossy and lossy compressions for images, color, gray scale and still-video image, video image, and audio compression JPEG standard, MPEG standard, DVI Technology, MIDI, brief survey of speech recognition and generation.

### **Unit-III**

Data and file format standards, multimedia applications design - application classes, types of multimedia systems; distributed multimedia systems - components, distributed multimedia databases.

### **Unit-IV**

Introduction to web design - web development process, site types and architectures, navigation theory and practice; Introduction to Page: page sizes, page types, web design tools; Introduction to text - fonts and text layout, formatting tags, text design issues for the web.

**Lab: Each student is required to develop at least one website.**

### **Suggested readings:**

1. Buford, Multimedia Systems, Pearson Education
2. Vaughan, Multimedia Making IT Work, Tata McGraw Hill
3. Villamil and Molina, Multimedia: An Introduction, Prentice-Hall of India
4. Shuman, Multimedia in Action, Vikas Publishing House, New Delhi
5. Sinclair, Multimedia on the PC, BPB Publications.
6. Rosch, Multimedia Bible, Sams Publishing
7. Powell, Web Design The Complete Reference, Tata McGraw Hill, New Delhi.

### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Generates competency in transforming organisations into customer-centric enterprises.
2. Understand high level, about CRM
3. Eliminate some of the mystery around CRM.
4. Understand how to manage customer and business digitally with IT tools.

**Unit-I**

Introduction: Knowledge Management, e-Business, and CRM. The New Economy's New Face, How We Got Here. The Long-Winded Road. The New-New Imperatives. Understanding E-Business: CRM and KM, The New Digital Landscape, Getting Down to e-Business, Customer Relationship Management, Knowledge Management, Knowledge-Enabled Customer Relationship Management.

**Unit-II**

A Roadmap for Success: The Knowledge-Enabled Customer Relationship Management Roadmap. Phase I: Evaluation and Strategic Alignment Phase II: Infrastructural Development and Development Phase III: Leadership, Change Management, Measurement and Refinement. Aligning Strategy and Technology Choices: Getting Past the Innovator's Dilemma.

**Unit-III**

The KCRM Strategic Framework. Analysing the Business Environment. Understanding the Context Strategic Technology. Audit and Analysis: Why Audit Customer Knowledge? Initiating the Audit. Reference Measures and Methodological Choices. The Audit Method. Documenting Customer Knowledge Assets Using the Audit Results to Drive KCRM. The KCRM Architecture Integration. Long-term Considerations.

**Unit-IV**

Building an Implementation Team: Tasks ad Expertise, Team Composition. Leadership, Risk Assessment and Common Pitfalls. Blueprinting the Technology Infrastructure: Design Challenges. The Customer Lifecycle. Customer Knowledge Management: Technology Framework. Results-Driven Development and Deployment: Hidden Costs and other Surprises. An overview of Big-Bang, Systems Development Methods. Looking Beyond the Waterfall. Results Driven Incremental.

**Suggested readings:**

1. Alex Berson, Stephen Smith, Kurt Threarling; Building Data Mining Applications for CRM, Tata McGraw Hill, New Delhi; 2000.
2. Michael J. A. Berry; Data Mining Techniques: For Marketing, Sales and Customer Support, Gordon Linoff/1997.
3. Michael J. A. Berry and Gordon Linoff; Mastering Data Mining: The Art and Science of Customer Relationship Management, John Wiley, 2001.

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**E-BUSINESS**  
**MBA – 263 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

**Course outcomes:**

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

1. Understand the E- business infrastructure, models and trends
2. Know about different types of electronic payment mechanism used in the industry.
3. Understand various types of electronic markets and their operation mechanisms
4. Understand about cyber frauds and security threats involved in e-business
5. Integrate theoretical frameworks with business strategies.

**Unit-I**

E-Business: Fundamentals, E-Business framework, E-Business application, Network Infrastructure for E-Business. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

**Unit-II**

Handling money on the net: type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment. Inter-organisation Business: EDI application in business, EDI: legal, security, standardisation and EDI, EDI software implementation, VANs (value added network) Internet based EDI.

**Unit-III**

Electronic market place of buyers and sellers: Consumer and business markets: ordering on-line, Advertisement and marketing on Internet, Offering customer product on the net, electronics customers support. Web-catalogues, business care for documents library, type of digital documents, documents infrastructure, data warehouses, multi-media and digital video.

**Unit-IV**

E-Business standard, Cyber laws, Cyber-crimes & frauds, types and tools of hacking. Security and Electronic-Business: Client-server security, data and message security, document security, firewalls. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on net, Web portals and vortals concepts

**Suggested readings:**

1. Ravi Kalakotta & Whinston B., “Frontiers of E-Commerce”, Addison-Wesley, New Delhi.
2. R. Kalakotta & M. Robinson, “E-Business: Roadmap for Success”, Addison-Werley, New Delhi.
3. Daniel Amor, “The E-Business (R) Evolution”, Prentice Hall, PTR, New Delhi.
4. Parag Diwan and Sunil Sharma, “E-Commerce”, Excel Books, New Delhi.
5. Reynolds, “Beginning of E-Commerce”, Shroff Publication.
6. Kamlesh K. Bajaj & Debjani Nag, “E-Commerce”, Tata McGraw Hills, New Delhi.

**Note:**

1. Only the latest editions of the above books are recommended.

2. At least four cases will be discussed, one from each unit.

## **SOFTWARE QUALITY ASSURANCE**

### **MBA – 264 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes**

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

1. Understand the basic tenets of software quality and quality factors.
2. Be exposed to the Software Quality Assurance (SQA) architecture and the details of SQA components.
3. Understand of how the SQA components can be integrated into the project life cycle.
4. Be familiar with the software quality infrastructure.
5. Be exposed to the management components of software quality

#### **Unit-I**

Introduction: - Software Quality Assurance, Software Models, Software Life Cycle, Testing Life Cycle. Types of Testing:- Software Testing, Scope, Importance of testing; Types of Functional Testing like- Static & Dynamic testing, black box & white box testing. Unit, Integration, System, Acceptance, Alfa, Beta, Positive, Negative, Ad-hoc and Monkey testing, Understanding basics of performance, Stress, scalability, capacity and load testing.

#### **Unit-II**

Planning: - Planning test efforts, test plan contents, designing, documenting and tracking test cases. Testing: - Testing for currency, time zone, language specific and localisation. (Practice on an example application) User interface, UI standards & guidelines; Browser based variations (Practice on an example application with IE), Testing of software on different platforms, Software testing for interaction with other applications, (Practice on Windows), Root Cause Analysis, Basic DB concepts and testing specific DB topics.

#### **Unit-III**

Security: - Understanding security, types of security testing. Automation: - Basic Concept of automation, Tools support for testing, Types of test tools, Advantages of test tools and Selection of test tools.

#### **Unit-IV**

Bug Tracking: - Introduction to bug tracking system, Bug Tracking Tools, Managing bug cycle, prioritising bugs (Practice with tool). Configuration: - Understanding configuration management, Configuration Management Tools, Installation, Web server and application server.

#### **Suggested readings:**

1. Software Engineering – Roger S. Pressman
2. Ian Sommerville - Software Engineering
3. Systematic Software Testing - by Rick David Craig, Stefan P. Jaskiel
4. Software Testing Techniques - by Geoffrey Miller, Scott Loveland, Michael Shannon, Richard Prewit.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **INTERNET MARKETING**

### **MBA – 265 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

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

1. Explain the role and importance of digital marketing in a rapidly changing business landscape
2. Discuss the key elements of a digital marketing strategy
3. Illustrate how the effectiveness of a digital marketing campaign can be measured
4. Demonstrate advanced practical skills in common digital marketing tools suchas SEO, SEM, Social media and Blogs

#### **Unit-I**

Introduction to Internet Marketing: Definition, Scope, Advantages & Disadvantages, Process, Internet Marketing Vs Traditional Marketing, Internet Marketing Strategies. E-business models, Search Engine Marketing Strategy, Web Marketing, E-business deployment, RSS Feed.

#### **Unit-II**

Pay Per Click Campaign: Google and Yahoo Model, Adwords & Adsense, Content Match Type, CTR, Leads & Conversions, PPC Account Management, Budgeting, PPC Strategies, Gap Analysis. Banner Advertisement & E-mail Marketing: Banner Concept, Banner Placement, Email campaign, Newsletter Campaign, Press Release.

#### **Unit-III**

Affiliate Marketing: Introduction, Affiliate Networks, In-house Affiliate Programs. W3C Standards: W3C Mark Up Validator, Check link, CSS Validator, P3P Validator, And Semantic Data Extractor.

#### **Unit-IV**

Implementation of strategies: Introducing realistic approach of Internet Marketing strategies development and implementation.

#### **Suggested readings:**

1. Internet Marketing: Strategy, Implementation and Practice by Dave Chaffey.
2. Principles of Marketing by Philip Kotler.
3. Tapp, A., & Whitten, I., & Housden, M. Principles of Direct, Database and Digital Marketing, Pearson.
4. Tasner, M. Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First, Pearson.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **SEARCH ENGINE OPTIMISATION METHODS**

### **MBA -266 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

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

1. Understand the concepts of Internet marketing and HTML
2. Compare and contrast the functionality of search engine algorithms updates
3. Write your own content for a website that will improve search results
4. Develop an optimisation strategy following best practices for a client to implement to help increase their ranking

#### **Unit-I**

Introduction to Internet Marketing: Definition, Scope, Advantages & Disadvantages, Process, and SEO Strategies. HTML: Important HTML Tags, Use of HTML Tags, Code Verification & Validation.

#### **Unit-II**

Search Engines: Introduction of Search Engines, Search Engines Vs Web Directories, PR concept, SE Algorithms, SERP, SE Crawler, SE Submission & Indexing, Google Dance and Sand Effect.

#### **Unit-III**

Search Engine Optimisation: Industry Analysis, Site Analysis, Competitor Analysis, Keyword Analysis and Research, Meta Creation, Navigation & Linking Strategies, Content SEO, other Supplementary SEO, Static SEO & Dynamic SEO, Landing Page, Landing Sites, Call to Actions, SEO Tools, Design Issues, Gsitemap, Page Redirect methods.

#### **Unit-IV**

Link Building Strategies: Linking Concept, Link Exchange, Free & Paid Directory Submission. Web Traffic Analysis: Web Stats Tools, Traffic Analysis, Configuring Tools using wizards, Tracking End-users.

#### **Suggested readings:**

1. Search Engine Optimization for Dummies by Peter Kent.
2. SEO Book by Aaron Walls.
3. Search Engine Marketing by Mike Grehan.
4. Berners -LEE, Godel and Turing, "Thinking on the Web", Wiley

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **BUSINESS TRANSFORMATION TOOLS & TECHNIQUES**

### **MBA – 267 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

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

1. Understand role of ERP in modern business enterprise
2. Understand concepts and philosophy of Business Process Reengineering.
3. Basic understanding of ISO 9000 standard and Total quality management
4. Analyse and integrate issues and challenges of applying tools/techniques of Information Technology for BPR and learn to apply them in the industry.

#### **Unit-I**

Overview of ERP, Integrated Information, Accommodating variety, seamless integration, Benefits, Modern Enterprise with ERP. Significance and principles of BE, BPR, ERP, IT, MRP, II. ERP implementation, Role of consultant, vendors, users, post implementation, ERP cases: SAP Baan.

#### **Unit-II**

Core Concepts of TQM. Customers focus. Quality for profits. Tools and Techniques of TQM:SPC ISO 9000: Concepts. Certifications, methods, implementation.

#### **Unit-III**

Introduction to BPR: Need application & capacities of BPR. Change theory, Pitfalls in Reengineering, Re-engineering team, Preparing and planning for change, Designing & implementing processes. Similarity and difference between ERP and BPR.

#### **Unit-IV**

Introduction to SCM. Inventory Management devices, logistic system analysis & design. Introduction to relationship management, concepts of CRM, Development of CRM. Planning CRM.

#### **Suggested readings:**

1. ERP Concept & Practice by V.K. Garg, N. Venkitaman PHI Quality in totality Parag Dewan.
2. Reengineering the Corporation Michel Hammer & James Champy Supply Chain Management B. S. Sahay.
3. Customer Relationship Management, Jagdish Seth
4. Dimitris, N. Chorafas. Integrating ERP, CRM, Supply Chain Management and Smart Materials.

#### **Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## **CYBER LAW & BUSINESS REGULATORY FRAMEWORK**

### **MBA – 268 - V**

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course outcomes:**

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

1. Understand rights and liabilities in Cyberspace.
2. Understand key terms and concepts in cyber law, IT ACT and cyber-crimes, trademarks and domain theft.
3. Determine computer technologies, digital evidence collection, and evidentiary reporting in forensic acquisition.
4. Secure both clean and corrupted systems, protecting personal data, securing simple computer networks, and safe Internet usage.

#### **Unit-I**

UNCITRAL Model Law, 2. Introduction to Information Technology Act, 2000 Object; Scope; Scheme of The Act; Relevancy with Other Laws. Jurisdictional Issues. Civil Jurisdiction; Cause of Action; Foreign Judgment; Exclusion Clause of Contract; Jurisdiction Under IT Act, 2000. Digital Signature: Technical Issues & Legal Issues. Digital signature; Digital signature Certificate; Certifying authorities and liabilities in the event of Digital signature Compromise; E- Governance in India.

#### **Unit-II**

Concept of Cyber Crime & the IT Act, 2000: Cyber Crimes: Technical Issues; Cyber Crimes: Legal Issues; Cyber Crimes: Legal Issues [ Penalty under the IT Act]; Cyber Crimes: Legal Issues [ Offences under the IT Act]; Cyber Crimes: Legal Issues [Offences under IPC]; Cyber Crimes & Investigation; Cyber Crimes & Adjudication. Protection of Cyber Consumers in India: Are Cyber Consumers Covered Under The Consumer Protection Act? Goods and Services; Defect in goods and deficiency in services; Restrictive and unfair trade practices; Consumer Foras, Jurisdiction and Implications on Cyber Consumers in India

#### **Unit-III**

Evidence Law vis-a-vis IT Law: Status of Electronic Record as Evidence; Proof and Management of Electronic Records; Relevancy, Admissibility and Probative Value of Evidence; Proving of Digital Signature; Proving of Electronic Message. IPR Issues in a nutshell: Copyright Issues; Patent Related Issues; Trademark Issues; Design & related issues

#### **Unit-IV**

Business Regulatory Framework: Provisions of the Companies Act, 1956 relating to Formation of company, Monopolies and Restrictive Trade Practices Act, 1969 (Relevant Provisions) and Competition Law, SEBI Act, 1992 - Functions of SEBI. Powers of SEBI in relation to securities markets. Guidelines for Security issues, Consumer Protection Act, 1986 - Objectives. Rights of consumers. Mechanism of Redressed of Consumer grievances

#### **Suggested readings:**

1. Ramaiya, A., Guide to Company Law, Wadhwa, Nagpur
2. Shah, S.M., Lectureson Company Law, N.M. Tripathi, Mumbai

3. Puliani, Ravi and Mahesh Puliani, Corporate Laws, Bharat Law House Private Ltd., New Delhi.
4. Gulshan, S.S. and G.k. Kapoor Corporate and Other Laws, New Age International Ltd, ND.

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

## DATABASE MANAGEMENT SYSTEMS

### MBA – 269 - V

Total credits: 3  
External marks: 75  
Internal marks: 25

#### **Course Outcomes:**

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

1. Understand terms related to database design and management, client server architecture and database models.
2. Apply the concept of relational model and relational algebra calculus to create database.
3. Apply the concept of normalisation on database and understand transaction management in databases.
4. Understand the concepts of SQL.

#### **Unit – I**

Overview of database management system: Database, Database Management system, Advantages of DBMS over file processing systems, Database Languages, Database Users and Administrator, Database system Structure, Storage Manager, Query Processor. Introduction to Client/Server architecture, Various views of data, three levels architecture of Database Systems, database Models, Attributes and Entity sets, Relationship and Relationship sets, mapping Constraints, Keys, Entity Relationship Diagram.

#### **Unit – II**

Relational Model: Introduction to the Relational Model, candidate keys, Integrity Constraints Over relations, Enforcing Integrity constraints.

Relational Algebra, Selection and projection set operations, renaming, Joins, Division, aggregate operations.

#### **Unit – III**

Normalisation and Functional Dependency: Need of normalisation, decompositions, Minimal cover, Attribute closure, FIRST, SECOND, THIRD Normal forms, Multi valued Dependencies, Fourth and Fifth Normal Form. Transaction Management and Concurrency Control: ACID Properties, Transaction States, Transactions and Schedules, Concurrent Execution of transaction, Serializability and recoverability, Introduction to Lock Management, Specialized Locking Techniques, Time stamp-based concurrency control.

#### **Unit – IV**

SQL: Introduction to Interactive SQL, Computations on table data, Oracle functions, manipulating Dates in Oracle, Subqueries and Joins, SQL performance tuning, Indexes, Views, Sequences, Data control permissions.

#### **Suggested readings:**

1. Kroenke, Database Processing, Pearson Education
2. Garcia, Ullman, Data Base Implementation, Pearson Education
3. Kahate, Introduction to Database Management System, Garcia, Ullman, Data Base Implementation, Pearson Education
4. Rob, Database System, Thomson Learning.
5. Singh S. K., Database Systems, Pearson Education
6. Abraham, Korth, Data Base System concepts, McGraw Hill.

**Note:**

1. Only the latest editions of the above books are recommended.
2. At least four cases will be discussed, one from each unit.

**ALTERNATIVE STUDY CREDIT ACTIVITIES (ASCA)**  
**MBA – 270 - V**

Total credits: 3  
External Viva voce: 75  
Internal Marks: 25

**Course outcomes:**

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

1. Develop causal thinking and analytical prowess.
2. Explore new ways of learning and development.
3. Get hands-on experience and exposure of the chosen area.
4. Develop communication and networking skills.

Alternative Study Credit Activities (ASCA) are an alternative to an elective course. Such activities may include Outbound Experiential Learning Programme (OELP), Social Sensitisation Projects (SSPs), Community Development Projects (CDPs), Rural Innovation Projects (RIPs) and Field or Live Projects (FLPs). Such activities, many of which go beyond the boundaries of the campus, would be non-traditional sources of learning with major thrust on experiential learning.

ASCA would be undertaken under the supervision of an allocated faculty member. Students from UTDs will perform four different activities in the chosen domain and will submit a written report of each activity. The evaluation will be done based on assignments, report, presentation, and external viva voce